



## ORDINARY MEETING

### AGENDA

**Wednesday 7 AUGUST 2024**

### NOTICE OF MEETING

Notice is hereby given that an **Ordinary Meeting of Gwydir Shire Council** will be held in the Roxy Conference Room on **Wednesday 7 August 2024**, commencing at **2:00 pm** to discuss the items listed in the Agenda.

Your attendance is respectfully requested.

Yours faithfully,

A handwritten signature in black ink, appearing to read 'Max Eastcott', is written over a faint, light blue circular watermark.

Max Eastcott  
General Manager

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<https://www.gwydir.nsw.gov.au/Home>

## ACKNOWLEDGMENT OF COUNTRY

The Gwydir Shire Council acknowledges that this meeting is being held on Aboriginal land and recognise the strength, resilience and capacity of Gomeroi people in this land.

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## **1 OFFICIAL OPENING AND WELCOME - MAYOR**

## **2 APOLOGIES**

Cr Geoff Smith is an apology for this meeting.

## **3 CONFIRMATION OF THE MINUTES**

### **RECOMMENDATION**

**THAT the Minutes of the Ordinary Meeting and Confidential Ordinary Meeting held on Thursday 27 June 2024 as circulated be taken as read and CONFIRMED.**

## **4 PRESENTATION**

## **5 CALL FOR THE DECLARATIONS OF INTERESTS, GIFTS RECEIVED AND CONFLICTS OF INTEREST**

## **6 ADDITIONAL/LATE ITEMS**

## **7 OFFICERS' REPORTS**

### **7.1 Technical Services Report June 2024**

<b>File Reference:</b>	NA
<b>Goal:</b>	5. Organisational management
<b>Outcome:</b>	2.1 Our economy is growing and supported
<b>Strategy:</b>	2.1.1 Plan for and develop the right assets and infrastructure
<b>Author:</b>	Alexander Eddy, Director of Engineering Services

**STAFF DISCLOSURE OF INTEREST** Nil

### **IN BRIEF/SUMMARY RECOMMENDATION**

This report is for reception.

**TABLED ITEMS** Nil

### **BACKGROUND**

The Monthly Technical Services report has been identified by Council as the process of reporting the activities carried out monthly by the Technical Services Department. This report is for the month of June 2024.

### **COMMENT**

**Warialda CBD Park**



The concrete and associated road works for the Warialda CBD Park are complete, with bitumen sealing of the carpark undertaken in July.



### **IB Bore Road Upgrade**

Works continue on the SR9 IB Bore Road upgrade near North Star this month. This project is jointly funded by the Fixing Country Roads Program (\$9.54m), and the Federal Government's Heavy Vehicle Safety and Productivity Program (\$2m).

Over half of the project's length, approximately 11.5 kilometers, has been completed. The team is continuing with the next 5.5km with stabilising and gravel carting completed, this section is to be sealed by the end of August.



*SR9 IB Bore Road*

### **County Boundary Road Upgrade**

The County Boundary Road sealing project is jointly funded by the Federal Government's Roads of Strategic Importance (ROSI) Program (\$9.75 million) with Council contributing an additional \$2.44 million.

Stage 2 of 4 Stages of the project was completed in June 2024 and Stage 3 earthworks construction with formation works well underway. It is expected that the 12.3 km long project will be completed by April 2025.



*SR41 County Boundary Road, Stage 2*

## **Maintenance**

General maintenance continues on Regional and State roads, including vegetation control, slashing, whipper snipping and spraying of guideposts and guard rails and sign maintenance.

Seal maintenance is ongoing on all State, Regional and Local Roads as potholes continue to develop. Maintenance crews have completed drainage repairs on Whitlow Road, Gineroi Road, Yallaroi Road and culvert repairs on Langley Road.

Shoulder maintenance and drainage works have now been completed at Hollymount.

## **Maintenance Grading**

During June maintenance grading was carried out on the following roads

- Gineroi Road
- Mt Rodd Road
- Riverstone Road
- Bereen Road
- Kellys Access Road
- Mitiamo Road
- Boundary Creek Road
- Gravesend Road
- Tucka Tucka Road
- Blue Nobby Road
- Yallaroi Road
- Croppa Moree Road
- Peates Road
- Dunrobyn Road
- Bells Creek Road
- Singapore Road
- Avon Downs Road

## **Slashing**

During June slashing was carried out on the following roads

- Elcombe Road
- Cobbadah Road
- Warialda Saleyards
- Warialda Road
- Croppa Moree Road

- Warialda Airstrip

### **Roads Maintenance Council Contract – Works Orders issued by TfNSW**

All Work Orders issued by Transport for New South Wales (TfNSW) are quality assurance schedule of rates projects carried out by Council staff under the Roads Maintenance Council Contract with TfNSW.

The 'Hollymount' Rehabilitation Project, segment 6120 on MR63 Fossickers Way, has now been completed with all sealing, line marking and guardrail works finalised. Works are now being completed, finalising Management System documentation and annual staff inductions, ready for submission towards the TfNSW R2 Prequalification to undertake works on their roads. Works Proposals and Tenders are also being completed future ordered works for the year, such as heavy patching, bitumen resurfacing and the Wendouree Rehabilitation Project on MR63 Fossickers Way, south of Bingara. Heavy patching works are planned to start mid-late August, followed by resurfacing works, once completed, later this year or early next year. Drainage works are scheduled to be completed at Wendouree by the end of this year, with a view of bringing in the pavement crew early next year. Works will include culvert extensions, pavement widening, a pavement overlay and upgraded guardrail.

Routine maintenance continues each week undertaking inspections, rest area services, vegetation control and bitumen repairs.

### **Water and Sewer**

Water and Sewerage operators carried out routine operational tasks and in addition attended 18 service line repairs, repaired 2 water main breaks, attended 3 sewer blockages, installed 1 new sewer connection, repaired 3 sewer breaks and replaced 1 water meter during the reporting period.

Regular weekly tasks carried out by Water and Sewerage staff include water testing, grounds maintenance at the water treatment plants, reservoirs, both sewerage treatment plants, sewer pump stations, Warialda truck wash and truck wash ponds.

Other work was undertaken at Bingara Skate Park, Apex Park Warialda, Plunkett Street Units, Warialda Truckwash, CWA Park and cemeteries in Bingara and Warialda. Meter reading was undertaken in June 2024.

### **Warialda Truck wash**

The truck wash facility was used by 145 trucks during June with an average wash down time of 57 minutes and total water used was 850kL. The estimated income for the reporting period of June is \$10,899.24 less monitoring fees and expenses.

Solar Aerator was installed at the truck wash ponds in June. The aerator oxygenates the water to prevent the pond turning anaerobic.



*Truck wash pond aerator***Open Spaces Program**

The skate park was officially opened on 12<sup>th</sup> June by Deputy Mayor Catherine Egan. All the footpaths have been constructed with a small section of the park requiring turf to complete the project.

*Skate Park opening 12<sup>th</sup> June***Stronger Country Communities Round 5**

Construction of the new campdraft yards and facility at the Bingara Showground is almost complete. An access road was constructed by Council in April. User group working bees have almost finished de-constructing the old yards. The additional lighting pole was installed on the main arena in June.

*Main arena aerial view***Batterhams Lookout**

The installation of a picnic shelter and footpath was completed in August 2023 with the landscaping of the path. Visitor information signage (including an acknowledgement of the Apex Club's contribution to the establishment of the lookout) is being designed to finish the project.

**Upper Horton Amenities Building**

The new amenities building has been set up on piers and an access ramp installed by Council's building crew. An electrical connection has been established and septic tank and plumbing will be completed before 31<sup>st</sup> July 2024.

**Parks and Gardens**

All parks and gardens continue to be maintained. Council undertakes weekly inspections of playgrounds and cleaning of handrails and touch areas. Mowing, weed control, irrigation, hedging, and trimming were routinely undertaken during the reporting period. Council continues to mark and maintain the fields for the community

groups using Council's ovals. Myall Creek and the Glacial area are inspected on a weekly basis.



*Blue tree CWA Park Bingara*

### **Bingara Showground**

The Showground continues to be regularly booked for various equestrian events and private bookings.

### **Plant Update**

A Vermeer vacuum excavator truck was delivered 25 June 2024.



*New Vacuum excavator truck*

### **Workshops and Depots – June**

Workshop Services and Jobs	Apr	May	June
Total number of services in Workshops	15	31	20
Total number of repairs in Workshops	116	143	99

Major Repairs and maintenance undertaken in the workshops during June included:

P1713 – Jetmaster – fit new sensor to rear hopper

P1475 – Roller– fuel pump solenoid repairs

P2033 – truck – fit new reverse alarm, repair headlamp wiring

P1127 – trailer – fabricate and fit cage

P1933 – lime spreader – gear box repairs, new clutch and muffler

P1662 – water cart – repairs speed sensor and window

P1859 – grader – repairs oil leak, fit new drive belt

P1468 – dingo – fit new starter motor

P1902 – fit new drive belt and battery

### **Transport Forward Works Program**

Renewal priorities for Regional Roads, Sealed Local Roads, Unsealed Local Roads and Urban Streets for approximately 10 years have been calculated.

Given the extraordinary conditions Council is operating in, with major grant funded works and disaster recovery, the prioritisation is not presented as a year specific works program, but a rolling works program to be used for the foreseeable future. As resourcing permits, works will be carried out, working through the list from highest priority to lowest.

Prioritisation was done through the use of several databases and documents, namely Council's Transport Asset Management Plan, third part condition surveys carried out by Shepherd Services using RACAS AI, Council's own visual inspections and Council's traffic count database.

Where roads identified as priorities for rehabilitation are subject to natural disaster claims, the prioritisation will be used to inform the works program of Council's dedicated flood damage crews.

It is important to note that the prioritisation is fluid in nature. Council has invested in a three year lease of the RACAS AI system which will allow regular monitoring of all roads, with a focus on roads identified in this prioritisation process. As factors such as environmental conditions, traffic makeup and industry activity see lower priority roads rapidly deteriorate, engineering staff will reprioritise them to ensure resources are allocated inline with industry best practice and basic asset management principles.

### **Regional Roads**

Data captured by Shepherd Services was present in two segmentation methodologies; firstly using Council's asset database and existing segmentation, and secondly Shepherd's segmentation, which are notional 250m segments. Due to efficiencies in heavy patching, and the establishment of a dedicated small heavy patching crew, renewal in 250m segments is now considered operationally efficient, and prioritisation was done using this segmentation.

In delivering this program, it is expected that there will be instances where a lower priority segment is renewed concurrently with an adjacent high priority segment to realise savings in construction efficiencies.

Heavy vehicle traffic counts, surface condition index and pavement condition index were weighted to determine priority. In its simplest form, high priority segments are those with the highest heavy vehicle traffic counts, with the worst pavement and surface scores.

Regional Road Name	Start Chainage	End Chainage	Surface Index	Pavement Index	Heavy Vehicle Daily Traffic	Rehabilitation Score
Warialda Road	28388	28656	10	6	94	20
North Star Road	33842	34124	9	7	65	19
North Star	39267	39488	9	7	65	19



Road						
Warialda Road	25042	25274	10	5	94	19
Warialda Road	27093	27315	10	5	94	19
Killarney Gap Road	42878	43122	7	7	87	18
North Star Road	33570	33834	9	6	65	18
North Star Road	39498	39786	8	7	65	18
Warialda Road	12046	12298	7	7	94	18
Killarney Gap Road	7186	7416	6	7	87	17
Killarney Gap Road	37152	37382	7	6	87	17
Killarney Gap Road	49862	50066	7	6	87	17
Killarney Gap Road	64177	64355	7	6	87	17
North Star Road	7498	7774	8	6	65	17
North Star Road	39022	39256	7	7	65	17
North Star Road	54043	54305	8	6	65	17
North Star Road	54320	54570	7	7	65	17
Warialda Road	12308	12581	6	7	94	17
Warialda Road	25287	25521	8	5	94	17
Warialda Road	33743	33988	8	5	94	17
Bruxner Way	16349	16593	7	7	35	16
Killarney Gap Road	185	376	6	6	87	16
Killarney Gap Road	10146	10409	5	7	87	16
Killarney Gap Road	30213	30490	6	6	87	16
Killarney Gap Road	38548	38816	6	6	87	16
Killarney Gap Road	46837	47097	6	6	87	16
Killarney Gap Road	63019	63250	6	6	87	16
Killarney Gap Road	63986	64169	7	5	87	16
Killarney Gap Road	64367	64571	6	6	87	16
Killarney Gap Road	65187	65387	6	6	87	16
McIntyre - Gulf Creek Road	2072	2287	10	5	23	16
North Star Road	7208	7488	7	6	65	16

North Star Road	37542	37766	7	6	65	16
North Star Road	53490	53768	8	5	65	16
North Star Road	61155	61378	8	5	65	16
North Star Road	63488	63691	7	6	65	16
Warialda Road	13930	14168	5	7	94	16
Warialda Road	14181	14413	5	7	94	16
Warialda Road	14422	14693	5	7	94	16
Warialda Road	14702	14933	5	7	94	16
Warialda Road	26325	26575	5	7	94	16
Warialda Road	26848	27082	7	5	94	16
Warialda Road	33528	33733	5	7	94	16
Bruxner Way	16850	17108	8	5	35	15
Killarney Gap Road	576	750	6	5	87	15
Killarney Gap Road	9094	9349	5	6	87	15
Killarney Gap Road	18804	19096	5	6	87	15
Killarney Gap Road	29751	29976	6	5	87	15
Killarney Gap Road	33260	33474	5	6	87	15
Killarney Gap Road	38070	38282	6	5	87	15
Killarney Gap Road	53098	53341	5	6	87	15
Killarney Gap Road	63506	63731	5	6	87	15
Killarney Gap Road	64771	64961	6	5	87	15
McIntyre - Gulf Creek Road	1792	2052	9	5	23	15
McIntyre - Gulf Creek Road	7445	7718	8	6	23	15
North Star Road	15333	15617	5	6	94	15
North Star Road	17452	17705	6	6	65	15
North Star Road	47027	47319	7	5	65	15
North Star Road	56210	56443	6	6	65	15
North Star Road	56674	56900	5	7	65	15
North Star Road	56918	57142	5	7	65	15
North Star	63286	63478	6	6	65	15



Road						
North Star Road	63920	64141	5	7	65	15
North Star Road	65265	65512	6	6	65	15
North Star Road	66996	67208	6	6	65	15
North Star Road	81346	81576	6	6	65	15
Warialda Road	827	1018	6	5	94	15
Warialda Road	12914	13157	5	6	94	15
Warialda Road	16687	16973	6	5	94	15
Warialda Road	20998	21240	6	5	94	15
Warialda Road	26585	26830	6	5	94	15
Warialda Road	28668	28923	6	5	94	15
Warialda Road	28933	29169	6	5	94	15
Bruxner Way	4970	5241	6	6	35	14
Bruxner Way	14553	14817	7	5	35	14
Delungra Road	865	1069	5	7	52	14
Delungra Road	3134	3360	5	7	52	14
Delungra Road	3621	3871	5	7	52	14
Killarney Gap Road	0	174	5	5	87	14
Killarney Gap Road	385	565	5	5	87	14
Killarney Gap Road	950	1143	5	5	87	14
Killarney Gap Road	1151	1361	5	5	87	14
Killarney Gap Road	2009	2223	5	5	87	14
Killarney Gap Road	2233	2437	5	5	87	14
Killarney Gap Road	2452	2673	3	7	87	14
Killarney Gap Road	5822	6103	5	5	87	14
Killarney Gap Road	6125	6383	5	5	87	14
Killarney Gap Road	6921	7171	5	5	87	14
Killarney Gap Road	7428	7679	5	5	87	14
Killarney Gap Road	9626	9877	5	5	87	14
Killarney Gap Road	10884	11085	5	5	87	14
Killarney Gap Road	14605	14841	5	5	87	14
Killarney Gap Road	19106	19362	5	5	87	14
Killarney Gap	27759	28014	5	5	87	14

Road						
Killarney Gap Road	29984	30197	5	5	87	14
Killarney Gap Road	36645	36865	5	5	87	14
Killarney Gap Road	36877	37122	5	5	87	14
Killarney Gap Road	37392	37618	5	5	87	14
Killarney Gap Road	43149	43417	5	5	87	14
Killarney Gap Road	47110	47370	5	5	87	14
Killarney Gap Road	47385	47673	5	5	87	14
Killarney Gap Road	48291	48573	5	5	87	14
Killarney Gap Road	54790	55071	5	5	87	14
Killarney Gap Road	56013	56288	5	5	87	14
Killarney Gap Road	58484	58756	5	5	87	14
Killarney Gap Road	59633	59870	5	5	87	14
Killarney Gap Road	63263	63488	5	5	87	14
Killarney Gap Road	63747	63977	5	5	87	14
Killarney Gap Road	64972	65177	5	5	87	14
Killarney Gap Road	65567	65745	5	5	87	14
Killarney Gap Road	66393	66464	5	5	87	14
McIntyre - Gulf Creek Road	7191	7432	7	6	23	14
North Star Road	14300	14555	5	6	65	14
North Star Road	16971	17175	4	7	65	14
North Star Road	33320	33562	4	7	65	14
North Star Road	38292	38526	5	6	65	14
North Star Road	50775	50997	5	6	65	14
North Star Road	52689	52968	5	6	65	14
North Star Road	52988	53227	6	5	65	14
North Star Road	54585	54893	4	7	65	14

North Star Road	54903	55161	5	6	65	14
North Star Road	55941	56192	4	7	65	14
North Star Road	57844	58082	6	5	65	14
North Star Road	62072	62253	4	7	65	14
North Star Road	62262	62465	6	5	65	14
North Star Road	64151	64365	6	5	65	14
North Star Road	64383	64586	6	5	65	14
North Star Road	64598	64819	5	6	65	14
North Star Road	82139	82432	4	7	65	14
Warialda Road	2464	2715	5	5	94	14
Warialda Road	2727	2955	3	7	94	14
Warialda Road	4697	4970	3	7	94	14
Warialda Road	5799	6069	5	5	94	14
Warialda Road	11268	11527	3	7	94	14
Warialda Road	16997	17239	5	5	94	14
Warialda Road	17938	18244	5	5	94	14
Warialda Road	20727	20981	5	5	94	14
Warialda Road	22272	22501	5	5	94	14
Warialda Road	22510	22789	5	5	94	14
Warialda Road	23388	23658	5	5	94	14
Warialda Road	23936	24234	5	5	94	14
Warialda Road	29177	29410	5	5	94	14
Warialda Road	29684	29913	5	5	94	14
Warialda Road	29923	30160	5	5	94	14
Warialda Road	30185	30414	5	5	94	14
Warialda Road	30424	30646	5	5	94	14
Warialda Road	30654	30864	4	6	94	14
Warialda Road	31371	31604	5	5	94	14
Warialda Road	32725	32952	5	5	94	14
Warialda Road	32960	33246	5	5	94	14
Warialda Road	33255	33520	5	5	94	14
Warialda Road	37485	37778	5	5	94	14
Warialda Road	42494	42728	5	5	94	14
Warialda Road	42742	42976	5	5	94	14
Warialda Road	47259	47557	5	5	94	14
Warialda Road	48953	49173	5	5	94	14

## Sealed Local Roads

Sealed Local Roads were prioritised using the same methodology as Regional Roads

Local Road Name	Start Chainage	End Chainage	Surface Index	Pavement Index	Heavy Vehicle Daily Traffic	Rehabilitation Score
Mosquito Creek Road	5235	5487	10	6	29	22
Mosquito Creek Road	5498	5729	10	6	29	22
Elcombe Road	22566	22832	10	6	28	22
Gil Gil Creek Road	21545	21752	6	7	41	21
Elcombe Road	24647	24890	10	5	28	21
Elcombe Road	22317	22556	10	5	28	21
Elcombe Road	22843	23103	8	7	28	21
Elcombe Road	23116	23359	8	7	28	21
Elcombe Road	23368	23587	8	7	28	21
Elcombe Road	23597	23839	8	7	28	21
Elcombe Road	24099	24347	10	5	28	21
Elcombe Road	24357	24635	10	5	28	21
Mosquito Creek Road	4762	4993	8	6	29	20
Mosquito Creek Road	5001	5225	9	5	29	20
Mosquito Creek Road	5741	5994	9	5	29	20
Mosquito Creek Road	6030	6255	9	5	29	20
Mosquito Creek Road	14079	14377	8	6	29	20
Elcombe Road	39738	39982	8	6	28	20
Elcombe Road	20794	21032	8	6	28	20
Blue Nobby Road	8250	8483	7	7	28	20
Gil Gil Creek Road	22622	22915	6	5	41	19
Mosquito Creek Road	3796	4036	8	5	29	19
Mosquito Creek Road	6528	6773	7	6	29	19
Mosquito Creek Road	12649	12914	6	7	29	19
Mosquito Creek Road	13490	13767	8	5	29	19
Mosquito Creek Road	43509	43719	6	7	29	19
Adams Scrub Road	0	201	6	7	28	19
Elcombe Road	26526	26765	6	7	28	19
Elcombe Road	26774	27028	6	7	28	19
Elcombe Road	30176	30445	8	5	28	19
Elcombe Road	11905	12127	6	7	28	19

Elcombe Road	1439	1684	6	7	28	19
Elcombe Road	21045	21286	8	5	28	19
Elcombe Road	21294	21520	8	5	28	19
Elcombe Road	21531	21778	8	5	28	19
Elcombe Road	22058	22307	8	5	28	19
Elcombe Road	23854	24088	8	5	28	19
Baroma Downs Road	12581	12835	8	6	22	18
Gil Gil Creek Road	22003	22275	4	6	41	18
Trevallyn Road	3742	3994	10	7	5	18
Copeton Dam Road	30054	30287	8	7	14	18
Mosquito Creek Road	3519	3780	7	5	29	18
Mosquito Creek Road	4293	4484	7	5	29	18
Mosquito Creek Road	4496	4753	7	5	29	18
Mosquito Creek Road	713	929	7	5	29	18
Mosquito Creek Road	12931	13206	7	5	29	18
Elcombe Road	25459	25707	6	6	28	18
Elcombe Road	2436	2690	6	6	28	18
Elcombe Road	38739	38975	5	7	28	18
Elcombe Road	3668	3900	5	7	28	18
Elcombe Road	21789	22048	6	6	28	18
Baroma Downs Road	10448	10672	8	5	22	17
Baroma Downs Road	10692	10955	8	5	22	17
Gulf Creek Road	4611	4868	10	6	7	17
Trevallyn Road	3464	3724	9	7	5	17
Trevallyn Road	4003	4252	10	6	5	17
Copeton Dam Road	31572	31808	8	6	14	17
Copeton Dam Road	33779	34018	7	7	14	17
Copeton Dam Road	4764	5016	7	7	14	17
Copeton Dam Road	11478	11730	7	7	14	17
Mosquito Creek Road	6785	7030	6	5	29	17
Mosquito Creek Road	7042	7318	6	5	29	17
Mosquito	944	1175	5	6	29	17

Creek Road						
Mosquito Creek Road	1186	1438	6	5	29	17
Mosquito Creek Road	39216	39497	6	5	29	17
Mosquito Creek Road	39505	39747	6	5	29	17
Mosquito Creek Road	36707	36955	6	5	29	17
Mosquito Creek Road	37467	37710	5	6	29	17
Elcombe Road	29892	30166	6	5	28	17
Elcombe Road	37456	37720	5	6	28	17
Elcombe Road	3426	3652	4	7	28	17
Elcombe Road	6042	6302	6	5	28	17
Elcombe Road	463	705	5	6	28	17
Elcombe Road	7035	7257	5	6	28	17
Elcombe Road	14715	14967	6	5	28	17
Elcombe Road	16222	16459	5	6	28	17
Elcombe Road	1693	1929	4	7	28	17
Blue Nobby Road	0	185	5	6	28	17
Blue Nobby Road	7780	7984	5	6	28	17
Blue Nobby Road	8008	8228	4	7	28	17
Blue Nobby Road	8492	8693	6	5	28	17
Blue Nobby Road	22725	22892	6	5	28	17
Baroma Downs Road	4045	4289	5	7	22	16
Baroma Downs Road	4302	4563	5	7	22	16
Baroma Downs Road	6350	6601	6	6	22	16
Baroma Downs Road	7200	7434	6	6	22	16
Baroma Downs Road	7734	7980	7	5	22	16
Baroma Downs Road	9069	9259	6	6	22	16
Baroma Downs Road	10121	10420	7	5	22	16
Baroma Downs Road	13682	13942	5	7	22	16
Baroma Downs Road	16999	17235	7	5	22	16
Whitlow Road	14453	14510	9	7	2	16
Old Bora Road	2125	2215	7	6	16	16
Yallaroi Road	28458	28674	7	7	11	16
Oregon Road	16833	16985	7	7	10	16

Horton Road	11327	11553	6	7	15	16
Getta Getta Road	1733	1936	7	6	15	16
Trevallyn Road	4260	4520	9	6	5	16
Copeton Dam Road	25079	25342	6	7	14	16
Copeton Dam Road	2441	2654	6	7	14	16
Copeton Dam Road	28232	28487	6	7	14	16
Copeton Dam Road	28497	28771	7	6	14	16
Copeton Dam Road	28790	29032	6	7	14	16
Copeton Dam Road	2663	2902	7	6	14	16
Copeton Dam Road	30296	30552	8	5	14	16
Copeton Dam Road	32300	32536	8	5	14	16
Copeton Dam Road	2911	3178	6	7	14	16
Copeton Dam Road	33538	33770	7	6	14	16
Copeton Dam Road	36216	36452	6	7	14	16
Copeton Dam Road	37502	37736	6	7	14	16
Copeton Dam Road	4511	4755	7	6	14	16
Copeton Dam Road	9323	9558	6	7	14	16
Copeton Dam Road	658	877	6	7	14	16
Copeton Dam Road	893	1157	6	7	14	16
Copeton Dam Road	1166	1397	6	7	14	16
Copeton Dam Road	18943	19191	7	6	14	16
Copeton Dam Road	19713	19958	6	7	14	16
Copeton Dam Road	22819	23061	7	6	14	16
Mosquito Creek Road	222	461	5	5	29	16
Mosquito Creek Road	7326	7567	5	5	29	16
Mosquito Creek Road	9311	9545	5	5	29	16
Mosquito Creek Road	11184	11430	5	5	29	16
Mosquito	13215	13476	5	5	29	16

Creek Road						
Mosquito Creek Road	38957	39204	5	5	29	16
Mosquito Creek Road	39765	40013	4	6	29	16
Mosquito Creek Road	41630	41922	5	5	29	16
Mosquito Creek Road	41948	42192	5	5	29	16
Mosquito Creek Road	42201	42438	5	5	29	16
Mosquito Creek Road	37720	37946	5	5	29	16
Mosquito Creek Road	38204	38428	5	5	29	16
Gragin Road	5199	5455	7	7	9	16
Elcombe Road	2195	2427	3	7	28	16
Elcombe Road	25176	25443	5	5	28	16
Elcombe Road	25720	25959	5	5	28	16
Elcombe Road	25973	26240	5	5	28	16
Elcombe Road	2701	2915	5	5	28	16
Elcombe Road	3168	3415	3	7	28	16
Elcombe Road	37730	37959	5	5	28	16
Elcombe Road	37970	38217	5	5	28	16
Elcombe Road	38468	38725	5	5	28	16
Elcombe Road	7265	7478	3	7	28	16
Elcombe Road	13427	13699	5	5	28	16
Elcombe Road	13707	13962	5	5	28	16
Elcombe Road	13971	14207	5	5	28	16
Elcombe Road	15230	15477	5	5	28	16
Elcombe Road	15982	16212	5	5	28	16
Elcombe Road	20004	20258	5	5	28	16
Elcombe Road	1939	2181	3	7	28	16
Noumea Road	3557	3760	9	5	8	16

## Urban Streets

Urban Streets were prioritised using Council's segmentation (street blocks) and Shepherd's RACAS data.

Road Name	Start Chainage	End Chainage	Length	Locality	Surface Index	Pavement Index
Ridley Street	235	445	208	North Star	9	9
Heber Street	521	763	251	Bingara	10	7
Argoon Street	0	309	317	Bingara	10	6
Brigalow Street	533	788	267	Bingara	9	7
Dinoga Street	0	216	223	Bingara	10	6
Riddell Street	973	1211	250	Bingara	9	7
Apex Lookout Road	786	1024	245	Bingara	7	8



Apex Lookout Road	1303	1544	241	Bingara	7	8
Bandalong Street	475	697	221	Bingara	9	6
Bligh Street	316	577	259	Bingara	10	5
Brainard Street	0	217	216	Bingara	9	6
Dinoga Street	224	452	226	Bingara	10	5
Hall Street	238	458	228	Upper Horton	9	6
Junction Street	0	241	249	Bingara	9	6
Keera Lane	406	442	36	Bingara	10	5
Keera Street	944	1158	218	Bingara	9	6
Martyn Street	545	796	251	Bingara	10	5
Riddell Street	0	221	229	Bingara	10	5
Browns Lane	0	222	220	Bingara	7	7
David Street	232	495	272	North Star	7	7
Old Keera Road	493	752	269	Bingara	8	6
Pine Street	0	103	103	Warialda Rail	7	7
Riddell Street	231	466	243	Bingara	9	5
View Street	0	211	219	Warialda Rail	7	7
Wilby Street	0	194	200	North Star	9	5
Wood Street	0	179	179	Upper Horton	9	5
South Street	0	153	152	Bingara	7	7
Spring Street	0	180	187	Bingara	7	7
Apex Lookout Road	246	495	259	Bingara	6	7
Apex Lookout Road	1033	1294	268	Bingara	6	7
Apsley Drive	0	260	267	Croppa Creek	7	6
Belford Street	239	445	212	Croppa Creek	7	6
Bridge Street	213	399	189	Warialda Rail	6	7
Crane Street	261	513	259	Warialda	6	7
Choice Lane	0	225	224	Bingara	7	6
High Street	0	210	212	Warialda	6	7
Gwydir Street	276	525	250	Gravesend	6	7
Heber Street	262	510	258	Bingara	7	6
Heber Street	774	963	193	Bingara	7	6
Keera Lane	0	353	359	Bingara	7	6
Keera Street	487	695	219	Bingara	7	6
Old Church Lane	485	694	205	Gravesend	6	7
Old Keera Road	0	211	224	Bingara	6	7
Old Keera Road	223	485	273	Bingara	7	6
Old Keera Road	763	965	201	Bingara	7	6

Martyn Street	0	254	263	Bingara	7	6
Mountain Street	217	415	199	Warialda Rail	8	5
Riddell Street	0	229	238	Bingara	7	6
Riddell Street	725	963	247	Bingara	8	5

## Unsealed Roads

Council staff recently undertook a visual inspection of the entire unsealed road network assessing pavement thinning. The results of this inspection were cross referenced with RACAS AI data, and roads that were identified as requiring significant gravel in both inspections were shortlisted for gravel resheeting. These shortlisted roads were subsequently prioritised by considering traffic counts and composition.

Road Name	Segment Number	Start Chainage	End Chainage	Length	Condition
Blue Nobby Road	20	15.14	22.69	7.55	4
County Boundary Road	40	11.27	13.08	1.81	4
County Boundary Road	50	10.70	11.27	0.57	4
County Boundary Road	70	3.97	7.33	3.36	5
County Boundary Road	80	0.00	3.97	3.97	4
Kurrajong Hills Road	20	9.73	12.27	2.54	6
Kurrajong Hills Road	10	0.00	9.73	9.73	5
Peates Road	40	6.00	8.39	2.39	4
Peates Road	50	4.91	6.00	1.09	4
Peates Road	100	3.67	6.71	3.04	6
Peates Road	110	0.00	3.67	3.67	6
Gil Gil Creek Road	30	1.45	3.15	1.70	4
Hybla Lane	10	0.00	8.52	8.52	6
Michells Lane	50	7.08	8.00	0.92	4
Michells Lane	70	8.70	10.89	2.19	4
Crooble Road	10	11.92	12.40	0.48	6
Crooble Road	40	9.06	10.51	1.45	6
Crooble Road	50	8.16	9.06	0.90	6
Crooble Road	60	0.00	8.16	8.16	6
Goat Road	10	10.37	17.59	7.22	4
Goat Road	20	7.59	10.37	2.78	6
Goat Road	40	0.00	4.61	4.61	4
Caroda Road	10	36.21	36.90	0.69	5
Caroda Road	30	31.07	31.70	0.63	5
Caroda Road	40	28.01	31.07	3.06	5
Fairford Road	50	1.58	3.50	1.92	4
Fairford Road	60	1.11	1.58	0.47	5
Forest Creek Road	20	11.10	15.04	3.94	4
Forest Creek Road	40	5.89	9.00	3.11	5

Floods Tank Road	10	0.00	1.02	1.02	6
Floods Tank Road	20	1.02	2.70	1.68	6
Floods Tank Road	30	2.70	4.40	1.70	6
Floods Tank Road	40	4.40	4.90	0.50	6
Ottley Road	20	1.30	6.57	5.27	6
Ottley Road	30	0.00	1.30	1.30	6
Wilsons Road	20	0.00	2.60	2.60	6
Mt Rodd Road	50	4.40	5.50	1.10	6
Mt Rodd Road	30	2.20	2.95	0.75	4
Mt Rodd Road	10	0.00	1.65	1.65	4
Mt Jerrybank Road	60	8.34	9.20	0.86	6
Mt Jerrybank Road	70	9.20	12.37	3.17	4
Woodburn Emello Road	30	6.85	9.69	2.84	5
Cracknells Road	10	0.00	1.65	1.65	4
Cracknells Road	20	1.65	2.10	0.45	5
Cracknells Road	30	2.10	3.05	0.95	5
Cracknells Road	40	3.05	3.83	0.78	5
Riverview Road	30	3.40	4.95	1.55	5
Riverview Road	40	4.95	8.80	3.85	5
Kirkton Road	20	0.00	3.10	3.10	6
Kirkton Road	30	3.10	6.69	3.59	6
Alma Lane	10	0.00	4.75	4.75	6
Alma Lane	20	4.75	5.11	0.36	6
Alma Lane	30	5.11	7.18	2.07	6
Sheep Station Creek Road	50	4.50	7.10	2.60	5
Sheep Station Creek Road	70	1.64	2.40	0.76	5
Avon Downs Road	20	0.82	1.94	1.12	5
Bora Link Road	10	0.00	1.30	1.30	6
Bora Link Road	30	2.73	3.53	0.80	6
Bundawarra Road	10	0.00	1.80	1.80	4
Byron Downs Road	10	0.00	0.92	0.92	6
Dewrang Road	30	3.19	4.15	0.96	5
Fairview Road	10	0.00	1.88	1.88	5
Hadleigh Siding Road	10	0.00	1.21	1.21	5
Hadleigh Siding Road	20	1.21	2.00	0.79	5
Hadleigh Siding Road	30	2.00	3.94	1.94	5
Hadleigh Siding Road	40	3.94	4.24	0.30	6
Halls Road	10	0.00	0.82	0.82	6
Kemps Raod	10	0.00	3.29	3.29	5
Kemps Raod	20	3.29	5.84	2.55	5
Kiora Road	30	2.30	2.67	0.37	6
Kiora Road	40	0.00	2.30	2.30	6
Lockharts Road	10	0.00	0.31	0.31	6

Melrose Estate Road	40	1.10	1.47	0.37	5
Melrose Estate Road	60	2.41	3.59	1.18	5
Minilya Road	10	0.88	5.87	4.99	6
Minilya Road	20	0.00	0.88	0.88	5
Myall Downs Road	10	0.00	15.10	15.10	6
Rocky Springs Road	10	0.00	1.63	1.63	5
Rocky Springs Road	20	1.63	3.73	2.10	4
Rocky Springs Road	30	3.73	4.93	1.20	4
Sadowa Road	10	0.00	0.90	0.90	5
Strathallan Road	10	0.00	1.00	1.00	6
Terreegee Road	20	0.00	2.93	2.93	4
Tumba Road	10	0.00	5.02	5.02	6
Waverly Downs Road	10	0.00	1.80	1.80	6

## CONCLUSION

The activities carried out by the Technical Services Department are in line with the 2024/25 Management Plan and as otherwise directed.

## CONSULTATION

Consultation is carried out within the Technical Services Department during the monthly Technical Services Team Meetings and with other relevant persons.

## OFFICER RECOMMENDATION

**THAT the report be received.**

**THAT the proposed road renewal priorities are endorsed.**

**FURTHER the General Manager is given delegated authority to modify the renewal properties should lower priority roads experience increased dilapidation throughout the 2024-2025 financial year.**

## ATTACHMENTS

Nil

## 7.2 Executive Services

**File Reference:** NA

### Delivery Program

**Goal:** 5. Organisational management

**Outcome:** 5.1 Corporate management

**Strategy:** 5.1.3 Administrative and support functions

**Author:** Max Eastcott, General Manager

**STAFF DISCLOSURE OF INTEREST** Nil

### IN BRIEF/SUMMARY RECOMMENDATION

This report is for reception.

**TABLED ITEMS** Nil

### BACKGROUND

### PLANNING

The following Development (D/A) and Development Modification (s96) applications were approved during the month of June 2024.

No.	Property Description	Development/Work	\$	DA	s4.5 5
87/05/06 (173/200 6)	M J & F Williams Lot 2 DP 715651 584 Oregon Road Warialda	Modification to increase the number of School Buses parked on the property to 5 as part of an existing Home Business on the property	-		✓
36/2022	Gwydir Shire Council Lot 379 DP 759052 152 Long Street Warialda	Modification to approved additions and alterations to existing Health/Aged Care Building	-		✓
12/2024	B R S & B M Basham Lots 105 & 106 DP 751120 Lot 9 DP 1000743 2953 Gragin Road Warialda & S J & P O'Rourke Lots 93, 94, 97, 98 & 99 DP 751120 2519 Gragin Road Warialda & S J & P O'Rourke & A P & T J Williams Lot 10 DP 1000743 Gragin Road Warialda	Continued Use of existing amenities and facilities located on several properties for the Annual Warialda 200 Off-Road Racing Event	1,000	✓	

	& C R McQueen Lot 169 DP 754834 Gragin Road Warialda				
14/2024	N J Roberts Lot 166 DP 754834 679 Michells Lane Whitlow/Myall Creek & T R & C M Jorgenson Lot 169 DP 754834 1000 Michells Lane Myall Creek	Subdivision of two existing allotments into three. Including the creation of one lot with an existing dwelling with an area greater than the minimum lot size for the zone and two vacant lots with areas less than the minimum lot size for the zone that are for primary production use only	10,000	✓	
15/2024	T O E & C Smith Lot 1 DP 754819 Elcombe Road Bingara	Construction of a new dwelling with a detached 2-bay garage and a detached storage shed	750,000	✓	
16/2024	K L Turner Lot 5 Section 54 DP 759052 30 Hope Street Warialda	Demolition of existing and construction of new rear covered deck with accessibility ramp	11,000	✓	

There following Development (DA) or Development Modification (s4.55) applications were approved in the previous month but not previously reported to Council.

No.	Property Description	Development/Work	\$	DA	s4.55
24/2023	Gwydir Shire Council Lot 20 Section 38 DP 758111 33 Maitland Street Bingara	Modification of demolition conditions on existing consent	-		✓
36/2022	Gwydir Shire Council Lot 19 Section 60 DP 759052 32 Plunkett Street Warialda	Continued Use of two additional three-bedroom dwelling units to be used for professionals' accommodation	-	✓	

There were no Development (D/A), or Development Modifications (s96) application(s) refused (R), withdrawn (W) or cancelled (C) during the month of June 2024.

There were no Development (D/A) applications determined where there has been a variation in standards under clause 4.6 of the Gwydir Local Environmental Plan 2013 during the month of June 2024.

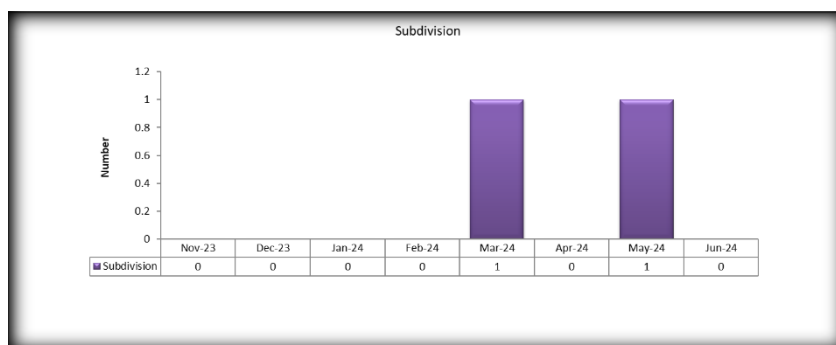
The following table shows all Development (D/A) and Development Modification (s96) applications that were submitted on the NSW Planning Portal, that were lodged with Council after the payment of lodgement fees and those that remain unlodged with Council, during and prior to 30 June 2024 and remain undetermined as at 30 June 2024:

Applica tion No.	Applicant Name	Property Owner	Property Address	Description of Work	Date Application submitted on the NSW Planning Portal	Date Lodged with Council	Reason for time between submission & lodgement	Current Status of the Application	Type of Application
42/2023	B J Davis	B J Davis	1246 Mosquito Creek Road Warialda	2 Lot Rural Subdivision	22/09/2023	21/06/2024	Request Additional Information	Referred to NSW RFS for concurrence & being notified & exhibited for 21 days as per Community Participation Plan as Integrated Development	DA
48/2023	Revolution Town Planning	Gwydir Shire Council	33-35 Maitland Street Bingara	Office Building and Community Facility	9/11/2023	22/02/2024	Request Additional Information	Regionally Significant Development - Awaiting acceptance by Regional Planning Panel	DA
02/2024	Jesse Rollings	J Rollings & C Jones	134 Long Street Warialda	Modification of existing approval for an open shed due to new design to a partially open shed	29/04/2024	10/05/2024	Pre-lodgement Review being undertaken	Being notified & exhibited for 14 days as per Community Participation Plan	Modification
05/2024	Upper Horton Feedlot (D L Hamilton, P J Hamilton, S T Hamilton & J L Randall)	P J & D L Hamilton	2983 Horton Road Upper Horton	999 Head Cattle Feedlot	16/01/2024	22/02/2024	Invoice for fees issued and awaiting payment prior to lodgement of application	Request of amended Statement of Environmental Effects	DA
08/2024	J E Hardcastle	Hardcastle Pty Ltd	18-22 Wilby Street North Star	Amalgamation of three existing urban allotments into one urban allotment	13/02/2024	-	Request of amended Statement of Environmental Effects prior to lodgement		DA
16/2024	Gwydir Shire Council	M J Bogan & J M Kane	135 Burundah Drive Warialda	Two Lot Rural Subdivision	29/04/2024	13/06/2024	Request for Additional Information - Confirmation of compliance with cl 4.6(6) of the Gwydir Local Environmental Plan 2013	Being notified & exhibited for 14 days as per Community Participation Plan	DA
17/2024	B Clarke	B & R M Clarke	1 Poverty Flat Lane Warialda	Shed - 12.1m x 24m	6/05/2024	17/06/2024	Request for Additional Information - Site Plan and Elevations	Being notified & exhibited for 14 days as per Community Participation Plan	DA

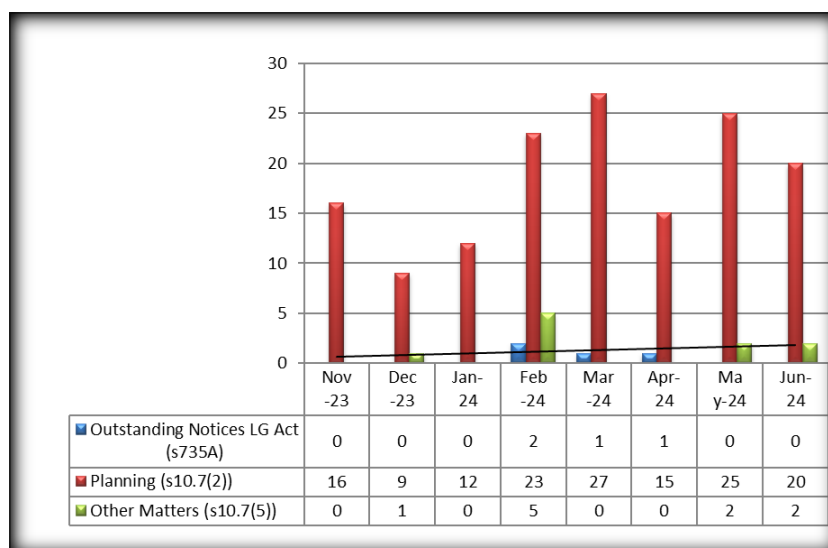
19/2024	B Patterson	G T Papworth	6 View Street Warialda Rail	Single Storey Dwelling	3/06/2024	10/06/2024	Invoice for fees issued and awaiting payment prior to lodgement of application	Being notified & exhibited for 14 days as per Community Participation Plan	DA
20/2024	J N Hartley	L M & J N Hartley	Gwydir Highway Warialda	Single Storey Dwelling	4/06/2024	18/06/2024	Invoice for fees issued and awaiting payment prior to lodgement of application	Being notified & exhibited for 14 days as per Community Participation Plan	DA
21/2024	J J Lyons	R M & J J Lyons	5 Brigalow Street Bingara	Open front shed	4/06/2024	18/06/2024	Invoice for fees issued and awaiting payment prior to lodgement of application	Being notified & exhibited for 14 days as per Community Participation Plan	DA
22/2024	New England Northwest Planning Services	J P & M Green	Old Bora Road Bingara	Shed - 12.1m x 24m	12/06/2024	-	Invoice for fees issued and awaiting payment prior to lodgement of application	-	DA



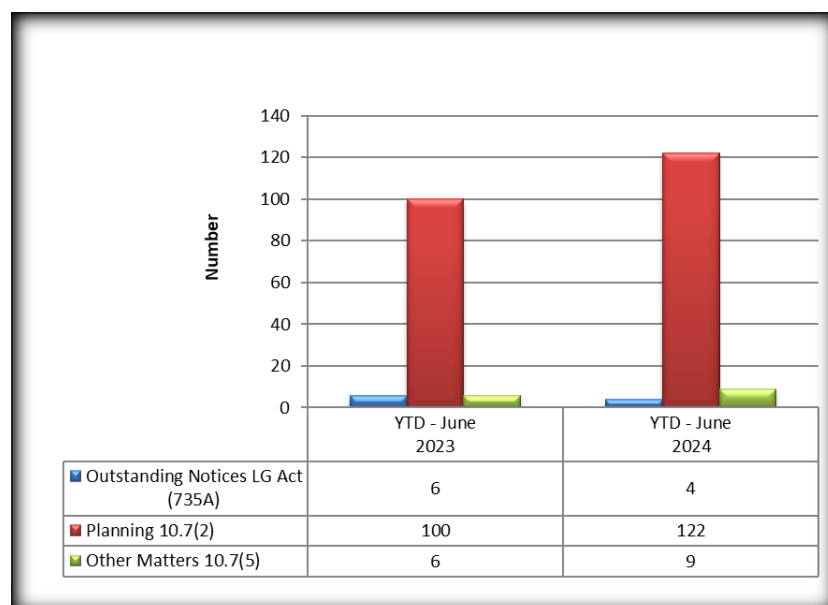
The following graph shows the Subdivision Certificates issued during the month of June 2024 and in the preceding seven months.



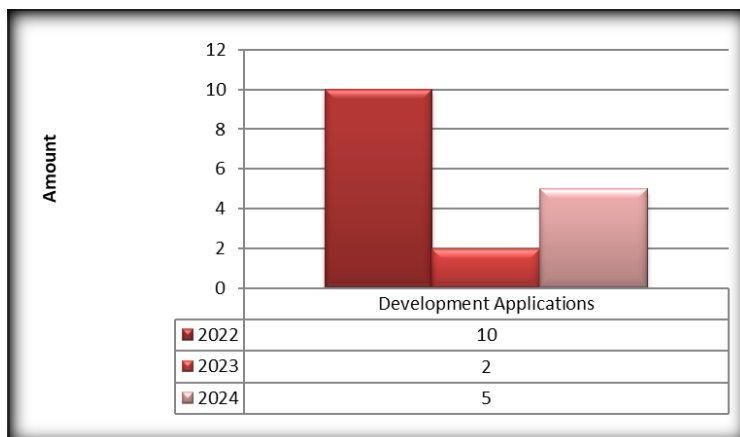
The following graph shows the Conveyancing Certificates issued during month of June 2024 compared to the previous seven months:



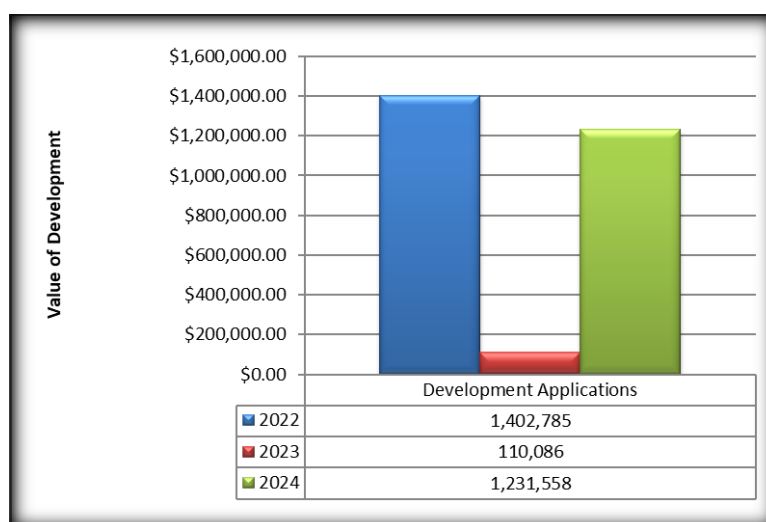
The following graph shows the Conveyancing Certificates issued up to and including the month of June 2024 compared with the same period in 2023:



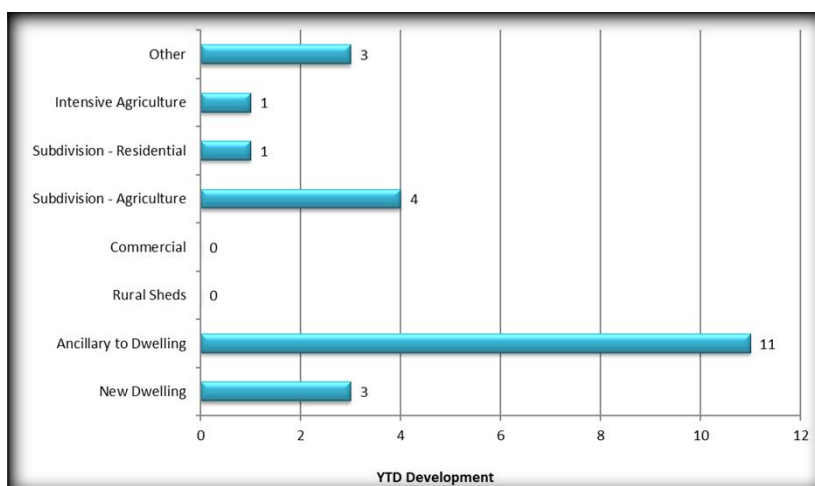
The table below shows a comparison between total development applications (excluding s4.55 applications) lodged during the month of June 2024 compared to the same period in the previous two years:



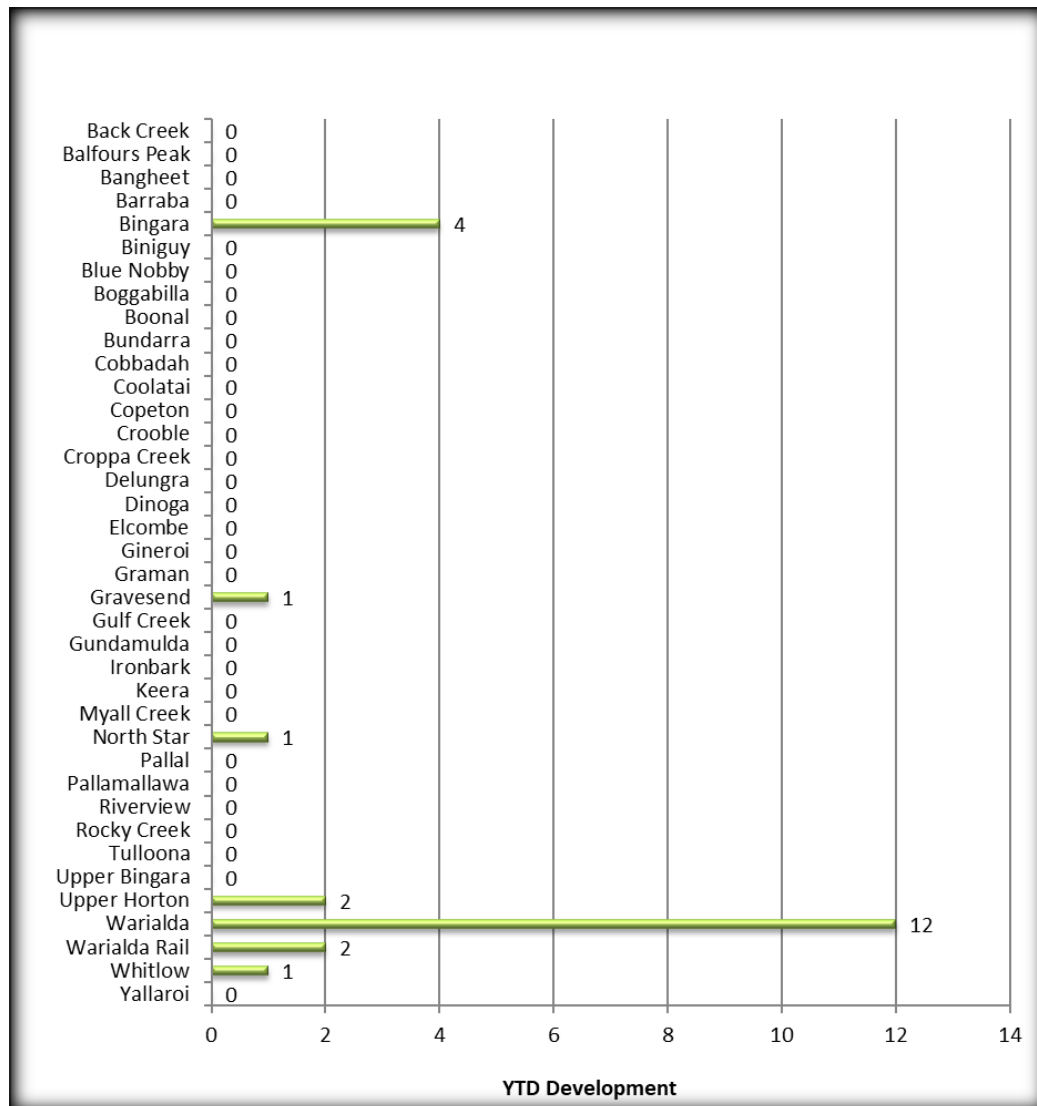
The table below shows a comparison between total value of development applications (excluding s4.55 applications) lodged during the month of June 2024 compared to the same period in the previous two years:



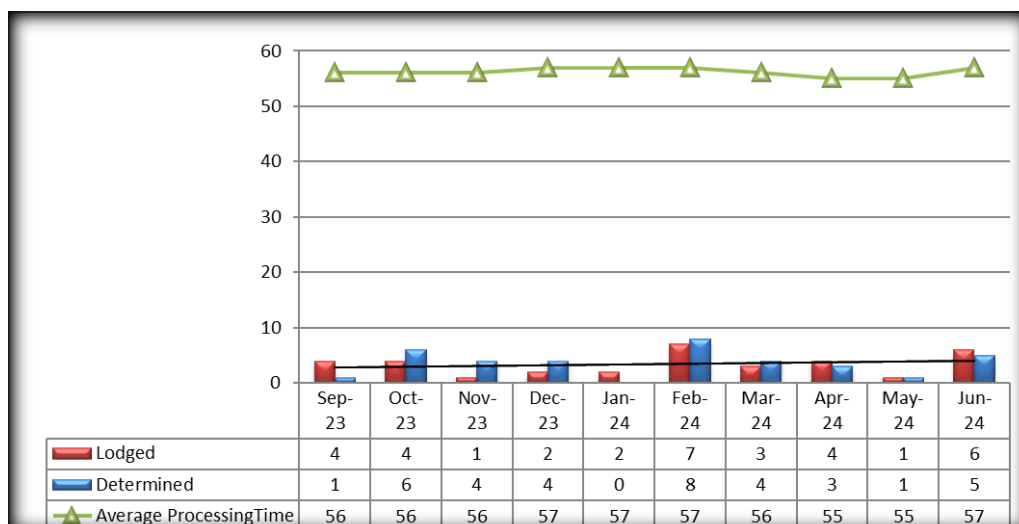
Development Applications (excluding s4.55 modifications) lodged for the year by type – YTD June 2024:



Development Applications (excluding s4.55 modifications) lodged for the year by locality – YTD June 2024:



Development Application Analysis (excluding s4.55 applications) – for the nine (9) months up to the end of June 2024



## BUILDING SERVICES – YEARLY REPORT JUNE 30 2024

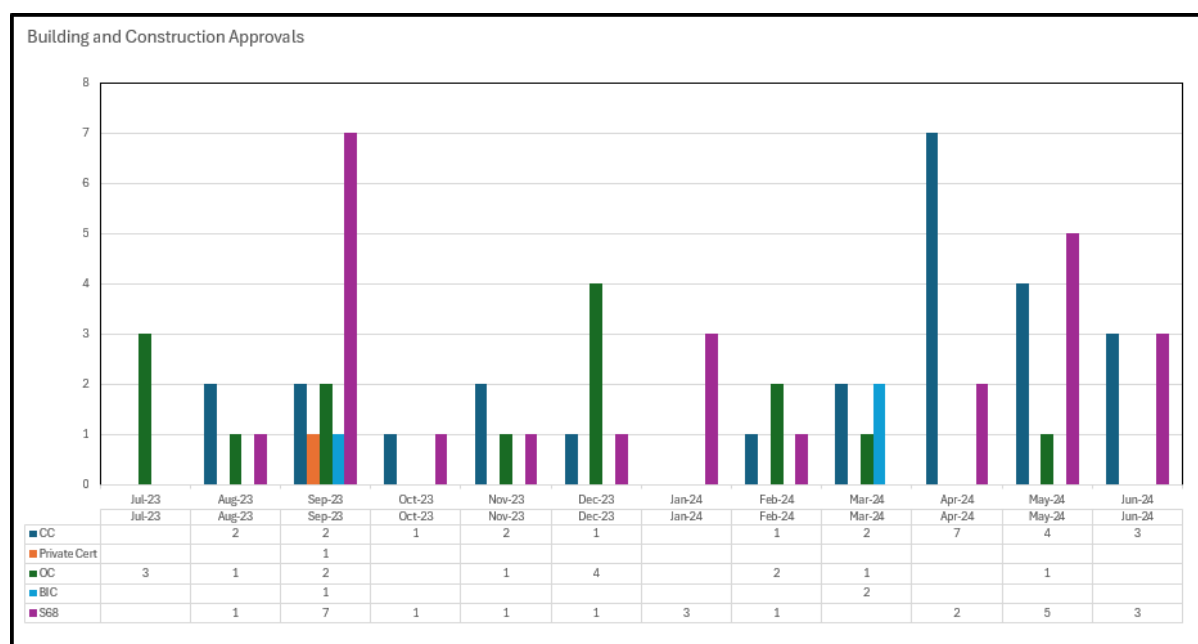
The Department continues to receive enquiries and provide advice on a range of planning and building matters including:

- Minor structure construction e.g., sheds
- Commercial opportunities and construction
- Basix (Building Sustainability Index)
- Bushfire requirements
- Building construction standards and requirements
- Stormwater
- Licensing and owner builder requirements
- Fees and charges

The department receives all building related applications via the NSW Planning Portal. It is mandatory that all applications for Construction Certificates (CC), Complying Development (CDC), Principal Certifier Appointments (PCA), Occupation Certificates (OC) and Building Information Certificates (BIC) be lodged with Council via the NSW Planning Portal. Section 68 (S68) Applications are lodged directly with Council.

There are currently *80 active* Construction Certificate and Principal Certifier Appointment approvals that are at varying stages of the assessment/construction process and working towards the completion, and issue of an Occupation Certificate.

The graph below summarises the approvals for the current year and the following table shows the details of the approvals that have been issued for the past financial year.



CONSTRUCTION CERTIFICATES			
No.	Property Description	Development/Work	\$
CC 2023/21 29/08/2023	2 Bowen Street Bingara	Garage/Shed	\$47,000
CC 2023/32 29/08/2023	36 Roger Moore Cres Warialda	Self Storage Facility – comprising of 2 storage shed complexes	\$275,000
CC 2023/34 01/09/2023	18 Gwydir Tce Bingara	New principal dwelling and change of use for existing dwelling to secondary dwelling	\$310,000
CC 2022/50 05/09/2023	12 East Street Bingara	Footings & piers for manufactured dwelling	\$10,000
CC 2023/17 20/10/2024	9 Inverell Road Warialda	Above ground swimming pool and fencing	\$3,000
CC 2023/41 06/11/2023	29 Bombelli Street Bingara	Above ground swimming pool and fencing	\$4,000
CC 2023/43 09/11/2023	50 Bingara Street Warialda Rail	Alterations and complete internal fit out of existing dwelling	\$66,000
CC 2023/44 21/12/2023	40 Bombelli Street Bingara	Single bay garage	\$9,500
CC 2023/51 16/02/2024	50 Bingara Street Warialda Rail	2-bay garage/shed and attached verandah	\$33,000
CC 2023/36 Withdrawn	13212 Gwydir Hwy Warialda	Attached verandah on two sides of dwelling	\$201,250
CC 2023/53 13/03/2024	16 Bombelli Street Bingara	New principal dwelling and change of use for existing dwelling to secondary dwelling	\$587,516
CC 2023/52 20/03/2024	98 High Street Warialda	2 bay shed/garage	\$37,940
CC 2024/6 05/04/2024	5 Heber Street Bingara	Attached, covered deck on front of existing dwelling and detached 2 bay garage	\$75,854
CC 2024/3 05/04/2024	12970 Gwydir Hwy Warialda	Completion of partially constructed carport subject to BIC 2024/1	\$6,600
CC 2023/51/2 08/04/2024	50 Bingara Street Warialda Rail	2-bay garage/shed and demolition of existing timber shed	\$19,800
CC2023/22 09/04/2024	6226 North Star Rd North Star	Telecommunications tower	\$243,000
CC 2023/13 10/04/2024	26 Faithful Street Bingara	Alterations and additions to existing dwelling	\$50,000
CC 2022/5 10/04/2024	6 Frazer Street Bingara	Alterations and additions to existing dwelling	\$65,000
CC 2024/10	21 Bingara Street Warialda Rail	Inground swimming pool and fencing	\$82,440
CC 2024/9 10/05/2024	14 Crane Street Bingara	3-bay shed/garage	\$19,500

CC 2024/11 10/05/2024	20 Cobbadah Street Upper Horton	Telecommunications facility	\$88,000
CC 2024/4 24/05/2024	Lot:2 DP 773834 Gwydir Hwy Gravesend	Telecommunications facility	\$243,000
CC 2024/13 14/06/2024	12 Long Street Warialda	3-bay garage/shed/workshop	\$48,000
CC 2024/7 14/06/2024	2 Bandalong Street Bingara	Shed with attached carport and lean-to with internal bathroom	\$150,000
CC 2023/50 06/06/2024	3 Brigalow Street Bingara	2-bay shed	\$40,000

OCCUPATION CERTIFICATES		
No.	Property Description	Development/Work
OC 2022/26 10/07/2023	31 Market Street Warialda	Carport
OC 2022/12 13/07/2023	Lot: 7010 DP1030135 Buckie Road Croppa Creek	Amenities Building
OC 2021/16 19/07/2023	10 Gwydir Tce Bingara	Attached verandah on front of existing dwelling and conversion of shed into a secondary dwelling
OC 2022/7 30/08/2023	6 Bandalong Street Bingara	Carport/garage
OC 2023/3 08/09/2023	16 Bassett Street Bingara	Shed
OC 2022/37 15/09/2023	894 Whitlow Road Whitlow	Conversion of shed into dwelling and construction of detached garage/shed
OC 2022/45 21/11/2023	24 Ridley Street Bingara	Garage/shed
OC 2022/1 01/12/2023	80 Burundah Drive Warialda	Garage/shed
OC 2023/17 07/12/2023	9 Inverell Road Warialda	Above ground swimming pool and fencing
OC 2022/2 18/12/2023	6 Olive Pyrke Tce Warialda	Dwelling
OC 2023/41 20/12/2023	29 Bombelli Street Bingara	Above ground swimming pool and fencing
OC 2023/32 15/02/2024	36 Roger Moore Cres Warialda	Self Storage Facility – comprising of 2 storage shed complexes
OC 2021/40 28/02/2024	19 Crane Street Warialda	Garage/Shed
OC 2023/21 13/03/2024	21 Bowen Street Bingara	Garage/Shed
OC 2013/31	3 Morningson Street	Alterations and additions to existing dwelling

28/05/2024	Warialda Rail	
OC 2021/1 03/06/2024	1 Sophies Lane Warialda	Garage/shed
BUILDING INFORMATION CERTIFICATES		
No.	Property Description	Development/Work
BIC 2023/1 14/09/2023	50 Bingara Street Warialda Rail	Review unauthorised work – major alterations and additions to the existing dwelling
BIC 2023/2 10/01/2024	9 Martyn Street Bingara	Review unauthorised work – construction of carport
BIC 2024/1 01/03/2024	12970 Gwydir Hwy Warialda	Review unauthorised work – construction of attached carport
BIC 2024/2 07/03/2024	56 Finch Street Bingara	Certify work carried out without inspection for purpose of occupation approval

PRIVATE CERTIFIER – CERTIFICATE REGISTRATION		
No.	Property Description	Development/Work
OC 2021/2 05/09/2024	7 White Street Bingara	Occupation Certificate (dwelling)

SECTION 68 APPROVALS		
No.	Property Description	Development/Work
S68 2023/24 22/08/2023	10-12 Gwydir Street Gravesend	Gravesend Community Event – install and operate amusement rides
S68 2022/26 05/09/2023	12 East Street Bingara	Install manufactured dwelling
S68 2023/8 05/09/2023	12 East Street Bingara	Carry out water supply, sanitary plumbing, sewerage and stormwater works (new dwelling)
S68 2023/20 05/09/2023	1746 Glenesk Road Balfours Peak	New onsite sewerage management system
S68 2023/25 13/09/2023	50 Bingara Street Warialda Rail	New onsite sewerage management system
S68 2023/21 20/09/2023	19 Yetman Street Coolatai	Repairs and alterations to existing onsite sewerage management system
S68 2023/22 20/09/2023	18 Gwydir Tce Bingara	Carry out water supply, sanitary plumbing, sewerage and stormwater works (new dwelling)
S68 2023/23 20/09/2024	29 Dinoga Street Bingara	Carry out water supply, sanitary plumbing, sewerage and stormwater works (new dwelling)
S68 2023/26 09/10/2023	36 Holden Street Warialda	2023 Honey Festival – install and operate amusement rides
S68 2023/29 21/11/2023	36 Holden Street Warialda	2023 Warialda Christmas Carnival – install and operate amusement rides
S68 2023/32 14/12/2023	3 Avoca Street Warialda Rail	2023 Warialda Rail Christmas Carnival – install and operate amusement rides

S68 2023/31 09/01/2024	46 Heber Street Bingara	Carry out water supply, sanitary plumbing, sewerage and stormwater works (bathroom in existing shed)
S68 2023/28 18/01/2024	181 Yallaroi Road Coolatai	New onsite sewerage management system, water supply, sanitary plumbing, sewerage and stormwater work (new manufactured dwelling)
S68 2024/1 14/02/2024	691 Fairford Road Warialda	Replace existing onsite sewerage management system with new system.
S68 2024/2 03/04/2024	75 Riddell Street Bingara	Carry out water supply, sanitary plumbing, sewerage and stormwater works (new dwelling)
S68 2024/3 03/04/2024	5658 Cobbadah Road Bingara	Replace existing onsite sewerage management system with new system.
S682024/9 08/05/2024	34 Holden Street Warialda	2024 Warialda Show – install and operate amusement rides
S68 2024/10 14/05/2024	26 Bowen Street Bingara	2024 Bingara Show – install and operate amusement rides
S682024/6 10/05/2024	21 Bingara Street Warialda Rail	Minor alterations to existing onsite sewerage management system (pool waste)
S68 2024/8 24/05/2024	35 Maitland Street Bingara	Sanitary plumbing & drainage connection to water and sewer, stormwater work in association with new commercial office building
S68 2024/5 27/05/2024	54 Maitland Street Bingara	Minor alterations for installation of new sink in café
S68 2024/7 14/06/2024	86 Burundah Drive Warialda	New onsite sewerage management system, water supply, sanitary plumbing, sewerage and stormwater work (new dwelling)
S68 2024/11 14/06/2024	Lot 20 DP 751087 Buckie Road Croppa Creek	New onsite sewerage management system (aerated wastewater treatment system)
S68 2024/12 24/06/2024	16 Maitland Street Bingara	2024 Orange Festival – install and operate amusement rides

CUSTOMER REQUESTS, ADVICE AND INSPECTIONS				
Type	No.	Yr. to Date	Actioned	Pending
Construction/Building & Building Maintenance	60	1075	1068	7

## SWIMMING POOL INSPECTION PROGRAM

The *Swimming Pools Act 1992* and its regulations work together with Australian Standard 1926 (AS1926) to establish the safety standards for ‘backyard’ swimming pools.

There are 3 different Pool Safety Standards that apply in NSW, depending on when the pool was constructed:



- AS 1926-1986, fences and gates for private swimming pools which applies to pools constructed prior to 30 August 2008
- AS 1926.1 - 2007, swimming pool safety, Part 1 safety barriers for swimming pools which applies to pools constructed between 1 September 2008 to 30 April 2013
- AS1926.1 - 2012, swimming pool safety, Part 1 safety barriers for swimming pools constructed after 1 May 2013

As a requirement of the Council's inspection program, Authorised Officers carry out tri-annual swimming pool compliance inspections.

This year a total of *52 inspections* have been completed, with only 2 swimming pools and 1 spa pool being declared *Non-Compliant* at the time of the first inspection.

Inspectors were unable to gain access to 2 properties due to locked premises, additional notifications have been sent to the property owners requesting them to contact the Council as a matter of urgency.

Two swimming pools had been decommissioned and one inspection has been rescheduled to a later date due to maintenance being carried out on the pool.

All notices of *Non-Compliance* related to the following requirements.

- **Safety barriers (fencing)**
- **Warning Signs**

Owners of the pools identified to be *Non-Compliant* are notified of the inspection result and given a set period of time to rectify any issues to assure that the pool complies with the appropriate standard before any further action is taken.

All pool compliant have now been issued with a 3-year Certificate of Compliance from the NSW Swimming Pools Register.

## **BUILDING MAINTENANCE**

The Department continues to receive requests to carry out minor maintenance and these are generally dealt with in a timely manner. Otherwise, the works are scheduled into maintenance staff building activities including new works for attention.

## **MAJOR PROJECTS WORKED ON**

### **Nicholson Oval**

Construction of a new sporting clubhouse and amenities was the main project for the building team during the first half of the year. The new modern facilities are being used by several sporting groups and the schools.





**Warialda Show Ground Amenities**  
Refurbishment of the original amenities block.







### **Warialda RFS Shed**

Removal of the old loading dock, installation of new roller doors and concrete apron



### **Bingara Toy Library**

Internal and external painting has been completed.





### **Warialda Rail Recreation Ground**

Construction of new accessible amenities and installation of new onsite sewerage management system



**Warialda Recreation Ground**  
Installation of new electronic scoreboard





### **Gwydir Oval**

Bird proofing of the grandstand



### **Upper Horton Sports Ground**

Construction of new accessible amenities



- Warialda Landfill – construction of awning/skillion on the tip shop shed
- Unit 6 Holden Street Aged Housing – refurbishment
- Warialda Swimming Pool – painting of the facade

The Building Services report for 1 July 2023 to 30 June 2024 was compiled with information available at the time of writing the report.

## **ENVIRONMENT & SUSTAINABILITY DEPARTMENT JUNE 2024**

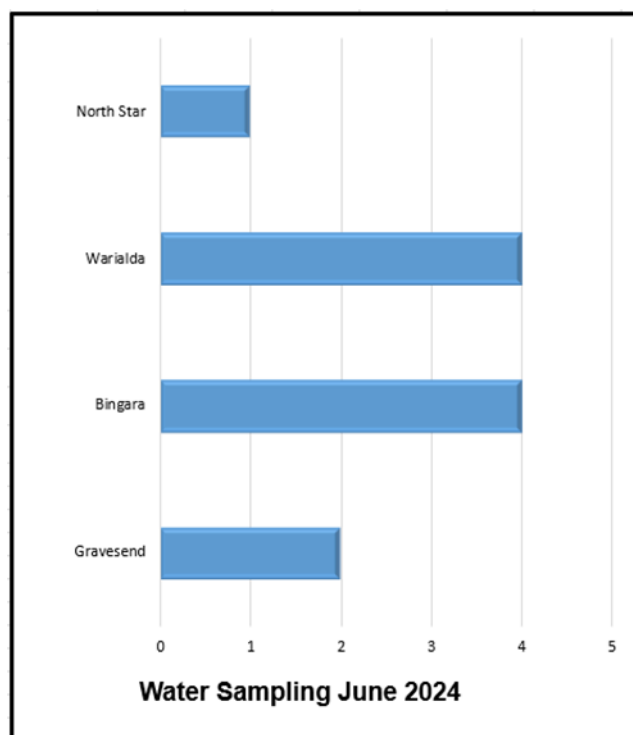
The Department continues to receive enquiries and provide advice on a range of health matters including:

- Overgrown properties
- Food premises design and fit-out
- Food handling practices
- Mobile food vendors
- Food business notification
- Pet Ownership

## **DRINKING WATER TESTING**

The Department continues to carry out routine sample collection for microbiological and chemical testing of the water supplies in the towns of Warialda and Bingara, fortnightly sampling of Gravesend and monthly sampling at North Star.

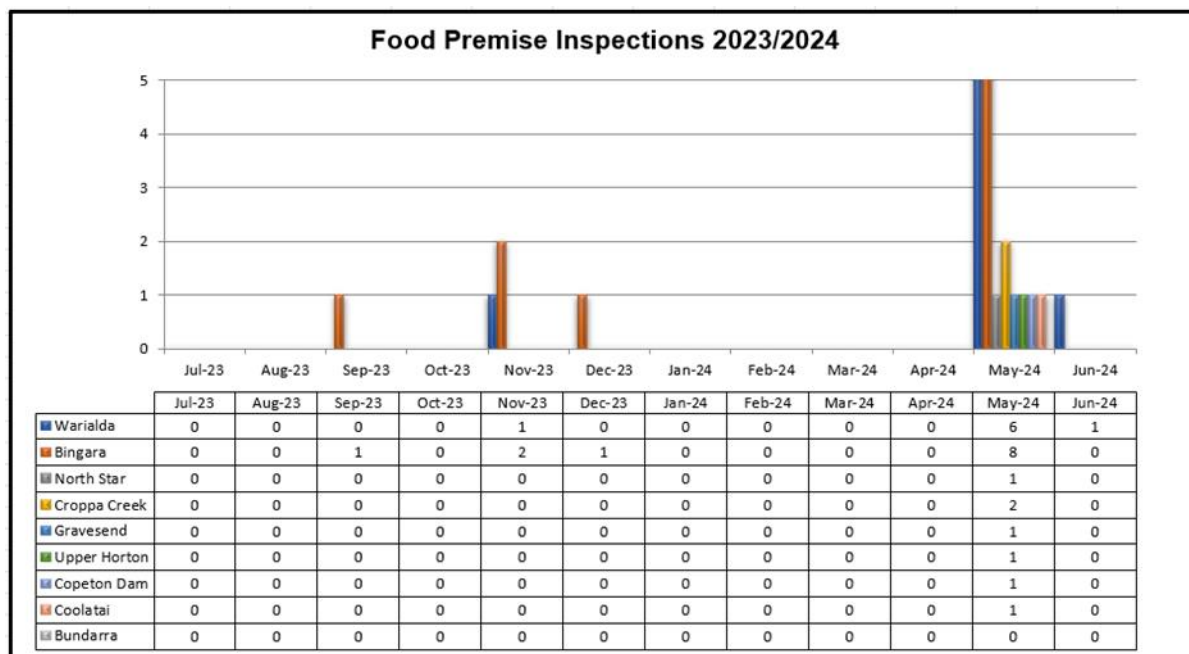




## FOOD INSPECTIONS

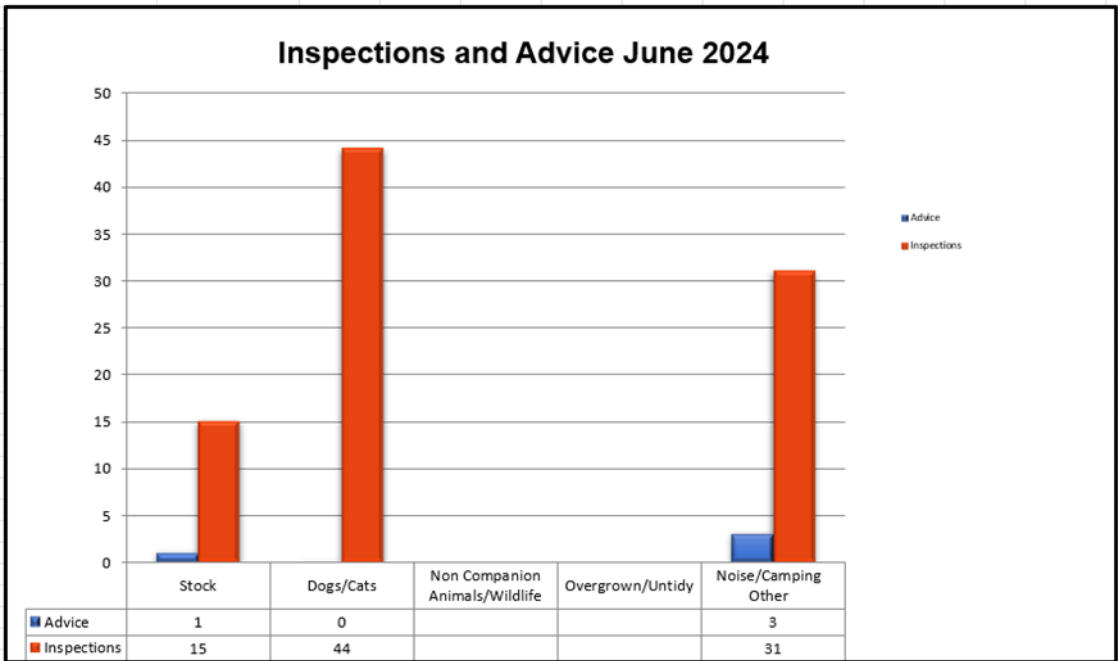
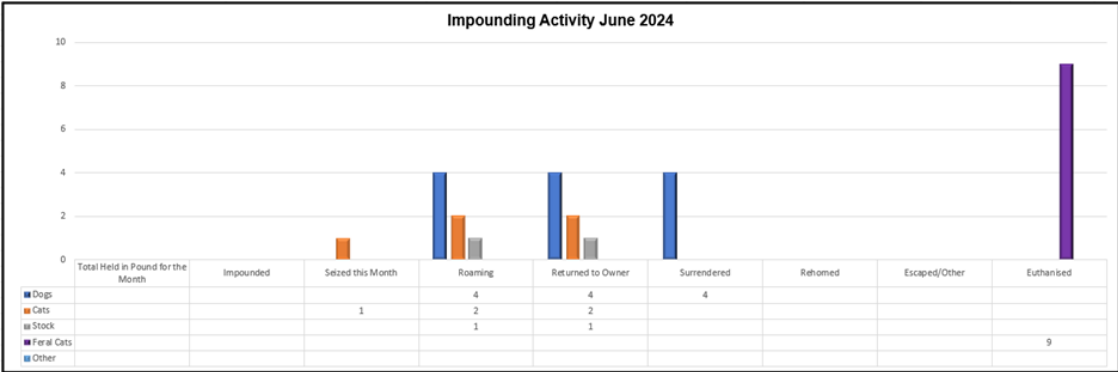
Food Premise Inspections are carried out on an annual basis for each food business. There are approximately 40 registered food service businesses within the Council area including supermarkets, clubs/pubs, motels, bakeries, cafés and takeaway food shops, mobile food vendors and school canteens. Depending on the nature of the food being served some businesses are exempt from inspection unless a complaint or issue arises.

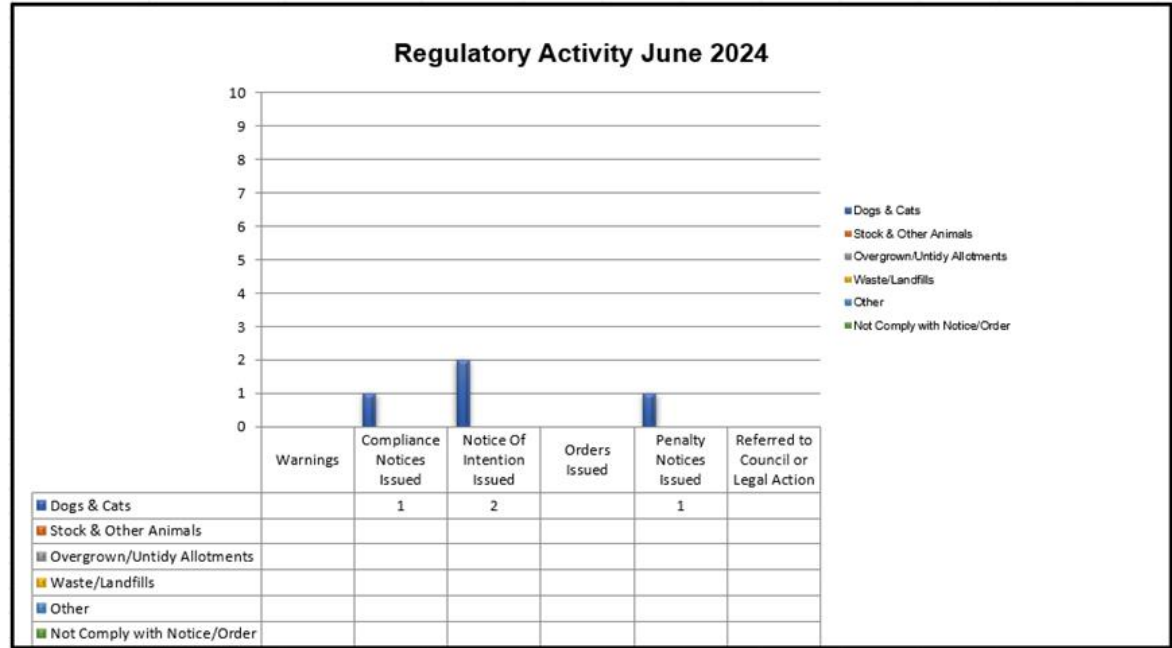
The graph below shows inspections that have been carried out for the current financial year.



COMPLIANCE AND REGULATORY CONTROL

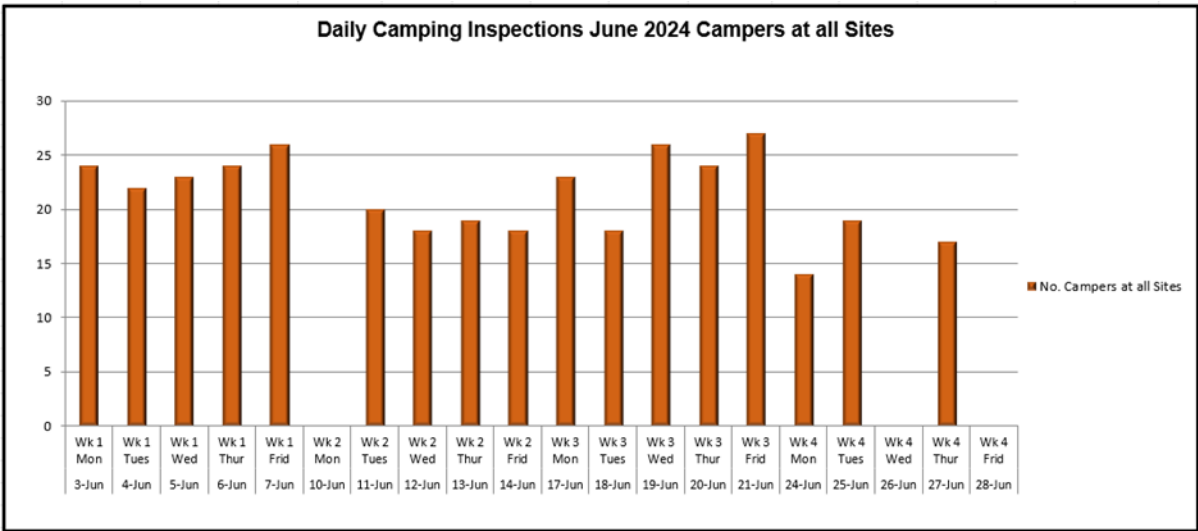
Council has received customer requests regarding overgrown blocks, roaming dogs, roaming stock, noise, the keeping of animals and other concerns during the month of June 2024. These are investigated and actioned as necessary.

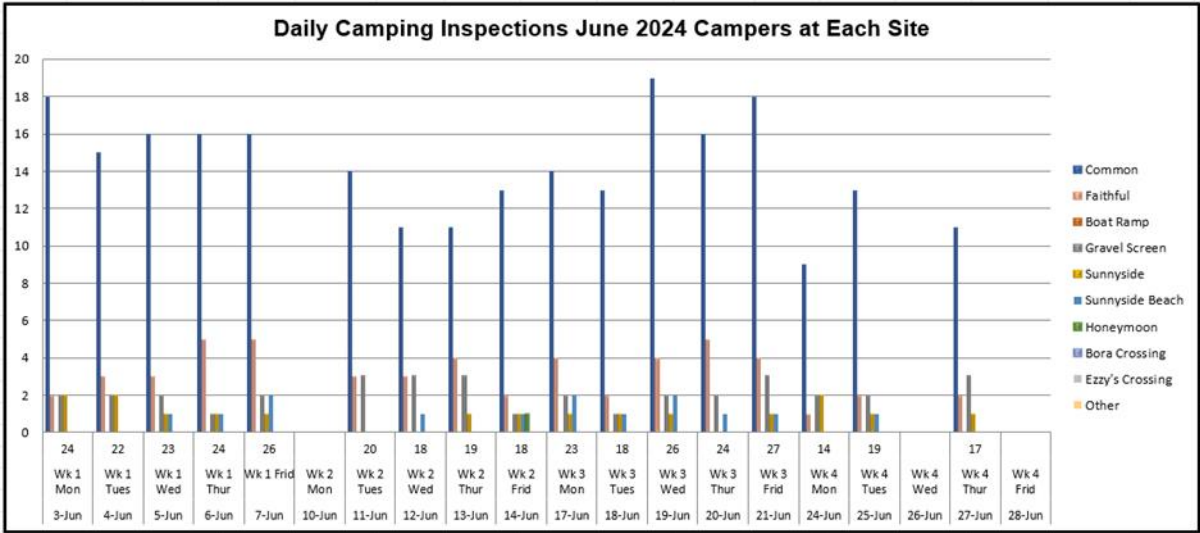




**RIVERSIDE CAMPING**

Council's Compliance Officers aim to carry out daily checks along the river to ensure that camping is being conducted in a safe and hygienic manner. Flyers promoting local events and services are distributed to campers and enquiries from campers are addressed as required. The graphs below show total numbers of campers and the distribution of campers at the different campsites.





CAMPING AREA DONATIONS COLLECTED



LANDFILL REPORTS

**Bingara and Warialda** – Remains tidy and accessible. New Public Place bins currently being installed.

**Warialda Rail** – Tidy and accessible.

**Gravesend** – Remains tidy and accessible. New Public Place bins currently being installed.

**Coolatai** – Remains tidy and accessible. Offender has been dumping waste and burning it at the back of the landfill. Camera will be set up to attempt to identify the offender.

**Croppa Creek** – Remains tidy and accessible.

**Upper Horton** – Remains accessible after recent push up. Fire break was cleared at the same time.

**North Star Transfer Station** – Transfer station running smoothly.



*Waste being dumped and burnt at Coolatai Landfill*



*New Public Place Bins for Bingara, Warialda and Gravesend*

## **PRIORITY WEED CONTROL**

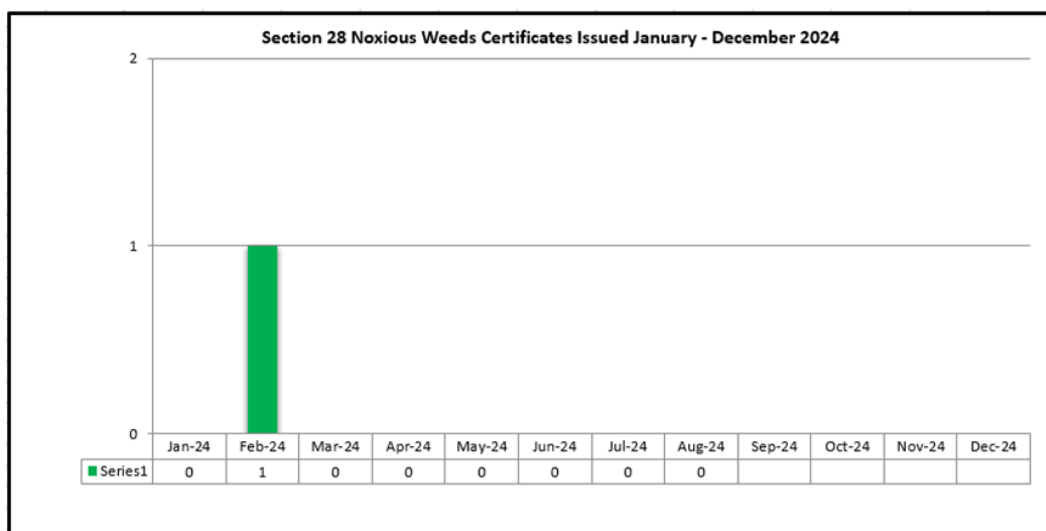
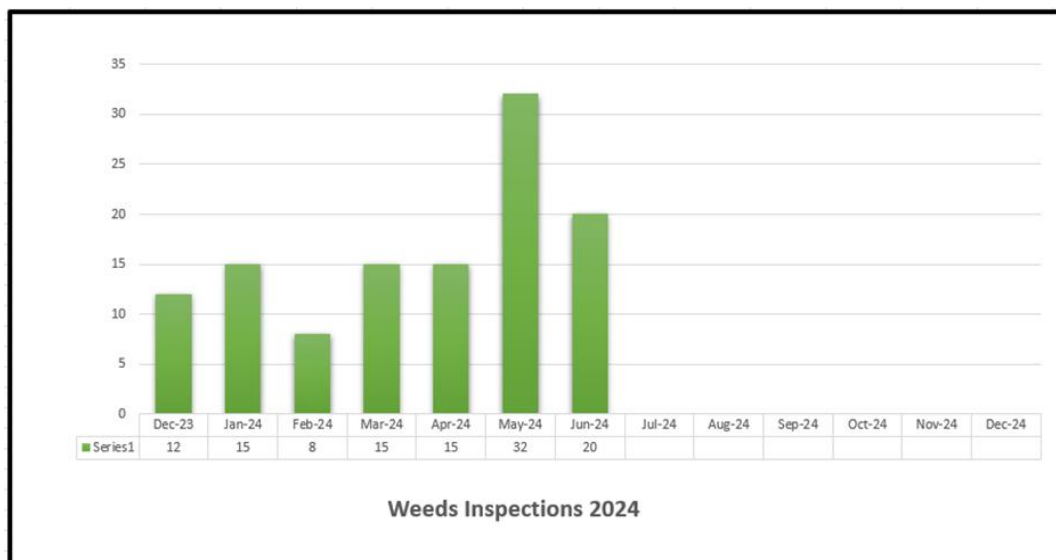
### **Property Inspection Program**

Staff continue to assist land holders and the community with:

- Advice on the control of Priority Weeds and Biosecurity Duties
- Private and Public Property inspections
- Spraying of priority weeds and emerging weeds

### **Weeds Inspections**

- Weeds officers have been concentrating their efforts this month on Private Property Inspections in Section A.
- Officers attended a Harissa cactus information session at North Star hosted by Northern Slopes Land Care Association, NSW Local Land Services & North Star CWA. In this session they discussed strategies and actions to control the spread of this invasive weed before it causes any more damage.



The Planning & Environment Department report for June 2024 was compiled with information available at the time of preparing the report.

## COMMUNITY ASSETS

### Gwydir Libraries

June 2024 Statistics	Bingara	Warialda	Gwydir
Door Count	1,504	703	
Loans	1,304	978	
New Members	10	7	
E-resource Users			82

Downloads			170
PC usage	184	83	
Wi-Fi usage	380	280	
Programs	34	26	
Adult Program attendees	147	115	
Children Program attendees	187	96	
Home Delivery	12	4	
Institution Delivery	8	2	
Seniors, Be-Connected	24	12	
Community Support Hub	52	26	

The Bingara and Warialda libraries are very busy places with many happenings, and services. These include a Writers' Group, Home Schooling and After School programs, a Community Support Hub, Be Connected Tutorials, Book Club, Storytime, STEM Craft Sessions, Teenage Quiet Room Chill Out, visit to and by the residents of local Aged Hostels and Hospitals. There are also Senior Craft Sessions, exam supervision, external study assistance, and home deliveries.

Library staff are supported by three passionate volunteers.

A young person is currently enjoying work experience at the Bingara library. The young person is doing exceptionally well and is excited for her next workday.

During the recent school holidays and in the absence of Vacation Care, children and youth attended many activities which were delivered by Gwydir and regional library staff. These activities included a Lego Day, A Walk Among the Tombstones, Pizza Making, The Great Big Gwydir Book Hunt, HQ visit – Wind Skateboards, Cooking Session, Teddy Bears' Picnic, Teenage Movie Session, and Crazy Cupcakes.

### June Monthly Report

The Media and Communications team worked with Section 355 Committees of Council to submit the following Event Management Plans to Statewide Mutual JLT Risk Solutions Pty Ltd for review:

Bingara Orange Festival

Croppa Creek Crackers – '1980's Before We Were Offended'

Honey Festival

Roxy Performance – Children Show – The Fish Who Wanted to Fly

Warialda Memorial Hall Performance – Children Show – Little Red in the Hood

### Gwydir Shire Council Website

Since the beginning of January, the Media and Communications team have been working closely with the Business Improvement team to implement a Page Assist widget to Council's website. The Page Assist widget is a tool that enables users to personalise options when navigating a website so as to improve their user experience. The feature provides customisable accessibility needs with the following options – font, font size, text spacing, cursor size, contrast, highlight elements and focus.

The Page Assist widget aligns with Council's Vision to provide an inclusive space in all aspects of community life as referenced in Council's Disability Inclusion Plan. This widget is a part of a software package.

This package is also being implemented to improve the Gwydir Shire Council and Visit Gwydir websites. The package assists Council to identify website issues – such issues include identifying spelling and grammatical errors, broken links, identifying obsolete information.

The Media and Communications team has also been working on a module that addresses and identifies if website text is meaningful when read out loud. This module sits under the accessibility category in the software package and has been the main priority for the team.

From 1 January 2024, the team has completed 4,455 accessibility checks on the Gwydir Shire Council website and of those checks 803 occurred in June. To date there have been minimal issues identified, which is a testament to the website's functionality in the accessibility space.

The Gwydir Shire Council website is currently sitting at 90.85% for its accessibility compliance. The industry average according to Monsido (the software package provider) is 87.64%. When the non-machine testable checks are incorporated into the compliance score, the website is sitting at 68.35%. This score may seem quite low, but the Monsido platform assumes that all the review checks are failing. This score does not necessarily mean that is a true reflection of the accessibility compliance score, hence the reason why the review checks require assessment before they are marked off as complaint or the issue is rectified. As the Media and Communications team continue to work through this module, the score will improve.

There are other components besides accessibility that make up our overall compliance score. This includes Quality Assurance, Policies and SEO. The Media and Communications team will be addressing these modules over the coming months.

The Community Assets team continually uploads and deletes information and forms to the Council website in an effort to keep the website well maintained, up to date and valuable.

### **Visit Gwydir Website**

In June, the Media and Communications team worked closely with the Business Improvement team to implement a Page Assist widget to the Visit Gwydir website. This is the same tool that was adapted to the Gwydir Shire Council website and provides the same benefits as highlighted above.

The team has been focusing on the accessibility score of the Gwydir Shire Council website and aims to complete that project and the other software package modules before attention is given to the Visit Gwydir website.

### **Design Work**



End Of Financial Year Processing – Lockscreen  
 Community Election Information Nights – Social Tile  
 Road Closure – Orange Festival – Social Tile  
 Road Closure – Orange Picking – Social Tile  
 GIS Officer – We’re Hiring – Social Tile  
 Orange Festival – Program – Flyer  
 Aunty Violet’s Attic – Poster  
 Thank you from Dani Perret – Lockscreen  
 Reserved Signs – Adam Harvey and Beccy Cole Event  
 What’s On – Flyer  
 Orange Festival Street Map, and Information Posters  
 CHSP Volunteer Drivers – Social Tile  
 Warialda and Bingara Library Bookmarks  
 Storytime Library – Flyer  
 Cooking Club Library – Flyer  
 Lego Days Library – Flyer  
 Great Big Gwydir Book Hunt – Flyer  
 Uniform Roadshow – Lockscreen  
 First Aid Kit Checking Day – Lockscreen  
 Warialda VIC and Service NSW Closure – Social Tile  
 Warialda Community Health Outreach Clinics – Social Title  
 Honey Festival - Gumboot Throwing Competition – Social Tile  
 Bingara Centrelink – New Hours – Social Tile  
 Bingara Races – Poster  
 CHSP Services – Social Tile and Post  
 Naroo Daffodil Day – Social Tile

### **Gwydir Shire Council Facebook Page**

The Orange Festival poster published to the Gwydir Shire Council Facebook page on the 27 June 2024 was a paid boosted post. Council committed \$50.00 to the post which directly resulted in the post reaching 6,417 people.

Also on the 27 June 2024, Council published photos to the Gwydir Shire Council Facebook page of the recent happenings at the Naroo Hostel. The post demonstrated the activities that the residents have been participating in, all whilst soaking up the winter sunshine. It is evident that the community enjoys the Naroo updates, based on the positive comments these type of posts receive, each time they are published to social media. This post reached 12,571 people and the post engagement score was 1,335.

On 6 June 2024, Council published a post on the Gwydir Shire Council Facebook page encouraging stallholder applications for the Orange Festival. This post reached

2,285 people and the engagement score was 164. The Media and Communications team had correspondence from the Visitor Information Centre Officer the following day indicating an increase in applications requests, likely due to the social media promotion.

## GLR Training

### Heavy Vehicle Training and Assessment

Heavy vehicle training and assessment has remained consistent during June 2024 with two clients completing their training and final competency assessments, providing them with the requirements to upgrade their driver's licence.

Smart and Skilled Program funding has now ceased until notification is received from Training Services NSW that the 2024/25 activity period is to commence.

In October 2023 GLR Training added three additional units of competency to its scope in order to meet a new Smart & Skilled requirement whereby each client was required to complete a minimum of two units. After receiving many complaints Training Services NSW was forced to amend its Guidelines again whereby each client no longer needed to complete two units and further that one unit was sufficient.

***January - June 2024 Heavy Vehicle Training statistics are as follows:***

	Enquiries	Applications for S&S Funding submitted & approved	Paying Clients	Training completed	Future bookings
January	5	2	0	1	5
February	7	4	1	5	3
March	11	3	1	4	2
April	5	Nil Funding exhausted	2	4	2
May	10	Nil	3	3	1
June	9	Nil	2	2	5

The graph above shows the number of clients participating in heavy vehicle training and assessment over the past 5 years. There has been a significant decline since the withdrawal of the Smart & Skilled 'Drought Package' funding.

### Learner Driver Lessons

Learner Driver Lessons	January	February	March	April	May	June
	0	2	0	3	5	5

The 2 for 1 driving lesson is continuing.

### Gwydir Career Start Program

As of 1 July 2024, the way apprenticeship support services are delivered will change, including the Council's apprenticeship support provider.

As part of this change, Council will receive more targeted support to help our trainees and apprentices to complete their traineeship/apprenticeship. From 1 July 2024, specialists will deliver services targeted to Australian apprentices who are First Nations, a woman in a male dominated trade, and an apprentice who is working towards a Clean Energy occupation.

This means Council will be supported by more than one provider.

Council's new providers are *BUSY At Work* and *Bamara*. *BUSY at Work* has been a specialist provider of Australian apprenticeship support services for over 25 years, partnering with businesses and Government to grow skills and nurture employment opportunities for all. *Bamara* offers a holistic model of mentoring and personal support services tailored specifically for its clients.

The following table outlines the subsidies claimed by Gwydir Shire Council for current trainees and apprentices. These figures include *Boosting Apprenticeship Commencements wage subsidy*, *Completing Apprenticeship Commencements wage subsidy*, *Priority Wage Subsidy* (The Priority Wage Subsidy is a wage subsidy for employers of Australian Apprentices training towards an occupation listed on the Australian Apprenticeships Priority List. Employers can claim 10% of wages paid to the Australian Apprentice for the first and second 12-month period (up to \$1,500 per quarter) and 5% of the wages paid to the Australian Apprentice for the third 12-month period (up to \$750 per quarter), and *Hiring Incentive* (The Hiring Incentive supports Australian Apprentices undertaking a Certificate II or above qualification that is not listed on the Australian Apprenticeships Priority List. A payment of \$1,750, for a full-time Australian Apprentice and \$875 for part-time Australian Apprentice is made at 6 and 12 months.)

Period	No. of Employees	Claimed/Paid
01/07/2023 – 30/09/2023	13	\$15,272.76
1/10/2023 – 31/12/2023	5	\$ 3,343.94
1/01/2024 – 31/03/2024	16	\$25,292.70
01/04/2024 – 30/06/2024	1	\$ 2,500.00

<b>Total Claimed for 2023/4 Financial Year</b>		<b>\$46,409.40</b>
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### **Gwydir Country Education Fund (CEF)**

**Gwydir CEF** is providing financial assistance to eight local students in 2024. Recipients are able to claim reimbursement for education related expenses including laptops, computer accessories, textbooks, uniforms and work boots, fuel and accommodation. Total funds distributed in 2024 - \$11,618.11.

### **Cranky Rock**

Camping statistics:

	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>
<b>Powered Sites</b>	29	35	73	70	75	84
<b>Unpowered Sites</b>	13	17	26	34	30	20

### **Aged Units**

All aged units at Holden and Plunkett Streets Warialda and Whitfield Place, Maitland Street Bingara, are occupied. Routine inspections of all units were carried out in June. The following minor repairs and maintenance have been reported to Council's Building Maintenance team for action.

### **Property Management**

8 Olive Pyrke Terrace, Warialda remains on the market for sale. During the reporting period the tenants vacated the property.

### **Myall Creek**

Stringybark Ecological together with Armidale Tree Group undertook wide spaced plantings of white box, silver leafed ironbark, wilga, kurrajong, white cypress pine, hop bush, weeping Myall, western golden wattle, native olive and yellow box. This work is part of the ecological restoration of the woodland surrounding the Massacre Site. This is funded by the Federal Government under its Murray Darling Basin Healthy Rivers funding program.

The annual memorial ceremony was held on Sunday 9 June with over 700 people attending. Council staff assisted the Friends of Myall Creek Committee with the event. Such assistance included traffic control, set up and clearing the site.



*Myall Creek Massacre Memorial Site – Ecological Restoration – 550 plantings*

## Roxy

During the reporting period a Free Stretch Program was offered by Karen Bishton.

The theatre was also engaged for a 70<sup>th</sup> birthday party, the NSW Government Northern Tablelands By-Election, an Auction, NSW and Rescue Service Information Night, Staff Induction and Training Day, and during the Orange Festival as a venue for dance lessons and a Social.

Upcoming events include FABBA – a GLR CEF Fundraiser (10 August), The Fish That Wanted to Fly (8 August), Bingara Central School P&C Trivia Night Fundraiser (16 August), Councillor Farewell (24 August) and John Wood and Dave Allen – Our Rock n Roll Journey (30 August).

The spiderwebs have been removed from the walls and the ceiling in the Theatre. The courtyard benches have been sanded and oiled.

## Bingara Riverside Project

Council is still awaiting Soil Conservation Services to commence onsite works.

## The Living Classroom

During the reporting period a fully integrated sound and video conference system was installed.

The internal road works have commenced. These works seek to address rain and stormwater issues and will see a car park formed.

The Living Classroom is also being connected to the town water and sewage system by Council staff.

Building works have also commenced on the Interpretive Centre.

**The Roxy Complex and The Living Classroom (TLC) – June 2024 calendar is attached**

## The Councillors' activity schedule for June |July 2024

June   July 2024		
Councillor	Event	Date
Cr John Coulton	Meeting – Warialda Swimming Pool Facade	3 June

(Mayor)	Community Meeting – Coolatai	4 June
	Community Meeting – Upper Horton	6 June
	Country Mayors Association Conference Kempsey	12-14 June
	Ordinary Council Meeting - Warialda	27 June
	NGA Conference – Canberra	1-4 July
	Orange Picking Ceremony – Bingara	5 July
	Orange Festival – Bingara	6 July
	ARIC Meeting – Bingara	8 July
	Briefing NS2B – Virtual Warialda	17 July
	New England North West – Disaster Adaption Plan (DAP) Guidelines – Virtual Workshop	22 July
	BROC Meeting - Walgett	26 July
Cr Catherine Egan (Deputy Mayor)	Community Meeting – Coolatai	4 June
	Community Meeting – Upper Horton	6 June
	Myall Creek Ceremony – Myall Creek	9 June
	Meeting Bingara Showgrounds – Management	11 June
	Bingara Special Events Committee Meeting	11 June
	Bingara Skate Park Opening – Bingara	12 June
	Bingara Showgrounds – Working Bee	15 June
	Ordinary Council Meeting - Warialda	27 June
	NGA Conference – Canberra	1-4 July
	Orange Picking Ceremony – Bingara	5 July
	Orange Festival – Bingara	6 July
	ARIC Meeting – Bingara	8 July
	Special Events Meeting - Bingara	9 July
	Meeting – Warialda Swimming Pool Facade	3 June
Cr David Coulton	Community Meeting – Coolatai	4 June
	Community Meeting – Upper Horton	6 June
	Country Mayors Association Conference Kempsey	12-14 June
	Ordinary Council Meeting - Warialda	27 June
	NGA Conference – Canberra	1-4 July
	Orange Festival – Bingara	6 July
	Children's Bike Safety – Pop Up Event	9 July
	Breakfast Meeting – Minister for Roads	10 July
	Warialda Showgrounds Inspection Power/Meters	12 July
	Historical Society Meeting - Warialda	16 July
	BROC Meeting - Walgett	26 July

Cr Geoff Smith	Community Meeting – Coolatai	4 June
	Ordinary Council Meeting - Warialda	27 June
	Orange Festival – Bingara	6 July
Cr Lyndon Mulligan	Community Meeting – Coolatai	4 June
	Ordinary Council Meeting - Warialda	27 June
	NGA Conference – Canberra	1-4 July
	Orange Picking Ceremony – Bingara	5 July
	Orange Festival – Bingara	6 July
	Breakfast Meeting – Minister for Roads	10 July
	Murray Darling Association – Day session Tamworth	6 July
Cr Marilyn Dixon	Community Meeting – Coolatai	4 June
	Community Meeting – Upper Horton	6 June
	Bingara Skate Park Opening – Bingara	12 June
	Ordinary Council Meeting - Warialda	27 June
	NGA Conference – Canberra	1-4 July
	Orange Picking Ceremony – Bingara	5 July
	Orange Festival – Bingara	6 July
Cr Jim Moore	Meeting – Warialda Swimming Pool Facade	3 June
	Community Meeting – Coolatai	4 June
	Community Meeting – Upper Horton	6 June
	Ordinary Council Meeting - Warialda	27 June
	Orange Festival – Bingara	6 July
Cr (Dr) Chris Matthews	Ordinary Council Meeting - Warialda	27 June
	Orange Festival – Bingara	6 July
Cr Tiffany Galvin	Community Meeting – Coolatai	4 June
	Myall Creek Ceremony – Myall Creek	9 June
	Bingara Special Events Committee Meeting	11 June
	Ordinary Council Meeting - Warialda	27 June
	NGA Conference – Canberra	1-4 July
	Orange Picking Ceremony – Bingara	5 July
	Orange Festival – Bingara	6 July
	Special Events Meeting - Bingara	9 July

## OFFICER RECOMMENDATION

**THAT the report be received.**

## ATTACHMENTS

1. 2024 NGA Communique [7.2.1 - 3 pages]
2. The Roxy and The Living Classroom ( TL C) - June 2024 Calendar [7.2.2 - 1 page]



## Communique

### National General Assembly 2024

More than 1,200 local government leaders from across Australia gathered in Canberra from 2-4 July for the 30th National General Assembly of Local Government (NGA).

We were welcomed to country by Ngunnawal, Kambri and Ngambri custodian Paul Girrawah House. The Assembly recognised the Ngunnawal and Ngambri peoples as traditional custodians of the ACT and recognised any other people or families with connection to the lands of the ACT and region. The Assembly paid its respects to their elders past, present and emerging, and acknowledged the vital and ongoing contributions First Nations peoples continue to make to our nation.

Opening the NGA, and speaking in her first major public address, Her Excellency the Honourable Ms Sam Mostyn AC, Governor General of the Commonwealth of Australia, spoke about increasing civic engagement with our future leaders and the importance of kindness and care in our leadership.

We welcomed and thanked the many federal members of parliament who attended and spoke at the NGA or associated events, including the Hon Catherine King, the Hon Kristy McBain, Senator the Hon Bridget McKenzie, the Hon Darren Chester, and Luke Gosling OAM MP.

Delegates received a presentation on new local government financial sustainability research, which highlighted that sustainable federal funding to





councils would deliver a \$7 billion increase to Australia's GDP. The 2024 National State of the Assets report was also launched, outlining the condition of one third of Australia's public infrastructure, which is part of the \$643 billion worth of assets councils manage. This new research reinforces the urgent need for federal Financial Assistance Grants to local government to be restored to at least one percent of Commonwealth taxation revenue.

Across two days, numerous presenters spoke on the theme of building community trust, and how local government is integral to holding and building this trust.

This year's NGA included new listening sessions on housing and community infrastructure, emergency management, roads and transport and energy transition, that provided a free-flowing exchange of ideas between councils, the federal public service, and other stakeholders.

This year's Assembly program included consideration of 160 motions submitted by councils, outlining opportunities for the Federal Government to better support councils and Australian communities.

These motions included solutions to address the financial sustainability of councils, support councils to deliver cost of living relief, facilitate more affordable housing, maintain safe and productive local roads, cycleways and footpaths, better prepare for and recover from natural disasters, and Close the Gap between Indigenous and non-Indigenous Australians.























































In the lead up to the next federal election, ALGA will work with our state and territory member associations, and Australia's 537 local governments, to



advocate for critical Financial Assistance Grants to be restored to at least one percent of Commonwealth taxation revenue, and for local government to be restored as a full voting member of National Cabinet.

These are critical to ensuring that local government continues to play a role in the ongoing sustainability and liveability of every community.

# 2024 . JUNE

SUN	MON	TUE	WED	THU	FRI	SAT
						1
2	3  MEETING  MEETING X2  MEETING	4  EQUIPMENT UPDATE	5  EQUIPMENT UPDATE  MEETING  ROXY TOUR	6  EQUIPMENT UPDATE  STRETCH PROGRAM	7  MYALL CREEK EVENT  MYALL CREEK EVENT  MEETING	8  MYALL CREEK EVENT  MYALL CREEK EVENT
9  MYALL CREEK EVENT  MYALL CREEK EVENT	10  MYALL CREEK EVENT  MYALL CREEK EVENT	11  MEETING  MEETING X2	12  MEETING	13  MEETING  STRETCH PROGRAM  MEETING  SCHOOL EVENT	14  RECOUPA MEETING  SCHOOL EVENT	15
16	17	18  ROXY TOUR	19  ROXY TOUR	20  INFORMATION EVENING  STRETCH PROGRAM  INFORMATION NIGHT	21  DELUNGRA QUILTERS  DELUNGRA QUILTERS  MEETING  BY ELECTION	22  DELUNGRA QUILTERS  DELUNGRA QUILTERS  BY ELECTION
23  DELUNGRA QUILTERS  DELUNGRA QUILTERS  BY ELECTION	24  DELUNGRA QUILTERS  DELUNGRA QUILTERS	25  ROXY TOUR	26  MEETING  TRAINING	27  MEETING X2  STRETCH PROGRAM	28  PRIVATE FUNCTION  PRIVATE FUNCTION	29  PRIVATE FUNCTION  PRIVATE FUNCTION
30  FILM CLUB						

Legend: Roxy: Theatre - Kitchen - conference room

TLC: Classroom - Bunkhouse



### 7.3 Organisation and Community Services Report

**File Reference:** NA

**Delivery Program**

**Goal:** 5. Organisational management

**Outcome:** 5.1 Corporate management

**Strategy:** 5.1.5 Provision of responsible internal governance

**Author:** Leeah Daley, OCD Director

**STAFF DISCLOSURE OF INTEREST** Nil

**IN BRIEF/SUMMARY RECOMMENDATION**

The monthly Organisation and Community Services Report details the activities carried out by the Department during June 2024.

**TABLED ITEMS** Nil

**BACKGROUND**

The monthly Organisation and Community Services report forms part of a regular reporting regime. The purpose of the report is to inform Council of the activities carried out within the Department.

**COMMENT**

**AGED CARE – NAROO FRAIL AGED HOSTEL**

**Naroo Frail Aged Hostel – June 2024**

**Staff Meeting**

Staff will be receiving a visit from a Cultural Review Specialist in the coming week which all staff were encouraged to volunteer otherwise HR would nominate staff to participate.

Cleaning hours on a weekend are now set as 10:00 am to 2:00 pm as this works best with the facility and residents.

Staff were reminded to use the maintenance app, so jobs are recorded, ensuring tasks are tracked, logged and addressed promptly.

Above and below behaviours were discussed as a reminder to always be respectful at work have and encourage staff to speak up.

Building works are due to start end of June. Extra meetings will be held as well as extra staff maybe needed to help in high care while works are happening.

## Residents News & Outings

It was a busy month this month with multiple residents having birthdays, one remarkable resident turning 102.

Chair exercises have been a hit in the morning with the cooler weather, even the staff have been joining in adding to the fun and energy.

An afternoon of painting in the sun was also a hit with residents enjoying the warm sun and provided a wonderful opportunity for some fresh air.

Residents and staff were invited to the Warialda MPS to a special appearance from Adam Harvey with the residents being a little starstruck, an exciting time for all!

A delightful drinks and nibbles afternoon was had with special guests from the Anglican Ukulele Group, adding a musical touch to the gathering.



*Ukulele Group*

## COMMUNICATIONS, MARKETING AND TOURISM, AND ROXY THEATRE COMPLEX

### Communications

#### Tourism

#### *Warialda Visitor Information Centre*

April		May		June	
Opening Hours	126	Opening Hours	132	Opening Hours	126
Volunteering Hours	0	Volunteering Hours	0	Volunteering Hours	0

<b>Income</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>
Centre Hire	0	0	0
Merchandise Sales	\$685.54	\$627.81	\$890.74
<b>Total Monthly Income</b>	<b>\$685.54</b>	<b>\$627.81</b>	<b>\$890.74</b>

<b>Visitors at Warialda VIC</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>
Visitors	158	165	148
RMS	244	258	277
Council	151	187	139
Phone Visitor / Service NSW enquiries	318	261	215
<b>Total</b>	<b>871</b>	<b>871</b>	<b>779</b>

## **Progress Report on Warialda Visitor Information Centre Renovations**

### **1. Relocation of Staff:**

- Staff relocated back to Hope Street on July 15th.
- This relocation allowed for the movement of heavy furniture and IT equipment from the Warialda Visitor Information Centre.

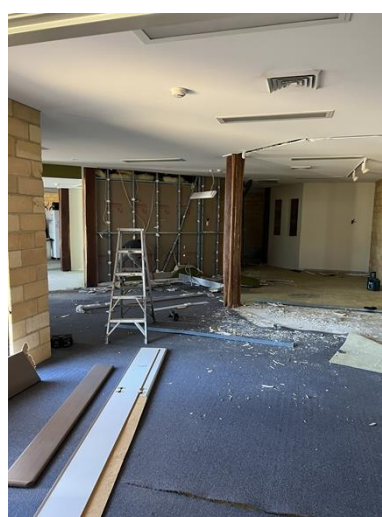
### **2. Commencement of Building Works:**

- The Randall Group began construction and renovation works on July 22nd.

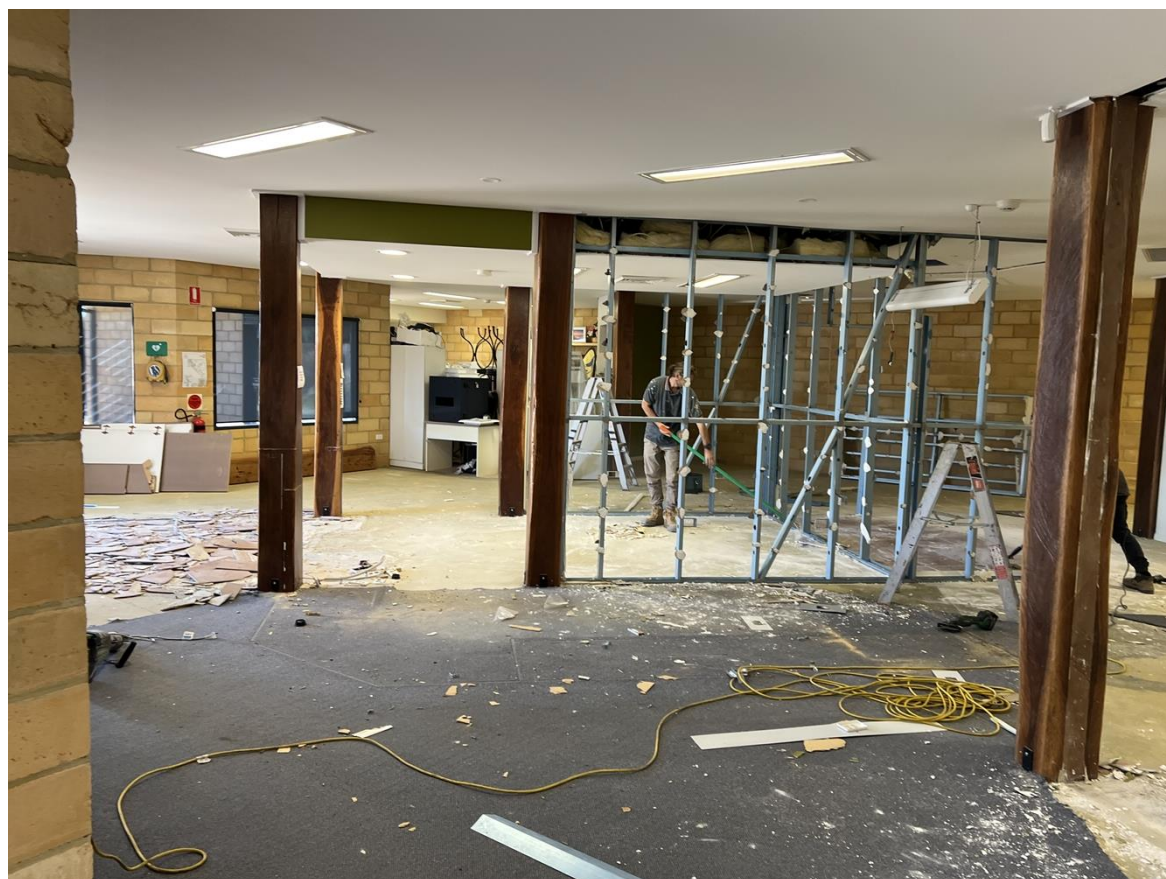
### **3. Continuity of Services:**

- Bingara Service NSW remains operational five days a week to handle any overflow due to the temporary closure of Service NSW in Warialda.
- The Service NSW bus will provide additional support as follows:
  - **Warialda:** July 29th and 30th from 1:00 PM to 4:00 PM.
  - **Gravesend:** July 30th from 8:30 AM to 12:00 PM.

This arrangement ensures that the community continues to receive necessary services during the renovation period. Further updates will be provided as the project progresses.

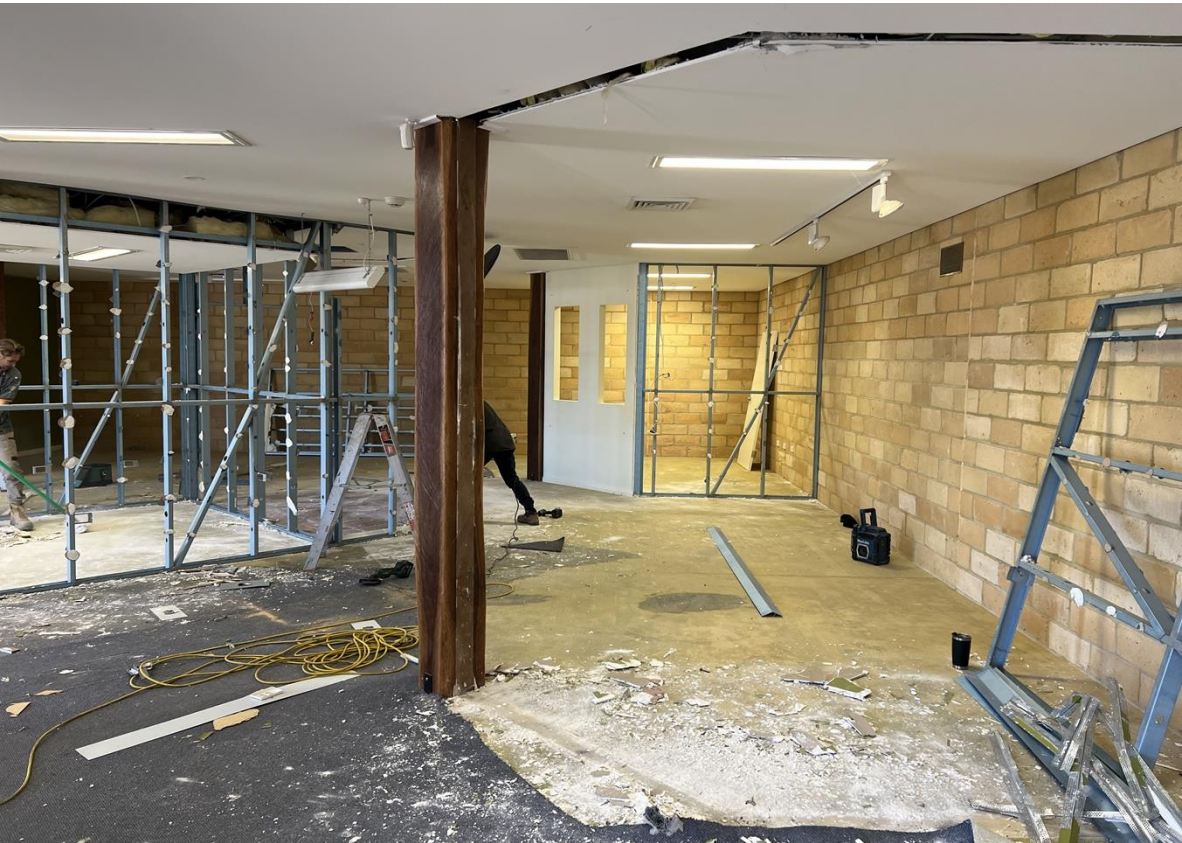


*Warialda Visitor Information Centre Renovations*

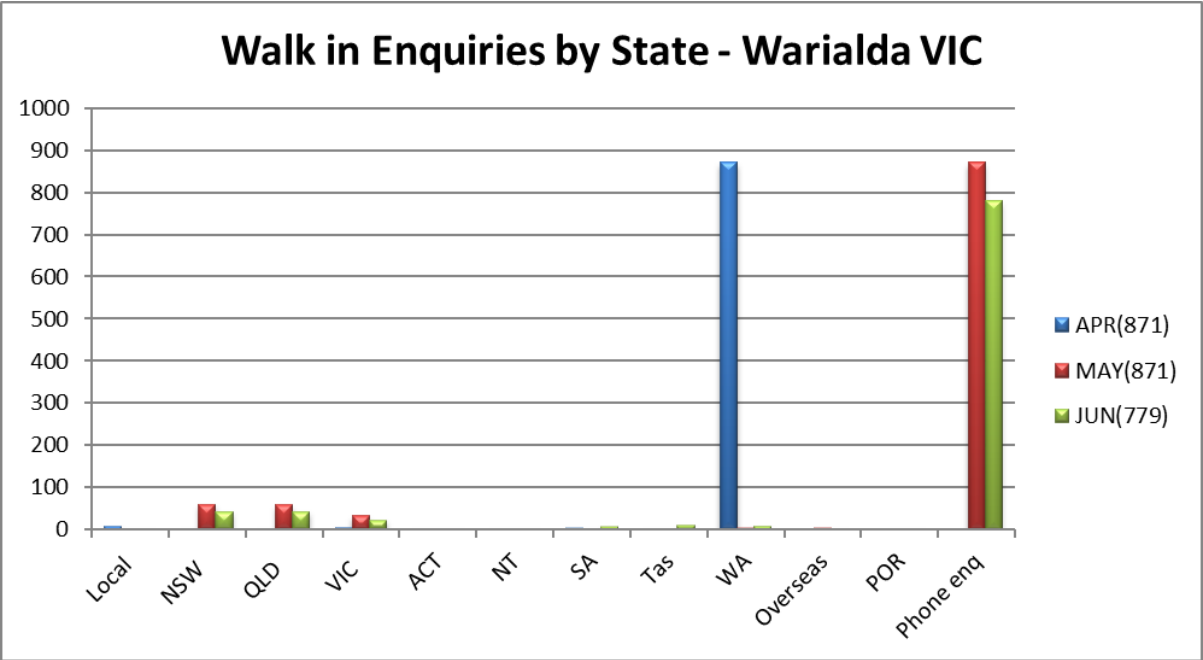


*Warialda Visitor Information Centre Renovations*

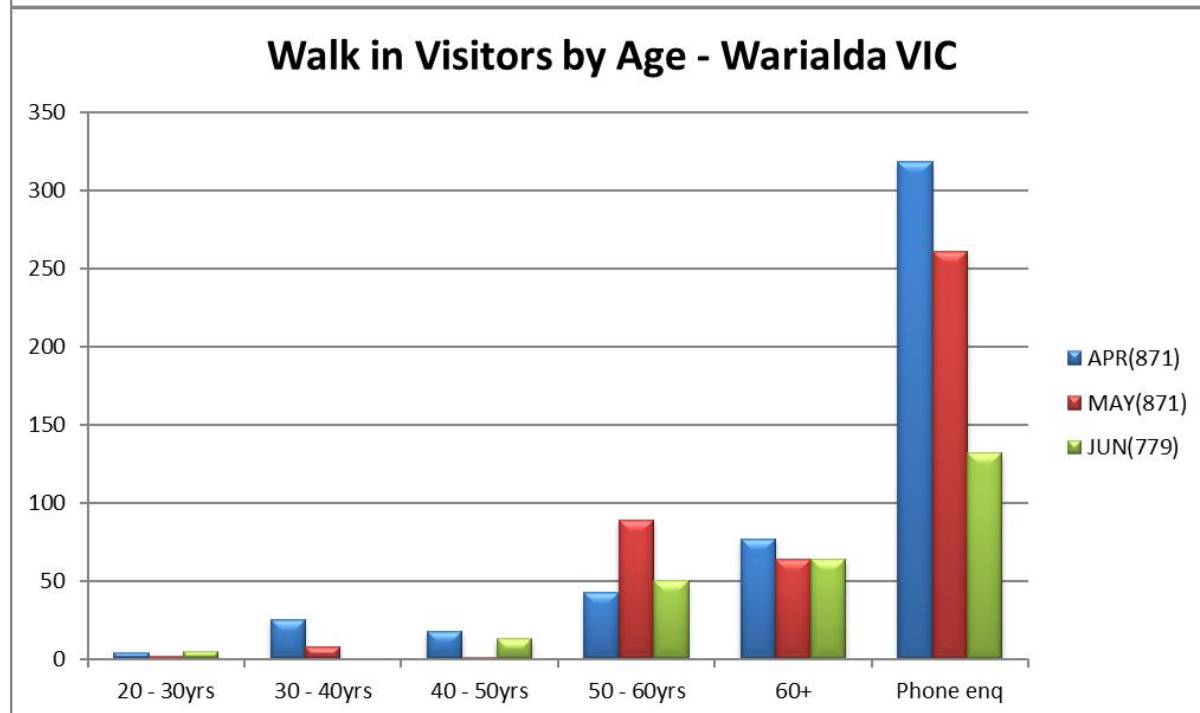
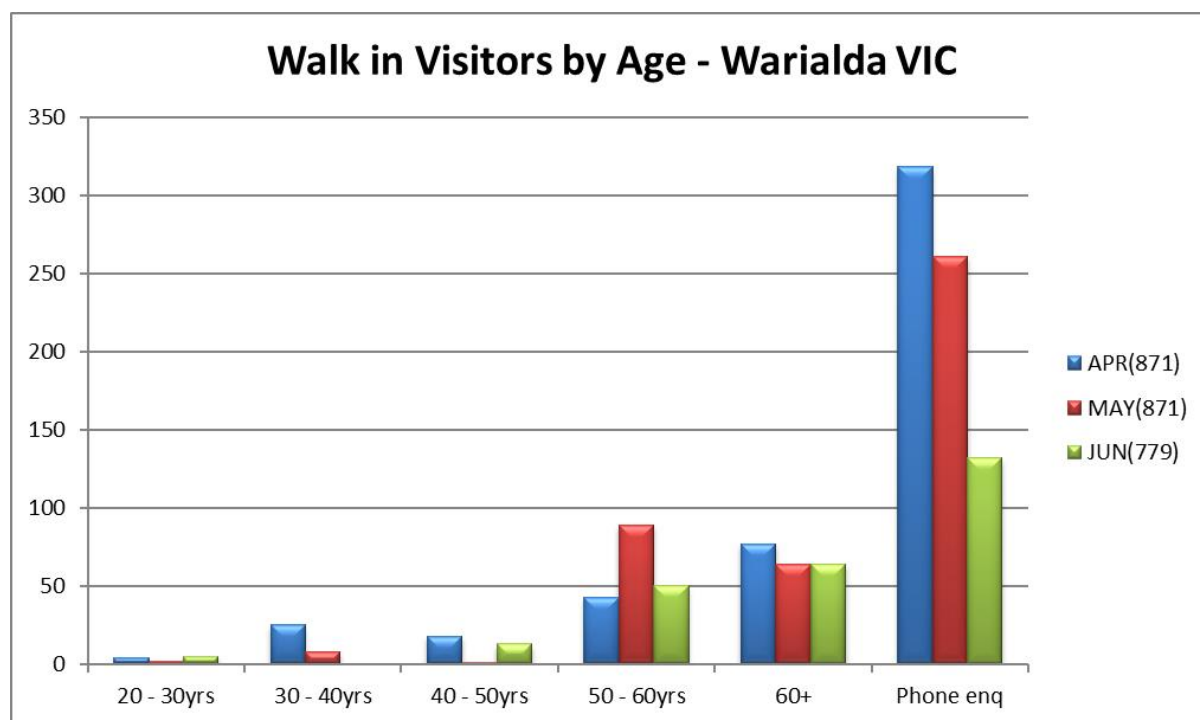




Warialda Visitor Information Centre Renovations







*Bingara Visitor Information Centre*

April		May		June	
Opening Hours	123.5	Opening Hours	149.5	Opening Hours	123.5
Volunteering Hours	26.5	Volunteering Hours	29	Volunteering Hours	35.5

Income	Apr	May	Jun
Merchandise Sales	\$537.50	\$1,529.90	\$458.50
<b>Total Merchandise Sales</b>	<b>\$537.50</b>	<b>\$1,529.90</b>	<b>\$458.50</b>

Roxy Tour Income	<b>\$270.00</b>	<b>\$390.00</b>	<b>\$160.00</b>
<b>Visitors at Bingara VIC</b>	<b>578</b>	<b>522</b>	<b>315</b>

**Comment/s -**

**Tourism Visitation** - Visitation during the month, was down on previous month which could be due to the colder weather.

**Merchandise sales** - Invoiced = Nil, Receipted = \$458.50

**Roxy Tours** - saw 16 people tour the complex = \$160.00

**TLC Meeting/Workshop/Private Function hire and Bunkhouse accommodation**

Meeting/Workshop/NFP and Private Function hire bookings and Fees receipted, or Invoices actioned through the VIC amounted to \$4640.00 in total for the following:

Receipted - \$2,700.00

Invoiced - \$1,940.00

The venue is becoming a very popular location with numerous hire/booking enquiries received during the month for both corporate, NFP and private functions for the remainder of this year, next year 2025 and 2026.

**Campaign Monitor Email Blast** send out - 527 emails for Orange Festival events and programme.

**Roxy Theatre** - ticketing/booking site SET UP & WEB SITE design - Our Rock and Roll Journey featuring Roxy Patron John Wood and Dave Allen

**Roxy Theatre** - ticketing/bookings SALES & ASSISTANCE via the VIC - for the two educational performances - The Fish that wanted to Fly and Little Red in the Hood.

**Community Groups** - ticketing/booking site SET UP & WEB SITE design - for Country Education Foundation - FABBA ticket set up.

**Community Groups** – ticketing/booking site SET UP & WEB SITE design - Bingara Special Events Committee – Orange Festival Trivia Night

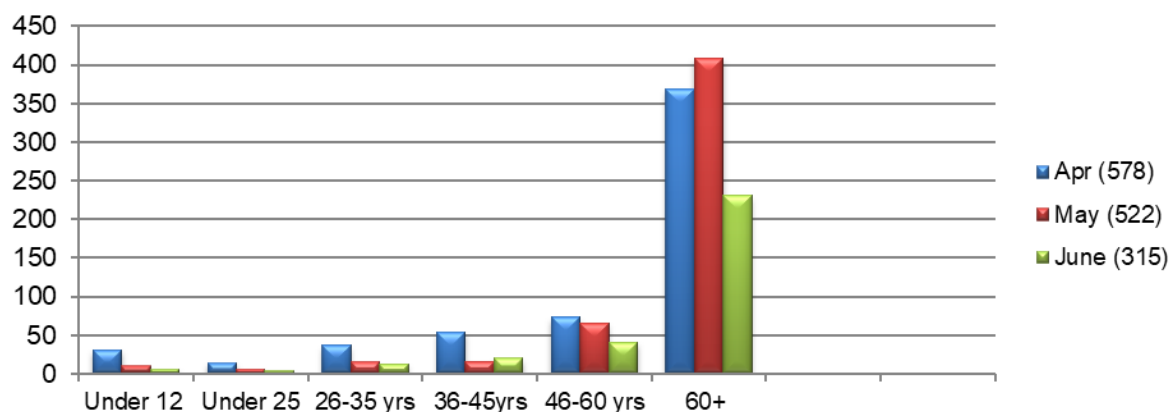
**Community Groups** – ticketing/bookings SALES & ASSISTANCE via the VIC - Bingara Special Events Committee - Orange Festival: - stalls 60 stalls booked in for Orange Festival, with an estimated income of \$1745.00.

**Community Groups** – Assistance – Merchandise sales - Bingara Special events committee - sale of Orange Festival stubby holders – \$20.00

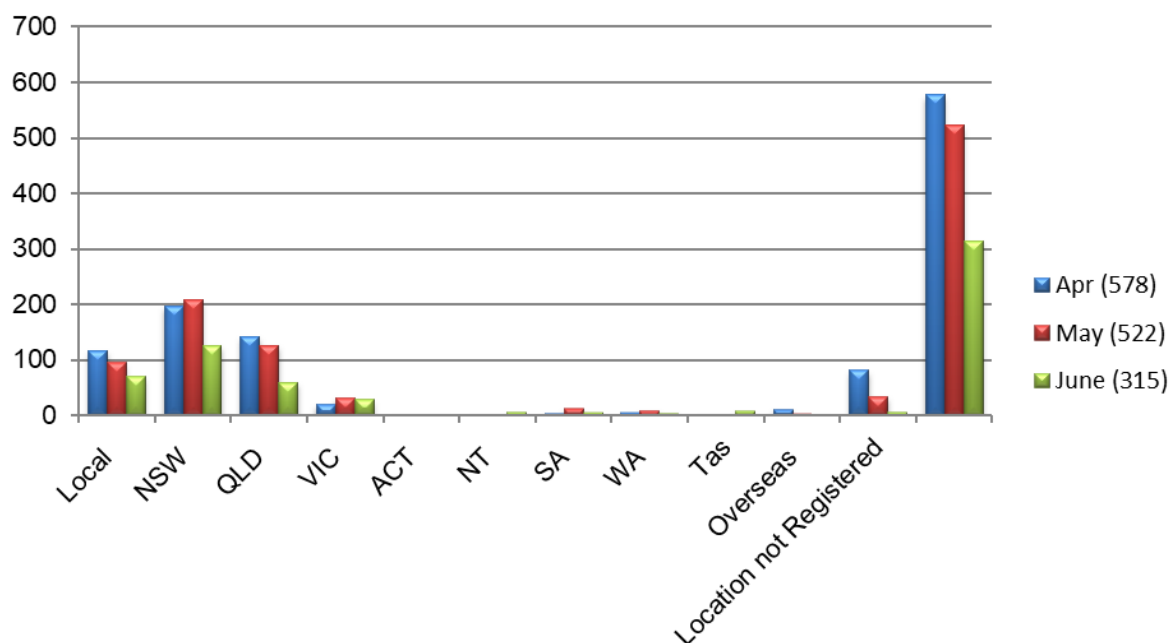
**Community Groups (Other)** – Assistance - NIL

**Camping Donations** - collected by Council rangers and from individuals receipted by the VIC - Honesty box donations of \$ 979.05

### Walk in Visitation by Age - Bingara VIC



### Walk in Enquiries by State - Bingara VIC



### Nature of Enquiry - Bingara VIC



**CUSTOMER SERVICE REQUESTS (CRMs)**

CRMs carried forward from:

<b>Department</b>	<b>Outstanding as at 5 July 2024</b>	<b>Completed since 5 July 2024</b>	<b>Outstanding as at 24 July 2024</b>
Technical Services	38	25	13
Environment and Sustainability	12	11	1
Town Utilities Parks and Gardens	30	27	3
Building Services	15	1	14
<b>Total Outstanding</b>	<b>95</b>	<b>64</b>	<b>31</b>

CRM's – 5 July to 24 July 2024:

<b>Department</b>	<b>Received 5 July to 24 July 2024</b>	<b>Completed 5 July to 24 July 2024</b>	<b>Outstanding as at 24 July 2024</b>
Technical Services	27	7	20
Environment and Sustainability	13	5	8
Town Utilities Parks and Gardens	18	10	8
Building Services	10	0	10
Executive & Community Assets	2	0	2
Organisation and Community Services	1	1	0
<b>Totals</b>	<b>71</b>	<b>23</b>	<b>48</b>

CRMs received since 5 July and still outstanding as at 24 July 2024:

<b>Department</b>	<b>Open</b>
Technical Services	33
Environment and Sustainability	9
Town Utilities Parks and Gardens	11
Building Services	24
Executive and Community Assets	2
Organisation and Community Services	0
<b>Total</b>	<b>79</b>

## **CONSULTATION**

Consultation has occurred within the Organisation and Community Development Directorate.

## **POLICY IMPLICATIONS**

Policy implications are those relating to the 2023/2024 Operational Plan and the Policies of Gwydir Shire Council.

## **FINANCIAL IMPLICATIONS**

The activities carried out by the Organisation and Community Services Department are in line with the 2023/2024 Operational Plan.

## **STRATEGIC IMPLICATIONS**

The activities undertaken by the Organisation and Community Services Department regarding social and environmental factors are targeted in line with the 2023/2024 Operational Plan.

## **OFFICER RECOMMENDATION**

**THAT** the report be received.

## **ATTACHMENTS**

Nil

## 7.4 June 2024 Investment and Rates Collection Report

**File Reference:** NA

### Delivery Program

**Goal:** 5. Organisational management

**Outcome:** 5.1 Corporate management

**Strategy:** 5.1.1 Financial Management and accountability systems

**Author:** Helen Thomas, Chief Financial Officer

### STAFF DISCLOSURE OF INTEREST Nil

### IN BRIEF/SUMMARY RECOMMENDATION

At each monthly Ordinary Meeting, the Council is presented with the schedule relating to Investments, as at the end of the previous month.

### TABLED ITEMS Nil

### BACKGROUND

In accordance with Clause 19(3) of the Local Government (Financial Management) Regulation 1993, the following information provides details of Council's funds invested as at 30 June 2024.

Direct Investments							
Broker	ID	Investment Name	Rating	Type	Next Rollover	Yield	Current Value
NAB	2023.01	NAB	AA	TD	22/06/2024	4.30%	\$1,000,000.00
NAB	2023.02	NAB	AA	TD	22/06/2024	4.30%	\$1,000,000.00
NAB	2023.03	NAB	AA	TD	22/06/2024	4.30%	\$1,000,000.00
Grand Total							\$3,000,000.00

Managed Funds				
Fund	Investment Horizon	Type	Yield	Current Value
Regional Australia Bank	At Call	Cash		\$371,304.22
Regional Australia Bank Medical Centre	At Call	Cash	3.00%	\$51,500.00
Grand Total				\$422,804.22

Total Investments	
Direct Investments	\$3,000,000.00
Managed Funds	\$422,804.22
Grand Total	\$3,422,804.22

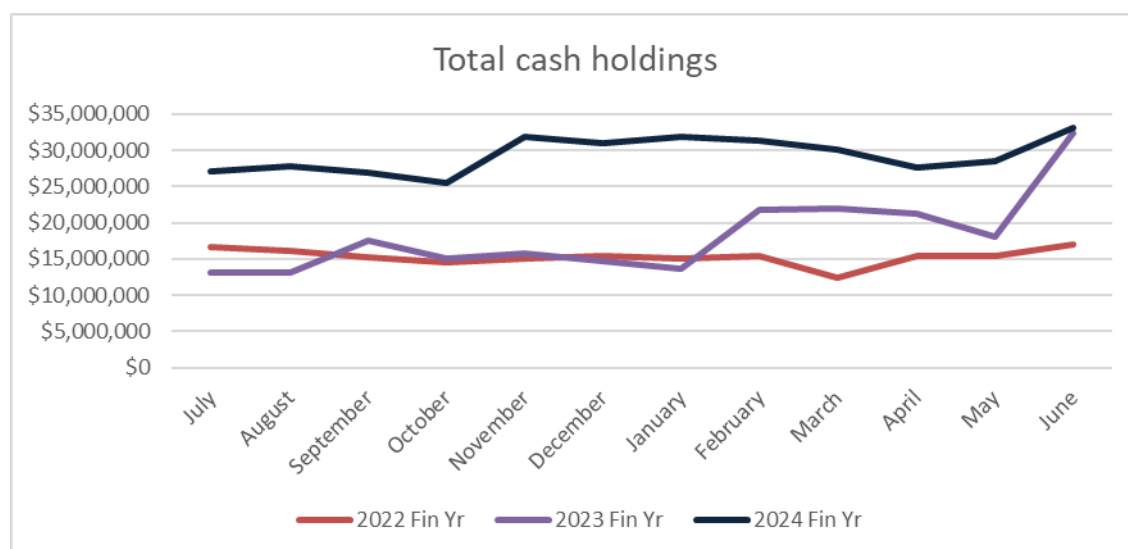
&lt;insert graphs here&gt;

### Cash and Investments

Total Investments	
Direct Investments	\$3,000,000.00
Managed Funds	\$422,804.22
<b>Grand Total Investments</b>	<b>\$3,422,804.22</b>

Total Cash and Investments	
Investments	\$3,422,804.22
Cash at bank	\$29,593,895.59
<b>Grand Total Cash and Investments</b>	<b>\$33,016,699.81</b>

General Fund Cash	
Total cash and investments	\$33,016,699.81
<b>LESS:</b>	
Water fund*	-\$1,446,362.00
Sewer fund*	-\$1,262,057.00
Waste fund*	-\$4,377,023.00
<b>Other restrictions:</b>	
Employee leave entitlements*	-\$1,000,000.00
Financial Assistance Grant	-\$5,929,429.00
Bonds and deposits	-\$2,371,285.97
Unexpended grants*	-\$7,990,515.00
Developer contributions	-\$857,569.00
Internal Restrictions	-\$6,257,958.00
<b>Discretionary General Fund Cash</b>	<b>\$1,524,500.84</b>



I, Helen Thomas, CFO and Responsible Accounting Officer for Gwydir Shire Council, certify that the Council's investments have been made in accordance with the Local

Government Act 1993, Local Government (General) Regulation 2005 and Council's Investment Policy, as amended.

Cash Restrictions 2024 Financial Year						
	2023					
	July	August	September	October	November	December
<b>Total Cash and Investments</b>	\$27,012,168	\$27,820,070	\$26,868,148	\$25,416,862	\$31,832,343	\$30,875,622
<b>LESS:</b>						
Water Fund*	-\$1,284,892	-\$1,450,847	-\$1,345,353	-\$1,263,921	-\$1,191,005	-\$1,103,730
Sewer Fund*	-\$3,505,669	-\$3,133,774	-\$2,659,696	-\$2,249,481	-\$1,964,439	-\$1,753,819
Waste Fund*	-\$4,498,642	-\$4,753,679	-\$4,628,308	-\$4,629,176	-\$4,707,789	-\$4,700,787
<b>Other Restrictions</b>						
Employee Leave Entitlements	-\$1,000,000	-\$1,000,000	-\$1,000,000	-\$1,000,000	-\$1,000,000	-\$1,000,000
Asset Replacement	-\$1,437,602	-\$1,372,874	-\$1,368,225	-\$1,335,889	-\$732,604	-\$685,726
Bonds and Deposits	-\$1,495,250	-\$1,495,250	-\$1,785,250	-\$1,785,250	-\$1,786,910	-\$1,789,410
Unexpended Grants*	-\$8,965,101	-\$8,965,101	-\$8,109,236	-\$8,109,236	-\$6,894,698	-\$7,811,035
Developer Contributions*	-\$700,534	-\$700,534	-\$700,534	-\$702,389	-\$762,215	-\$773,355
Internal Restrictions*	-\$3,138,724	-\$2,669,264	-\$2,419,871	-\$2,284,223	-\$8,030,212	-\$7,804,662
<b>UNRESTRICTED FUNDS</b>	<b>\$985,753</b>	<b>\$2,278,746</b>	<b>\$2,851,676</b>	<b>\$2,057,297</b>	<b>\$4,762,471</b>	<b>\$3,453,099</b>
	2024					
	January	February	March	April	May	June
<b>Total Cash and Investments</b>	\$31,800,271	\$31,393,538	\$30,133,969	\$27,615,617	\$28,412,991	\$33,016,700
<b>LESS:</b>						
Water Fund*	-\$1,277,189	-\$1,313,217	-\$1,228,589	-\$1,292,674	-\$1,554,902	-\$1,446,362
Sewer Fund*	-\$1,730,162	-\$1,539,601	-\$1,437,684	-\$1,365,804	-\$1,361,212	-\$1,262,057
Waste Fund*	-\$4,562,116	-\$4,633,332	-\$4,586,127	-\$4,534,599	-\$4,507,632	-\$4,377,023
<b>Other Restrictions</b>						
Employee Leave Entitlements	-\$1,000,000	-\$1,000,000	-\$1,000,000	-\$600,000	-\$1,000,000	-\$1,000,000
Asset Replacement	-\$685,726	-\$473,355	-\$101,072	-\$84,605	-\$39,653	\$0
Bonds and Deposits	-\$1,789,410	-\$2,080,770	-\$2,659,851	-\$2,370,947	-\$2,659,851	-\$2,371,286
Unexpended Grants*	-\$10,785,701	-\$10,477,101	-\$9,960,011	-\$8,927,819	-\$8,201,757	-\$7,990,515
Developer Contributions*	-\$773,355	-\$773,355	-\$805,896	-\$805,896	-\$851,281	-\$857,569
Internal Restrictions*	-\$7,645,246	-\$7,343,675	-\$7,020,578	-\$6,894,311	-\$6,611,521	-\$12,187,387
<b>UNRESTRICTED FUNDS</b>	<b>\$1,551,366</b>	<b>\$1,759,131</b>	<b>\$1,334,163</b>	<b>\$738,962</b>	<b>\$1,625,182</b>	<b>\$1,524,500</b>

## RATES COLLECTIONS

The graph below represents a comparative of the percentage collections for the current year against the two previous rating years. The current years collections are up to 30<sup>th</sup> June 2024.





**Sale for Unpaid Rates**

On 14<sup>th</sup> June 2024, Council held the Sale for Unpaid Rates Auction. All properties were sold at the Auction for a total sale result of \$548,100.

Of these funds, \$343 429.28 is to be paid out to the beneficiary of the properties.

The rates that were recouped from the sale totalled \$204 670.72. This left a balance of \$99 062.96 of rates that will be written off.

**OFFICER RECOMMENDATION**

**THAT the June Monthly Investment and Rates Collection report be received.**

**ATTACHMENTS**

Nil

## 7.5 DA 16/2024 - 2 Lot Subdivision of 135 Burundah Road Warialda

**File Reference:** DA 16/2024

### **Delivery Program**

**Goal:** 2. Economy

**Outcome:** 2.1 Our economy is growing and supported

**Strategy:** 2.1.2 Support the growth of our business community

**Author:** Angus Witherby, Planning Consultant

### **STAFF DISCLOSURE OF INTEREST Nil**

### **IN BRIEF/SUMMARY RECOMMENDATION**

This report recommends the approval of a 2 lot rural subdivision of the property at 135 Burundah Drive Warialda, real property description Lot 29 in DP1202798. The resulting lots would be Lot 1 (103.3ha) and Lot 2 (75.7ha).

The existing lot is 178 ha in area, which is already less than the minimum lot size of 200ha for that land. Subdivision to an area of less than the minimum lot size would normally be prohibited under Clause 4.1(3) of Gwydir Local Environmental Plan 2013 (the LEP).

However, subdivision can be approved under Clause 4.2 Rural Subdivision of the LEP. The resulting lots can only be used for primary production purposes, and no dwelling is permitted to be constructed.

The following report addresses the assessment criteria as prescribed under s4.15 of the Environmental Planning and Assessment Act 1979 (EP&A Act). The assessment considers that the proposed development adequately satisfies all the requirements of the relevant legislation and adequately minimises or mitigates possible impacts to surrounding properties and the general public.

It is recommended that approval be granted for the development subject to conditions (see Attachment 1 – Draft Conditions).

### **TABLED ITEMS**

- Statement of Environmental Effects
- Proposed Lot Layout
- Revised Access Arrangements
- Biodiversity Assessment Report
- Residents' Objections

### **THE DEVELOPMENT**

It is proposed to subdivide the subject property into two smaller lots of 103.3ha and 75.7ha. This would be undertaken as a rural subdivision. Following survey and alignment pegging, a rural fence would be constructed as a boundary fence between the two new lots.

The proponent has indicated that a new road reserve could be dedicated along the south of the southern boundary of existing Lot 29 in DP1202798, however this is considered unnecessary for the proposed subdivision. Rather, access to the overall site can continue as at present from Burundah Drive and this would serve as access to the new Lot 1. Access to Lot 2 can be via the existing farm track which leads from the existing access from Burundah Drive across to Lot 2. (see attached file “Revised Access Arrangements”). This would be made the legal access to Lot 2 via a Section 88B Covenant for Right of Carriageway in favour of proposed Lot 2. A proposed condition to this effect has been included in the draft conditions appended.

It is noted that the access via the proposed new road reserve would have required crossing of a 2<sup>nd</sup> order stream during its construction. This would have required referral to the Natural Resource Access Regulator for a Controlled Activity Approval and meant that this would be Integrated Development. However, in order to enable the subdivision in the most straightforward manner, and in the light of submissions received (reviewed later in this report), it is considered that the proposed access by easement arrangement is sufficient. As a result of this, the development is now a straightforward ‘local development’ with no referral to an outside agency required.

The development has not been referred to external agencies or internally

### **Strategic Context**

The development is consistent with Objective 2 “Protect the viability and integrity of rural land” of New England Northwest Regional Plan. The subdivision would allow the property owner to sell part of his holding in order deliver an injection of funds to his existing business. This will enable further development of that business to make it more viable in the long-term. Land uses will not change notably (it is expected they will remain as extensive grazing activities) and there would be no new activities that could lead to rural land-use conflicts.

The development Planning Priority 1 “Grow our Agriculture, Horticulture and Agribusiness Sectors” of the Gwydir Local Strategic Planning Statement 2036. In particular, it is not inconsistent with the following provisions of Action 1.1 Continue implementation of rural land use provisions to:

- restrict the encroachment of incompatible land uses;
- ensure that land use standards for minimum subdivision sizes in the LEP reflect trends and enable a productive agricultural sector.

The subdivision would support the ongoing primary production use of the land, just as smaller holdings with (potentially) different owners. No incompatible land uses will be involved. Diversification of ownership may enable approaches to land management which lead to a more productive outcome.

There is evidence that smallholdings can have a higher level of productivity as compared to larger holdings generally due to the higher levels of capital available per hectare.

## **1. State Environmental Planning Policies**

Section 4.15(1)(a)(i) of the EP&A Act requires the consent authority to consider the provisions of environmental planning instruments (EPIs), which includes State Environmental Planning Policies (SEPPs).

The below table (Table 1) is a summary of all the SEPP's and whether they are relevant to the proposed development. Those SEPP's that are relevant and require assessment will be discussed in further detail in the sub-sections following Table 1.

**Table 1**

<b>State Environmental Planning Policy</b>	<b>Does the proposed development required assessment under this SEPP?</b>
State Environmental Planning Policy (Biodiversity and Conservation) 2021	Yes
State Environmental Planning Policy (Exempt and Complying Development Codes) 2008	The development cannot be undertaken under this SEPP.
State Environmental Planning Policy (Housing) 2021	Not relevant
State Environmental Planning Policy (Industry and Employment) 2021	Not relevant
State Environmental Planning Policy (Planning Systems) 2021	The development is not regionally significant.
State Environmental Planning Policy (Precincts—Central River City) 2021	Not relevant
State Environmental Planning Policy (Precincts—Eastern Harbour City) 2021	Not relevant
State Environmental Planning Policy (Precincts—Regional) 2021	Not relevant
State Environmental Planning Policy (Precincts—Western Parkland City) 2021	Not relevant
State Environmental Planning Policy (Primary Production) 2021	Not relevant
State Environmental Planning Policy (Resilience and Hazards) 2021	The question of potential contamination has been addressed and is not considered to be a risk.
State Environmental Planning Policy	Not relevant

(Resources and Energy) 2021	
State Environmental Planning Policy (Sustainable Buildings) 2022	Not relevant
State Environmental Planning Policy (Transport and Infrastructure) 2021	Not relevant

### 1.1 State Environmental Planning Policy (Biodiversity and Conservation) 2021

Chapter 3 Koala habitat protection 2020 is the part of the SEPP that applies. In the report provided by Cedar Ecology, the following conclusion is reached: “the site is not representative of potential Koala habitat as defined by the SEPP and no further consideration under the Policy is required.” No further action is required.

### 1.2 State Environmental Planning Policy (Planning Systems) 2021.

A relevant issue here is whether the development is regionally significant development and thus must be assessed by the Regional Planning Panel. As its value is under \$5 million, it can be assessed as local development (Schedule 6 of the SEPP).

### 1.3 State Environmental Planning Policy (Resilience and Hazards) 2021

The potentially relevant part of this SEPP relates to remediation of land if it is contaminated. Based upon the information provided with the application, it is considered that the provisions of this SEPP are not triggered. In other words, the probability of there being any contamination on the property has been assessed as so low that no further investigations are required.

## 2 Gwydir Local Environmental Plan 2013

Section 4.15(1)(a)(i) of the EP&A Act requires the consent authority to consider the provision of the EPIs, which includes Local Environmental Plans (LEPs). The Gwydir Local Environmental Plan 2013 (GLEP) applies to all land within the Gwydir Local Government Area (Gwydir LGA). An assessment of the development against the relevant sections of GLEP is provided below in Table 2.

**Table 2**

<b>Clause of GLEP</b>	<b>Comments</b>
1.2 Aims of the Plan	The proposal is consistent with the aims.
2.1 Land Use Zones	The land is zoned RU1 Primary Production.
2.6 Subdivision consent requirements	Land to which this Plan applies may be subdivided, but only with development consent.

<p>4.1 (3). The size of any lot resulting from a subdivision of land to which this clause applies is not to be less than the minimum size shown on the Lot Size Map in relation to that land.</p>	<p>The minimum lot size for this area is 200ha. The proposed subdivision would result in 2 lots each smaller than this. However, see CI 4.2</p>
<p>4.2 Rural Subdivision.</p> <p>(3) Land in a zone to which this clause applies may, with development consent, be subdivided for the purpose of primary production to create a lot of a size that is less than the minimum size shown on the Lot Size Map in relation to that land.</p> <p>(4) However, such a lot cannot be created if an existing dwelling would, as the result of the subdivision, be situated on the lot.</p> <p>(5) A dwelling cannot be erected on such a lot.</p>	<p>The purpose of the proposed subdivision is for primary production. As part of the site inspection it appears that an approved shed on the property may be being used for habitable purposes. This would be the subject of investigation and a further report to Council. As no dwelling is legally on the land, nor has any dwelling been approved or proposed for approval, Council is able to consider the subdivision.</p>
<p>4.2A Exceptions to minimum subdivision lot sizes for certain rural subdivisions.</p> <p>“...consent authority (must be) satisfied that the use of the land after the subdivision will be the same use permitted under the existing development consent for the land (other than for the purpose of a dwelling house or a dual occupancy).”</p> <p>(3) Development consent must not be granted for the subdivision of land to which this clause applies unless the consent authority is satisfied that—</p> <p>(a) the subdivision will not adversely affect the use of the surrounding land for agriculture, and</p> <p>(b) the subdivision is necessary for the ongoing operation of the permissible use, and</p> <p>(c) the subdivision will not increase rural land use conflict in</p>	<p>The land is used for rural purposes. This would not change under the proposed subdivision. A previous approval was granted for a partial subdivision into smallholdings. Plans of subdivision have not been registered.</p> <p>a) There would be no adverse effects on agriculture on adjoining lands.</p> <p>b) The proponent has indicated that the subdivision would facilitate a sale of part of the land, which would allow capital investment in the balance of the</p>

<p>the locality, and</p> <p>(d) the subdivision is appropriate having regard to the natural and physical constraints affecting the land, and</p> <p>(e) the subdivision will not increase fragmentation or degradation of watercourses or remnant native vegetation.</p>	<p>land.</p> <p>c) The use as grazing land would continue, and this is not considered to be increase the land use conflict.</p> <p>d) These constraints do not pose an obstacle to the subdivision.</p> <p>e) Based on the ecology report, there would be no significant impacts on vegetation. The proposed access road would cross a 2<sup>nd</sup> order stream and would need a Controlled Activity concurrence to ensure that works are carried to protect the watercourse.</p>
4.6 Exceptions to development standards.	Clause 4.2A is the required statutory pathway, as set out in the SEE.

### 3. Draft Environmental Planning Instruments

Section 4.15(1)(a)(ii) of the EP&A Act requires the consent authority to consider the provisions of draft EPIs that have been publicly exhibited.

*Response*

*There are no draft EPIs applicable to the site or development.*

### 4. Development Control Plan (DCP)

Section 4.15(1)(a)(iii) of the EP&A Act requires Council to consider the provisions of any development control plan.

*Response*

*Gwydir Shire does not have a DCP. The Warialda Town Plan does not affect the site.*

### 5. Provision of any Planning Agreements

Section 4.15(1) (a) (iiia) of the EP&A Act requires the consent authority to consider the provisions of any planning agreements or draft planning agreement that has been entered into, or offered to be entered into under 7.4 of the EP&A Act.

*Response*

*No Planning Agreements or draft planning agreement affect the proposed development site.*

### 6. Any Matters Prescribed by the Regulations

Section 4.15(1)(a)(iv) of the EP&A requires the consent authority to consider any prescribed matters under the Environmental Planning and Assessment Regulations 2021 (EP&A Regs). Council has assessed the development in accordance with all relevant matters prescribed by the EP&A Regs.

Note: See sections 61-64 of the EP&A Regs for the full list of prescribed matters.

### *Response*

*No prescribed matters under section 61-64 apply to the development.*

## **7. Any Likely Impacts of the Development**

No impacts are expected. The only works would involve rural fencing along the new boundary line.

## **8. Consideration of Site Suitability**

Section 4.15(1)(c) of the EP&A Act requires Council to consider “the suitability of the site for the development”. *The site is considered suitable for the proposed subdivision.*

## **9. Other Statutory Considerations**

The proposed development is unlikely to trigger assessment or consideration of any other further legislation.

## **10 Public Participation**

Section 4.15(1)(d) of the EP&A Act requires Council to consider “any submissions made in accordance with this Act or the regulations”.

The development was notified to adjoining landowners and exhibited on the Gwydir Shire Website in accordance with the requirements of the Gwydir Community Participation Plan 2019. Council received 2 submissions to the development. These submissions are discussed in Table 3 below.

**Table 3 Summary of Submissions**

<b>General Themes</b>	<b>Response</b>
Creation of additional roads resulting in undesirable local impacts.	It is recommended that no additional roads be approved and that access to the site will be via the existing access from Burundah Drive along with an easement in Lot 1 to enable access to Lot 2 via the existing farm track.
No proper planning purpose for the subdivision and additional fragmentation of lands.	This issue has been considered and it not seen as sufficient reason to reject the proposal. Clause 4.2 of the LEP allows for a subdivision for rural purposes and



	continuing primary production. The proposed subdivision can meet the requirements of this clause as discussed earlier in this report.
It appears that the real purpose of the subdivision is to facilitate the future development of Lot 2 for rural residential purposes.	The proposal has been assessed on its own merits as a 2 lot rural subdivision with no dwellings involved nor permitted. What might (or might not) occur in the future is not material to the present application. Moreover, any future development such as that suggested would require rezoning (i.e preparation of a Planning Proposal) which would be prepared under the supervision and guidance of the NSW Department of Planning. Opportunities for public submissions would be available during that process.
Impact on neighbouring properties (noise, security, loss of privacy)	The impacts identified would possibly follow from the creation of the additional roads. New roads are not considered necessary for the proposal as discussed already, and thus no such negative impacts will occur.

## 11. The Public Interest

Section 4.15(1)(e) of the EP&A Act requires Council to consider “the public interest”.

### *Response*

*The development satisfactorily addresses Council’s criteria and would provide a development outcome that, on balance, would result in a generally positive impact for the community of Shire. It is considered that approval of the development would be in the public interest.*

## 12. Conclusion

The proposal is for a straightforward 2 lot rural subdivision. No significant environmental impacts have been identified, and the proposal can be approved under the provisions of the relevant statutory requirements as discussed above.

It is recommended that the proposal be approved with the following conditions:

### Condition 1

A revised proposed plan of subdivision be provided which accurately identifies the location of the access track through Lot 1 to Lot 2. The revised plan must also

delete the previously proposed new road reserves. On approval of the Council, the revised plan would become the approved plan for the development.

**Reason:** to correctly show the proposed subdivision and amended access arrangements.

### **Condition 2**

Prepare a S88B instrument to Council's satisfaction that provides, at minimum:

- a) for a Right of Carriageway over the access track on proposed Lot 1 in favour of proposed Lot 2.
- b) that the Right of Carriageway be six (6) metres wide, and have radii that comply with Planning for Bushfire Protection.
- c) that the burden of maintenance rest evenly between the owners of the two allotments.

**Reason:** to ensure that legal access to proposed Lot 2 can be achieved, and that the shared use of the farm track to benefit both properties is recognized.

### **Condition 3**

The new boundary between Lot 1 and Lot 2 is to be surveyed and marked. A rural-style fence (three strand post and wire or similar) is to be constructed to delineate the boundary. This shall be constructed prior to the registration of the plan of subdivision.

**Reason:** to ensure clear definition of the boundary between the two new lots.

### **Condition 4**

The proponent shall surrender any current development application affecting the land, and any current unregistered subdivision certificate.

**Reason:** To avoid conflict between this approval and any previous approvals.

## **OFFICER RECOMMENDATION**

**THAT the proposal (DA 16/2024) be approved with the following conditions:**

### **Condition 1**

**A revised proposed plan of subdivision be provided which accurately identifies the location of the access track through Lot 1 to Lot 2. The revised plan must also delete the previously proposed new road reserves. On approval of the Council, the revised plan would become the approved plan for the development.**

**Reason:** to correctly show the proposed subdivision and amended access arrangements.

**Condition 2**

**Prepare a S88B instrument to Council's satisfaction that provides, at minimum:**

- d) for a Right of Carriageway over the access track on proposed Lot 1 in favour of proposed Lot 2.**
- e) that the Right of Carriageway be six (6) metres wide, and have radii that comply with Planning for Bushfire Protection.**
- f) that the burden of maintenance rest evenly between the owners of the two allotments.**

**Reason: to ensure that legal access to proposed Lot 2 can be achieved, and that the shared use of the farm track to benefit both properties is recognized.**

**Condition 3**

**The new boundary between Lot 1 and Lot 2 is to be surveyed and marked. A rural-style fence (three strand post and wire or similar) is to be constructed to delineate the boundary. This shall be constructed prior to the registration of the plan of subdivision.**

**Reason: to ensure clear definition of the boundary between the two new lots.**

**Condition 4**

**The proponent shall surrender any current development application affecting the land, and any current unregistered subdivision certificate.**

**Reason: To avoid conflict between this approval and any previous approvals.**

**ATTACHMENTS**

- 1. Burundah Dv Warialda DA16 2024 Assessment v2 2 (1) [7.5.1 - 7 pages]**
- 2. 7 August 2024 - Ordinary Meeting - Access Arrangements [7.5.2 - 1 page]**
- 3. 7 August 2024 - Ordinary Meeting - Biodiversity assessment report [7.5.3 - 68 pages]**
- 4. 7 August 2024 - Ordinary Meeting - Proposed subdivision plan [7.5.4 - 1 page]**
- 5. 7 August 2024 - Ordinary Meeting - Statement of environmental effects [7.5.5 - 31 pages]**
- 6. 7 August 2024 - Ordinary Meeting - Submissions [7.5.6 - 25 pages]**

**Assessment Report**  
**DA 16/2024 for a 2 Lot Subdivision of 135 Burundah Road Warialda**  
**Lot 29 in DP1202798**

Assessment by: John Wolfenden, Wakefield Planning  
Checked by: Angus Witherby, Wakefield Planning  
18 July 2024

## **1 Preliminary Screening**

### **1.1 What is being proposed?**

It is proposed to subdivide the subject land into 2 lots – one of 103.3ha (proposed Lot 1 on the western side of the parent lot) and one of 75.6ha (proposed Lot 2 on the eastern side).

### **1.2 Description of Proposal**

A 2 (two) lot subdivision along with the creation of a road reserve to service proposed Lot 2 to run in an east-west direction and connect with Burundah Drive. The proposal shows that this road reserve would also extend in a north-south direction along the existing axe-handle to Lot 29 in DP1202798. (See Appendix F – Proposed Lot Layout).

### **1.3 Characterisation of Use (as per standard terms)**

The use following subdivision would be as rural land only, with no dwellings proposed.

### **1.4 Where is it to be?**

#### **1.4.1 *Street address***

135 Burundah Drive, Warialda

#### **1.4.2 *Legal identifiers***

Lot 29 in DP1202798

#### **1.4.3 *Matters raised in ePlanning Property Report***

Bush fire prone land

### **1.5 Who is the proponent?**

#### **1.5.1 *Name***

Gwydir Shire Council

#### **1.5.2 *Postal Address***

2 Geddes St Warialda

#### **1.5.3 *Email***

mail@gwydir.nsw.gov.au

#### **1.5.4 *Phone***

02 6724 2000

## 1.6 What is the Planning Pathway?

### 1.6.1 *Designated?*

See Schedule 3 of Environmental Planning and Assessment Regulation 2021. Is the proposed use one of those listed?

Not designated.

### 1.6.2 *Integrated?*

See Part 4.46 of the EP&A Act. Will the proposed use/development require approval under one or more of the listed Acts? Identify any Acts that might be triggered.

Yes. Water Management Act is triggered as the access will cross a 2<sup>nd</sup> order stream. Fisheries Act may also be triggered if the crossing of the stream introduces a barrier to fish passage. Note that during assessment the need for the public road was reviewed, which would avoid referral to NRAR.

### 1.6.3 *Exempt?*

Check State Environmental Planning Policy (Exempt and Complying Development Codes) 2008 as well as LEP.

No.

### 1.6.4 *Complying?*

Check State Environmental Planning Policy (Exempt and Complying Development Codes) 2008 as well as LEP.

No.

### 1.6.5 *Other Development?*

Also refer to Part 1.5 of the EP&A Act for other development types (regionally significant, State significant) and definition of development.

No.

### 1.6.6 *Local Development?*

The default development type when others are ruled out.

Yes.

### 1.6.7 *Quick Check. Confirm that the proposed use is permissible under the selected pathway.*

It is permissible under the LEP.

## 2 Matters to Consider

### 2.1 Refer to Part 4.15 of the EP&A Act – Matter for consideration.

#### 2.1.1 *What SEPPs apply (including any draft SEPPs)*

The potential applicability of various SEPPs is considered on pages 19 and 20 of the Statement of Environmental Effects. Those identified as relevant include the following.

SEPP	Comments
State Environmental Planning Policy (Biodiversity and Conservation) 2021	The requirements of this SEPP have been addressed through the ecological study and report that has been provided. No negative potential impacts have been identified. It is noted that the only physical change would be fencing of the allotments using rural style fencing.
State Environmental Planning Policy (Planning Systems) 2021	The relevant issue here is whether the development is regionally significant development and thus must be assessed by the Regional Planning Panel. As its value is under \$5 million, it can be assessed as local development (Schedule 6 of the SEPP)
State Environmental Planning Policy (Primary Production) 2021	Not relevant.
State Environmental Planning Policy (Resilience and Hazards) 2021	The potentially relevant part of this SEPP relates to remediation of land if it is contaminated. Based upon the information provided with the application, it is considered that the provisions of this SEPP are not triggered.

### 2.1.2 LEP provisions (including any draft LEP)

The development comes under the provisions of Gwydir Local Environmental Plan 2013. Relevant provisions of the LEP are reviewed below.

LEP Provision	Comments
2.1 Land Use Zones	The land is zoned RU1 Primary Production
2.6 Subdivision consent requirements	Land to which this Plan applies may be subdivided, but only with development consent.
4.1 (3). The size of any lot resulting from a subdivision of land to which this clause applies is not to be less than the minimum size shown on the Lot Size Map in relation to that land.	The minimum lot size for this area is 200ha. The proposed subdivision would result in 2 lots each smaller than this. However, see Cl 4.2
4.2 Rural Subdivision. (3) Land in a zone to which this clause applies may, with development consent, be subdivided for the purpose of primary production to create a lot of a size that is less than the minimum size shown on the Lot Size Map in relation to that land. (4) However, such a lot cannot be created if an existing dwelling would, as the result of the subdivision, be situated on the lot. (5) A dwelling cannot be erected on such a lot.	The purpose of the proposed subdivision is for primary production. No legal dwelling exists on the site. It was noted during the site inspection that an approved shed appears to be being utilised for habitable purposes. This will be the subject of separate investigation and report to Council.

LEP Provision	Comments
<p>4.2A Exceptions to minimum subdivision lot sizes for certain rural subdivisions.</p> <p>“...consent authority (must be) satisfied that the use of the land after the subdivision will be the same use permitted under the existing development consent for the land (other than for the purpose of a dwelling house or a dual occupancy).”</p> <p>(3) Development consent must not be granted for the subdivision of land to which this clause applies unless the consent authority is satisfied that—</p> <p>(a) the subdivision will not adversely affect the use of the surrounding land for agriculture, and</p> <p>(b) the subdivision is necessary for the ongoing operation of the permissible use, and</p> <p>(c) the subdivision will not increase rural land use conflict in the locality, and</p> <p>(d) the subdivision is appropriate having regard to the natural and physical constraints affecting the land, and</p> <p>(e) the subdivision will not increase fragmentation or degradation of watercourses or remnant native vegetation.</p>	<p>The application is for subdivision only.</p> <p>(a) No change of use is proposed.</p> <p>(b) The owner has indicated that they wish to sell part of the lot, to provide capital to apply to the balance of the holding.</p> <p>(c) No uses are proposed that would increase rural land use conflict.</p> <p>(d) The subdivision is physically feasible given the disposition of the land.</p> <p>(e) The proposal would not significantly affect fragmentation. In particular, aggregations consisting of numerous parcels are common, including non-contiguous lands. Use of the existing farm track for access would avoid impacts on waterways, and on native vegetation, which would be unaffected except for fence installation.</p>
4.6 Exceptions to development standards.	Clause 4.2 permits a exception to the development standard. Clause 4.6 does not apply in this case.

### 2.1.3 DCP

Council has no DCP. The site is outside the area of the Warialda Town Plan.

### 2.1.4 Likely impacts of the proposal

Based on the reports provided by the proponent (site assessment, bushfire report, ecology report - BDAR), any impacts from the proposed subdivision would likely be insignificant.

### 2.1.5 Site suitability

The site is generally suitable for the development.

## 2.2 Refer to Part 1.7 of the EP&A Act

### 2.2.1 Consider Biodiversity Conservation Act – might it be triggered?

The Act is triggered in terms of checking for any protected species or communities. An ecological report including Biodiversity Development Assessment Report (BDAR) has been undertaken and the Biodiversity Offsets Scheme is not triggered under the Act.

### 2.2.2 Consider Fisheries Management Act – might it be triggered?

S.4.46 of the EP&A Act indicates that this Act would be triggered (under S.2.19c) if an obstruction is created. The proponent proposed a road, which would likely create such an obstruction. See comments about alternative access arrangements later in this report.

### 2.2.3 Traffic Generating Development (check Regs).

This is not traffic generating development.

## 3 Adequacy Review

Has sufficient documentation been provided to allow Council to form a view about the application, whether it should be approved, and what conditions should be imposed?

If recommended for approval as submitted, an application for a Controlled Activity for the Integrated Development needs to be provided. See proposed changes to access by way of conditions.

### 1. Integrated Development Only

See notes above.

### 2. Designated Development Only

#### 3.1 Secretaries Environmental Assessment Requirement Specifications

#### 3.2 Receive EIS and review.

N/A

### 3. Notification / Advertising

The proposal was notified/advertised from 21 June up until and including the 4 July 2024. Two objections were received during that period (appended). These are discussed in Section 4.2 below.

## 4 Assessment

### 4.1 Assessment is to be undertaken in accordance with Matters to Consider in Section Error! Reference source not found.

The review of Section 2 matters indicated that the development is generally satisfactory, noting that as proposed the access would require referral as integrated development. An alternative access approach has been considered, and is discussed in 4.2. The matter of the current shed and potential use for habitable purposes does not affect this DA, but is a separate matter for report to Council for its consideration.

### 4.2 Additionally, consider any submissions made, and the public interest.

Two submissions were received:



1. Kandise Acres of 39 Ironbark Drive Warialda. The main points raised here were to do with the loss of amenity and privacy as a result of the proposed new roads.
2. Clint Coles of Everingham Solomons Solicitors on behalf of Edward Joubert and Mome Joubert of 130 Burundah Drive Warialda. A number of issues were raised including the following:
  - a. Loss of privacy and amenity as a result of the proposed new roads
  - b. Reference to a previously approved subdivision for the subject land and its potential to conflict with the current proposed subdivision
  - c. No clear planning purpose for the development
  - d. Increased noise
  - e. Safety and security issues
  - f. Cost of maintaining the proposed roads would fall on Council
  - g. Probity – Council is the applicant for the subdivision and as such should not be involved in assessing it.
  - h. It appears that the real purpose of the development application is to facilitate the future development of proposed lot 2 as a rural residential subdivision.

The various matters are summarised in the following table with responses provided.

General Themes	Response
Creation of additional roads resulting in undesirable local impacts.	It is recommended that no additional roads be approved and that access to the site will be via the existing access from Burundah Drive along with an easement in Lot 1 to enable access to Lot 2 via the existing farm track (figure 4.1).
No proper planning purpose for the subdivision and additional fragmentation of lands.	This issue has been considered and it not seen as sufficient reason to reject the proposal. Clause 4.2 of the LEP allows for a subdivision for rural purposes and continuing primary production. The proposed subdivision can meet the requirements of this clause as discussed earlier in this report.
It appears that the real purpose of the subdivision is to facilitate the future development of Lot 2 for rural residential purposes.	The proposal has been assessed on its own merits as a 2 lot rural subdivision with no dwellings involved nor permitted. What might (or might not) occur in the future is not material to the present application. Moreover, any future development such as that suggested would required rezoning and development applications – all of which would be subject to public scrutiny at that time.
Impact on neighbouring properties (noise, security, loss of privacy)	The impacts identified would possibly follow from the creation of additional roads. New roads are not considered necessary for the proposal as discussed already, and thus no such negative impacts would occur.
Previously approved subdivision.	Subdivision certificates have previously been issued for a rural residential development on this land. Should the current application be approved and acted upon, registration of the subdivision certificate for this development would mean that the previous subdivision certificates could not be registered as they would be in conflict with the new registration details.



Figure 4-1 Approximate location of access to proposed Lot 2 – S88B to be registered for Right of Carriageway

#### 4.3 May need internal referral (engineering, health, building, environment) for specialist advice

No referrals have been made internally, however it is understood that informal discussions were held between the General Manager and Director of Engineering about the proposed road.

### 5 Conclusion.

The can application be approved with conditions.

### Revised Access Arrangements



— Approximate location of access to proposed Lot 2 – S88B to be registered for Right of Carriageway





## **Biodiversity Assessment Report**

### **Two Lot Subdivision of 135 Burundah Drive, Warialda**

**Report prepared for:**

**Gwydir Shire Council**

Prepared by Cedar Ecology Pty Ltd.

8<sup>th</sup> April 2024





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## Executive Summary

This *Biodiversity Assessment Report* (BAR) has been prepared for Gwydir Shire Council (GSC) to support a Development Application (DA) in relation to a two-lot subdivision of 135 Burundah Drive, Warialda (Lot 29 DP1202798). The site is located, approximately 4.3 km to the north of Warialda and is zoned RU1 (Primary Production) under the Gwydir Local Environment Plan (2013). It is accessed from an existing access/ driveway which links with Burundah Road to the south of the site. It comprises areas of forest, open woodland and exotic/ native grassland in differing states of disturbance.

The proposal is for a two-lot subdivision of the site. No additional development is proposed as part of the subdivision. The proposal would create a future entitlement to install property boundary fencing along the proposed subdivision boundary. In some areas this may require vegetation clearing which is the primary impact assessed as part of this BAR. For the purposes of this BAR a 3m wide corridor either side of the subdivision boundary is considered to be potentially impacted by future clearing for boundary fencing. It is noted that impacts are not anticipated within cleared grassland areas where fencing can be installed with negligible impacts to the vegetation ground layer.

In relation to the Biodiversity Offset Scheme (BOS): No areas of Biodiversity Values (BV) mapped land occur on the site. The minimum lot size for the site is 200 ha (as per the Gwydir Local Environmental Plan 2013). On this basis, up to 1 ha of native vegetation (including grasses, groundcovers, trees and shrubs) may be cleared for a future development on the site without triggering the BOS. Approximately 0.62 ha of native vegetation has been estimated to require disturbance/ clearing as part of the proposal which would not exceed the BOS threshold. The proposal does not trigger the BOS and a standard Biodiversity Assessment Report (BAR) can be prepared for the proposal

The site includes large areas of exotic dominated pastureland which has been historically cleared for agricultural pursuits. Large areas of forested vegetation are present in the north eastern portion of the site and south west corner. Scattered areas of White Box dominated woodland occur predominantly in the western half of the site as well as areas of Derived Native Grassland (DNG). Vegetation and Plant Community Types occurring on the site include:

- Exotic-dominated grassland
- PCT 594 - Silver-leaved Ironbark - White Cypress Pine shrubby open forest of Brigalow Belt South Bioregion and Nandewar Bioregion
- PCT 368 - Smooth-barked Apple - cypress pine - Long-fruited Bloodwood - Dirty Gum shrubby open forest / woodland on sandstone hills in the Warialda to Bonshaw region, Brigalow Belt South Bioregion and Nandewar Bioregion
- PCT 589 – White Box – White Cypress Pine – Silver-leaved Ironbark grassy woodland on mainly clay loam soils on hills mainly in the Nandewar Bioregion (woodland variant).
- PCT 589 – White Box – White Cypress Pine – Silver-leaved Ironbark grassy woodland on mainly clay loam soils on hills mainly in the Nandewar Bioregion (derived native grassland variant).
- PCT 597 – White Box – cypress pine – Silver-leaved Ironbark shrub grass open forest/ woodland of the northern Brigalow Belt South Bioregion and Nandewar Bioregion

PCT 589 is broadly consistent with the characteristics of the BC Act listed TEC '*White Box – Yellow Box – Blakely's Red Gum Grassy Woodland and Derived Native Grassland in the NSW North Coast, New England Tableland, Nandewar, Brigalow Belt South, Sydney Basin, South Eastern Highlands, NSW South Western Slopes, South East Corner and Riverina Bioregions*'. Some of this PCT 589 vegetation may also be consistent with the Commonwealth listed (EPBC Act) TEC '*White Box-Yellow Box-Blakely's Red Gum Grassy Woodland and Derived Native Grassland*' (where it meets the





condition classes and thresholds in the approved conservation advice for this community (Department of Climate Change, Energy, the Environment and Water 2023).

No threatened flora or fauna species were detected at the site. Thirteen threatened fauna species are considered to have potential to utilise the site as part of broader foraging habitat occurring locally.

As discussed previously the proposal is for a two-lot subdivision of the subject land with no additional development proposed as part of the DA. The proposal would create a future entitlement to install property boundary fencing along the proposed subdivision boundary. In some areas this may require vegetation clearing which is the primary impact assessed as part of this BAR. For the purposes of this BAR a 3m wide corridor either side of the subdivision boundary is considered to be potentially impacted by future clearing for boundary fencing. It is noted that impacts are not anticipated within cleared grassland areas where fencing can be installed with negligible impacts to the vegetation ground layer.

Approximate areas of clearing that may be required to facilitate future boundary clearing comprises a maximum area of approximately 0.62 ha including:

- PCT 589 (woodland) – 0.09 ha.
- PCT 589 (derived native grassland) – 0.24 ha.
- PCT 597 – 0.29 ha.

It is noted that the impacts to PCT 589 would constitute a maximum impact of approximately 0.33 ha on vegetation representative of the following TECs:

- White Box – Yellow Box – Blakely's Red Gum Grassy Woodland and Derived Native Grassland in the NSW North Coast, New England Tableland, Nandewar, Brigalow Belt South, Sydney Basin, South Eastern Highlands, NSW South Western Slopes, South East Corner and Riverina Bioregions listed under the BC Act.
- White Box-Yellow Box-Blakely's Red Gum Grassy Woodland and Derived Native Grassland listed under the EPBC Act.

Indirect impacts of the proposal would be minimal.

The proposal has been assessed against relevant statutory instruments. Outcomes are summarised as follows:

- **State Environmental Planning Policy (Biodiversity & Conservation):** The subject site is zoned RU1 under the Gwydir Local Environment Plan 2010 therefore the Koala SEPP 2021 (Chapter 3) applies to the proposal. The Koala SEPP 2020 defines potential Koala habitat as "*areas of native vegetation where Schedule 1 trees constitute at least 15% of the total number of trees in the upper or lower strata of the tree component*". One Schedule 2 tree species occurs within the study area and adjoining forest (White Box). This species comprises less than 15% of the total number of trees in the upper or lower strata of the tree component on the site. Accordingly, the site is not representative of potential Koala habitat as defined by the SEPP and no further consideration under the Policy is required.
- **Biodiversity Conservation Act:** Section 5A Assessments were undertaken for thirteen potentially occurring threatened fauna species and the Box-Gum Woodland TEC on the site. Assessments found that the proposal is unlikely to have a significant impact on any of these entities. The proposal does not trigger requirements of the Biodiversity Offset Scheme.
- **Environment Protection and Biodiversity Conservation Act:** The proposal is characteristic of declared class action (vii) of the bilateral agreement between the Australian Government and the NSW Government regarding environmental assessment and does not require assessment under part 8 of the EPBC Act.





# 1. Introduction and Background

## 1.1 Introduction

This *Biodiversity Assessment Report* (BAR) has been prepared for Gwydir Shire Council (GSC) to support a Development Application (DA) in relation to a two-lot subdivision of Lot 29 Burundah Drive, Warialda (Lot 29 DP1202798).

This assessment has been prepared to:

- Determine if the Biodiversity Offset Scheme (BOS) is triggered by the proposal.
- Identify the conservation values of the site (particularly habitat for threatened species or communities listed in the *Biodiversity Conservation Act 2016* (BC Act) or *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act).
- Identify any significant trees or fauna habitat features of biodiversity importance.
- Determine the biodiversity impacts of the proposal.
- Discuss how the proposal satisfies the avoid/ minimise/ offset hierarchy provided for by the BC Act.
- Examine the proposal against relevant statutory requirements.

## 1.2 The Site

The site is referred to as 135 Burundah Drive, Warialda (Lot 29 DP1202798) and is located, approximately 4.3 km to the north of Warialda (refer to **Figure 1.1**). It is zoned RU1 (Primary Production) under the Gwydir Local Environment Plan (2013) and has a minimum lot size of 200 ha. Photographs of the site are provided as **Plates 1.1 – 1.6**.

The site is accessed from an existing access/ driveway which links with Burundah Road to the south of the site. It comprises areas of forest, open woodland and exotic/ native grassland in differing states of disturbance.

Existing infrastructure on the property includes:

- Access tracks.
- A dwelling and sheds in the south of the site.
- Permanent and temporary fences.
- Cattle troughs and water infrastructure.
- Several farm dams.

## 1.3 The Proposal

The proposal is for a two-lot subdivision of the site as shown in **Figure 1.1**. No additional development is proposed as part of the subdivision. The proposal would create a future entitlement to install property boundary fencing along the proposed subdivision boundary. In some areas this may require vegetation clearing which is the primary impact assessed as part of this BAR. For the purposes of this BAR a 3m wide corridor either side of the subdivision boundary is considered to be potentially impacted by future clearing for boundary fencing. It is noted that impacts are not anticipated or accounted for within cleared grassland areas where fencing can be installed with negligible impacts to the vegetation ground layer.

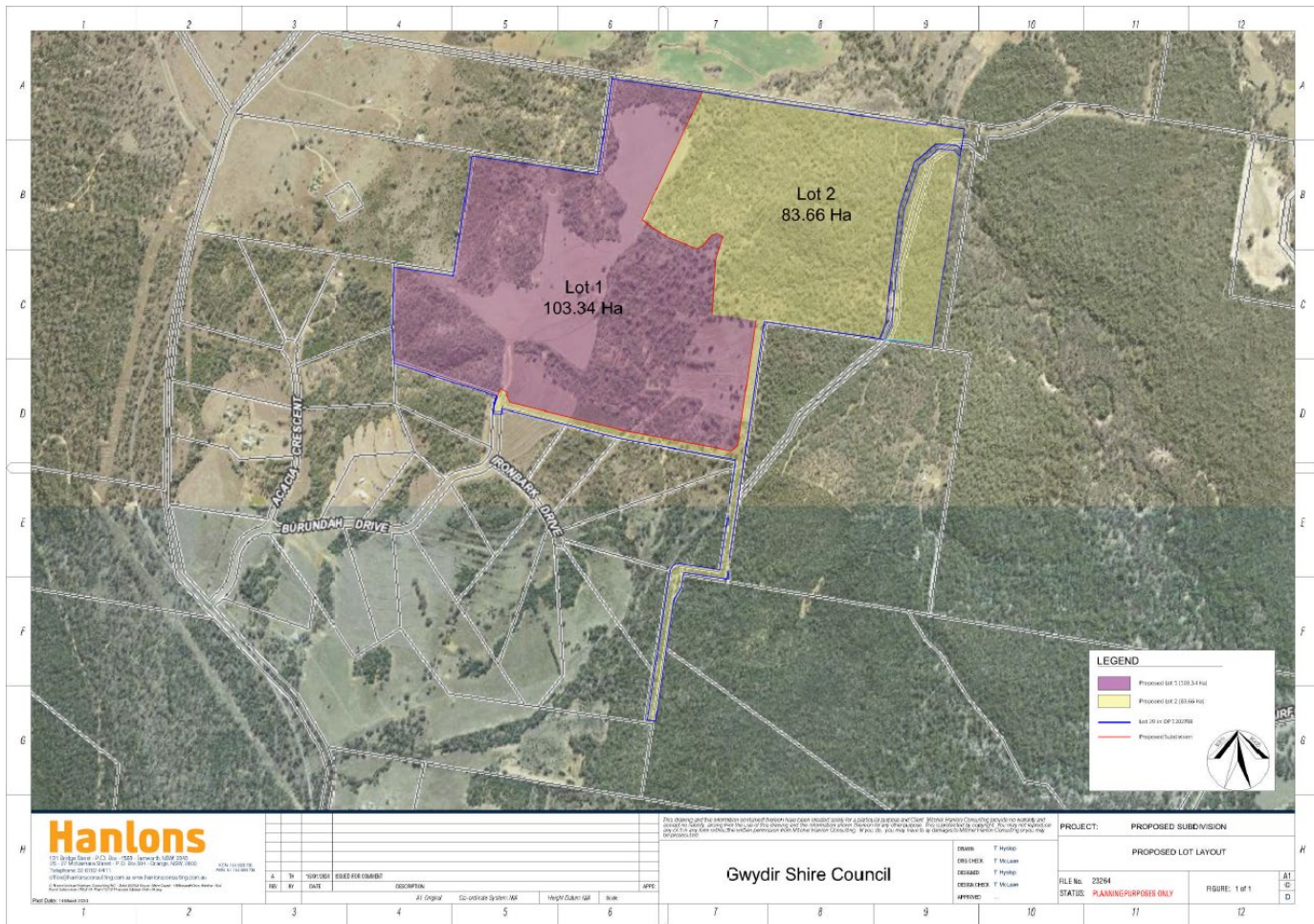


Figure 1-1 The Site and Proposed Two-lot Subdivision







**Plate 1.1 – Example of exotic dominated grassland on the site with scattered eucalypts**



**Plate 1.2 – Example of access tracks and fencing on the property**



**Plate 1.3 – Exotic dominated pastureland on the site**



**Plate 1.4 – Example of forest vegetation on the site**



**Plate 1.5 – View from elevated portion of the site**



**Plate 1.6 – Troughs and water infrastructure on the subject land**

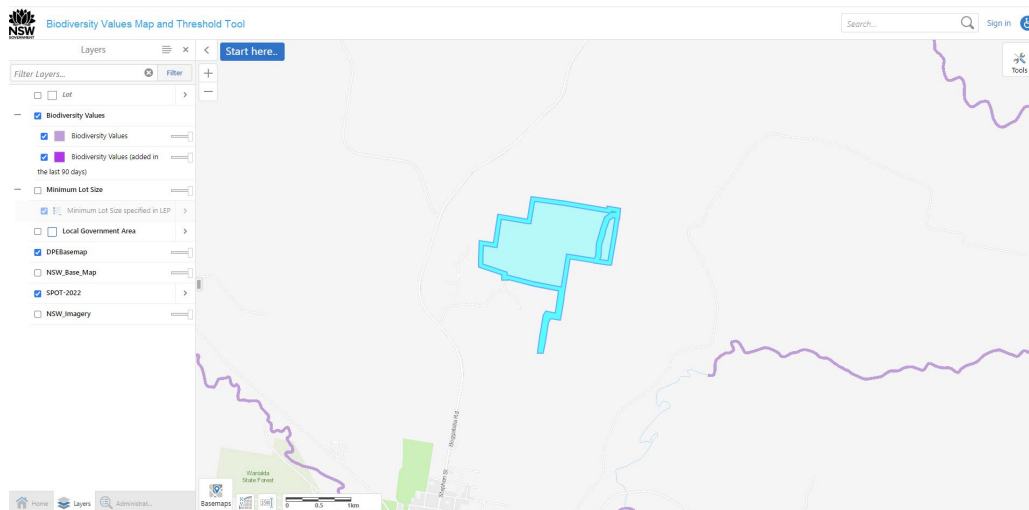


## 1.4 Assessment Pathway

Entry into the Biodiversity Offset Scheme (BOS) applies to local development (as part of a DA) that exceeds the BOS thresholds which include clearing on land within the Biodiversity Values (BV) Map or clearing of an area of native vegetation that exceeds the area clearing threshold for a particular site. These matters are addressed in the sections below.

### 1.4.1 Biodiversity Values Mapping

As shown in **Figure 1.2** no parts of the site are depicted on the Biodiversity Values (BV) map (as per the Biodiversity Values Map and Threshold Tool; version 11 accessed 21/03/2024).



**Figure 1-2 Biodiversity Values (BV) Mapping showing BV mapped areas (purple) and subject lot (blue).**

### 1.4.2 Native Vegetation Clearing Threshold

The minimum lot size for the site is 200 ha (as per the Gwydir Local Environmental Plan 2013). On this basis, up to 1 ha of native vegetation (including grasses, groundcovers, trees and shrubs) may be cleared for a future development on the site without triggering the BOS.

Approximately 0.62 ha of native vegetation has been estimated to require disturbance/ clearing as part of the proposal which would not exceed the BOS threshold.

### 1.4.3 Conclusion

The proposal does not trigger the BOS and a standard Biodiversity Assessment Report (BAR) can be prepared for the proposal.



## 2. Methodology

### 2.1 Introduction

The site was assessed by senior ecologist, Tom Pollard on 18<sup>th</sup> March 2024. Weather conditions during the survey period were hot and sunny.

Prior to the survey, the following desktop analysis was completed:

- Searches of the BioNet Wildlife Atlas (20 km x 20 km grid centred on the site).
- Searches of the protected Matters Search Tool for any Matters of National Environmental Significance (MNES) occurring within a 10 km radius of the site.

### 2.2 Flora

The flora assessment utilised the following methodology:

- Random meander of the site whilst undertaking the following:
  - Targeted surveys for threatened flora species and Threatened Ecological Communities (TECs) within appropriate habitat on the site.
  - Recording the GPS location of trees within and proximate to the development footprint.
  - Undertaking verification/ mapping of vegetation communities occurring at the site.
  - Completing a general flora inventory.

### 2.3 Fauna

The fauna assessment utilised the following methodology:

- Opportunistic survey of all fauna based on visual or aural observations.
- Conducting habitat assessments to identify potential habitat for threatened species on the site.
- Targeted diurnal searches for Koalas within all Koala feed trees on the site.
- Targeted Koala scat surveys beneath Koala feed trees on the site.



## 3. Flora

### 3.1 Desktop Analysis

#### 3.1.1 Database Search Results

##### 3.1.1.1 BioNet Wildlife Atlas

BioNet search results (March 2024) as included in **Appendix A** returned:

- Records of 8 threatened flora species within 10 km of the site all of which are listed in the EPBC Act (refer to **Table 3.1**).
- Records of 16 TECs from within 10 km of the site (refer to **Table 3.2**).

**Table 3-1 Threatened Flora Recorded within 10 km of the Site.**

Scientific Name	Common Name	BC Act	EPBC Act
<i>Cadellia pentastylis</i>	Ooline	V	V
<i>Dichanthium setosum</i>	Bluegrass		
<i>Digitaria porrecta</i>	Finger Panic Grass	E	-
<i>Diuris tricolor</i>	Pine Donkey Orchid	V	-
<i>Homopholis belsonii</i>	Belson's Panic	E	V
<i>Polygala linariifolia</i>	Native Milkwort	E	-
<i>Swainsona sericea</i>	Silky Swainson-pea	V	-
<i>Tylophora linearis</i>		V	E

V = Vulnerable; E = Endangered

**Table 3-2 TECs within 10 km of the Site**

TEC	BC Act	EPBC Act
Brigalow within the Brigalow Belt South, Nandewar and Darling Riverine Plains Bioregions	E	-
<i>Cadellia pentastylis</i> (Ooline) community in the Nandewar and Brigalow Belt South Bioregions	E	-
Coolibah - Black Box Woodlands of the Darling Riverine Plains and the Brigalow Belt South Bioregions	-	E
Coolibah-Black Box Woodland in the Darling Riverine Plains, Brigalow Belt South, Cobar Penepine and Mulga Lands Bioregions	E	-
Fuzzy Box Woodland on alluvial Soils of the South Western Slopes, Darling Riverine Plains and Brigalow Belt South Bioregions	E	-
Howell Shrublands in the New England Tableland and Nandewar Bioregions	E	-





TEC	BC Act	EPBC Act
Inland Grey Box Woodland in the Riverina, NSW South Western Slopes, Cobar Peneplain, Nandewar and Brigalow Belt South Bioregions	E	-
Mount Kaputar high elevation and dry rainforest land snail and slug community in the Nandewar and Brigalow Belt South Bioregions	E	-
Myall Woodland in the Darling Riverine Plains, Brigalow Belt South, Cobar Peneplain, Murray-Darling Depression, Riverina and NSW South Western Slopes bioregions	E	-
Natural grasslands on basalt and fine-textured alluvial plains of northern New South Wales and southern Queensland	-	CE
New England Peppermint ( <i>Eucalyptus nova-anglica</i> ) Grassy Woodlands	-	CE
Poplar Box Grassy Woodland on Alluvial Plains	-	E
Semi-evergreen Vine Thicket in the Brigalow Belt South and Nandewar Bioregions	E	-
Weeping Myall Woodlands	-	E
White Box - Yellow Box - Blakely's Red Gum Grassy Woodland and Derived Native Grassland in the NSW North Coast, New England Tableland, Nandewar, Brigalow Belt South, Sydney Basin, South Eastern Highlands, NSW South Western Slopes, South East Corner	E	-
White Box-Yellow Box-Blakely's Red Gum Grassy Woodland and Derived Native Grassland	-	CE

E = Endangered, CE = Critically Endangered

#### 3.1.1.2 EPBC Protected Matters Search Tool

The Protected Matters Search Tool results (December 2023) as included in **Appendix A** identified:

- Habitat for 12 EPBC listed threatened flora species within 10 km of the site.
- Habitat for 6 EPBC listed TECs within 10 km of the site.



## 3.2 Site Assessment

### 3.2.1 Vegetation Description

The site includes large areas of exotic dominated pastureland which has been historically cleared for agricultural pursuits. Large areas of forested vegetation are present in the north eastern portion of the site and south west corner, Scattered areas of White Box dominated woodland occur predominantly in the western half of the site as well as areas of Derived Native Grassland (DNG). Vegetation and Plant Community Types occurring on the site are described in detail on the following pages with vegetation mapping for the site included as **Figure 3.1**.

Exotic-dominated Pasture Land	
Overstorey	Not present
Midstory	Some regrowth of Sticky Hop-bush ( <i>Dodonaea viscosa</i> ), Feathery Hop-bush ( <i>Dodonaea sinuolata</i> ), Deane's Wattle ( <i>Acacia deanei</i> ) and Western Silver Wattle ( <i>Acacia decora</i> ) is present.
Understorey	Areas heavily dominated by Coolatai Grass ( <i>Hyparrhenia hirta</i> )*



**Exotic dominated grassland**





PCT 589 - White Box - White Cypress Pine - Silver-leaved Ironbark grassy woodland on mainly clay loam soils on hills mainly in the Nandewar Bioregion	
Vegetation Zone	PCT 589 – Derived Native Grassland (DNG)
Overstorey	Not present
Midstory	Some regrowth of Sticky Hop-bush ( <i>Dodonaea viscosa</i> ), Feathery Hop-bush ( <i>Dodonaea sinuolata</i> ), Deane's Wattle ( <i>Acacia deanei</i> ) and Western Silver Wattle ( <i>Acacia decora</i> ) is present.
Understorey	Dominant species are Queensland Bluegrass ( <i>Dichanthium sericeum</i> ), Yabila Grass ( <i>Panicum queenslandicum</i> ), Red-leg Grass ( <i>Bothriochloa macra</i> ) and Wallaby Grass ( <i>Rytidopserma</i> spp.). Coolatai Grass ( <i>Hyparrhenia hirta</i> )* is present in some areas but not dominant.
Vegetation Zone	PCT 589 - Woodland
Overstorey	White Box ( <i>Eucalyptus albens</i> ) & White Cypress Pine ( <i>Callitris glaucophylla</i> ) with Silver-leaved Ironbark ( <i>Eucalyptus melanophloia</i> ). Occasional Buloke ( <i>Allocasuarina leuhmannii</i> ) or Rough-barked Apple ( <i>Angophora floribunda</i> ) in moist areas.
Midstory	Sparse midstorey of Sticky Hop-bush ( <i>Dodonaea viscosa</i> ), Feathery Hop-bush ( <i>Dodonaea sinuolata</i> ), Deane's Wattle ( <i>Acacia deanei</i> ) and Western Silver Wattle ( <i>Acacia decora</i> ).
Understorey	Common species include Coolatai Grass ( <i>Hyparrhenia hirta</i> )*, Queensland Bluegrass ( <i>Dichanthium sericeum</i> ), Yabila Grass ( <i>Panicum queenslandicum</i> ), Early Spring-grass ( <i>Eriochloa pseudoatrotricha</i> ), Wallaby Grass ( <i>Rytidopserma</i> spp.), and Barbed-wire Grass ( <i>Cymnopogon refractus</i> ).  Other species recorded include the graminoids Slender Rat's Tail Grass ( <i>Sporobolus creber</i> ), Red-leg Grass ( <i>Bothriochloa macra</i> ), Barbed-wire Grass ( <i>Cymnopogon refractus</i> ), Wire Grass ( <i>Aristida personata</i> ), Spiny-headed Mat-rush ( <i>Lomandra longifolia</i> ) and Many-flowered Mat-rush ( <i>Lomandra multiflora</i> ). Herbs including Clustered Everlasting ( <i>Chrysocephalum apiculatum</i> ), Mayne's Pest ( <i>Glandularia aristigera</i> )*. Narrow-leaf Cotton-bush ( <i>Gomphocarpus fruticosus</i> )*.
<div>PCT 589 – Derived Native Grassland</div> <div>PCT 589 - Woodland</div>	



PCT 597 - White Box - cypress pine - Silver-leaved Ironbark shrub grass open forest / woodland of the northern Brigalow Belt South Bioregion and Nandewar Bioregion	
Vegetation Zone	PCT 597 – Forest
Overstorey	White Box ( <i>Eucalyptus albens</i> ) dominant with White Cypress Pine ( <i>Callitris glaucophylla</i> ). Minor Silver-leaved Ironbark ( <i>Eucalyptus melanophloia</i> ) and Long-fruited Bloodwood ( <i>Corymbia dolichicarpa</i> ).
Midstory	Medium to dense midstorey of Sticky Hop-bush ( <i>Dodonaea viscosa</i> ), Cough Bush ( <i>Cassinia quinquefaria</i> ), Feathery Hop-bush ( <i>Dodonaea sinuolata</i> ), Sticky Daisy Bush ( <i>Olearia elliptica</i> ) and Western Silver Wattle ( <i>Acacia decora</i> ). Some native Olive ( <i>Notelaea macrocarpa</i> ), Wilga ( <i>Geijera parviflora</i> ), and Kurrajong ( <i>Brachychiton populneus</i> ) is also present.
Understorey	Common grass species include Yabila Grass ( <i>Panicum queenslandicum</i> ), Spear-grass ( <i>Austrostipa verticillata</i> ) and Purple Wire Grass ( <i>Aristida ramosa</i> ). Other grasses sometimes present include Queensland Bluegrass ( <i>Dichanthium sericeum</i> ), Slender Rat's Tail Grass ( <i>Sporobolus creber</i> ), and Tall Windmill Grass ( <i>Chloris ventricosa</i> ). Coolatai Grass ( <i>Hyparrhenia hirta</i> )* tends to dominate lower slopes. <i>Grona varians</i> and Kidney Weed ( <i>Dichondra repens</i> ) are also present.



PCT 597





**PCT 594 - Silver-leaved Ironbark - White Cypress Pine shrubby open forest of Brigalow Belt South Bioregion and Nandewar Bioregion**

Vegetation Zone	PCT 594 – Forest
Overstorey	Dominated by Silver-leaved Ironbark ( <i>Eucalyptus melanophloia</i> ) with White Cypress Pine ( <i>Callitris glaucophylla</i> ) and very occasional White Box ( <i>Eucalyptus albens</i> ).
Midstory	Medium dense midstorey of Sticky Hop-bush ( <i>Dodonaea viscosa</i> ) and Deane's Wattle ( <i>Acacia deanei</i> ). Occasional Native Olive ( <i>Notelaea macrocarpa</i> ) and Kurrajong ( <i>Brachychiton populneus</i> ) also present. Minor Prickly Pear ( <i>Opuntia</i> spp.)* was recorded.
Understorey	Common species include Tall Windmill Grass ( <i>Chloris ventricosa</i> ), Barbed-wire Grass ( <i>Cymnopogon refractus</i> ), Wire Grass ( <i>Aristida</i> spp.), Slender Rat's Tail Grass ( <i>Sporobolus creber</i> ), Slender Bamboo-grass ( <i>Austrostipa verticillata</i> ), Queensland Bluegrass ( <i>Dichanthium sericeum</i> ), Yabila Grass ( <i>Panicum queenslandicum</i> ). Coolatai Grass ( <i>Hyparrhenia hirta</i> )* is present in some areas but not dominant. Occasional Urn Heath ( <i>Melichrus urceolatus</i> ) and Small-leaf Bluebush ( <i>Maireana microphylla</i> ) also present. Other common understorey species include Fuzz-weed ( <i>Vittadinia cuneata</i> ), Clustered Everlasting ( <i>Chrysocephalum apiculatum</i> ) and Poison Rock Fern ( <i>Cheilanthes sieberi</i> ).



**PCT 594**



**PCT 368 - Smooth-barked Apple - cypress pine - Long-fruited Bloodwood - Dirty Gum shrubby open forest / woodland on sandstone hills in the Warialda to Bonshaw region, Brigalow Belt South Bioregion and Nandewar Bioregion**

Vegetation Zone	PCT 368 – Woodland
Overstorey	Dominated by Smooth-barked Apple ( <i>Angophora leiocarpa</i> ), with lesser occurrence of Dirty Gum ( <i>Eucalyptus chloroclada</i> ) and Black Cypress Pine ( <i>Callitris endlicheri</i> ).
Midstory	Sparse midstorey of Dogwood ( <i>Jacksonia scoparia</i> ), Black Wattle ( <i>Acacia leiocalyx</i> ) and Tea-tree ( <i>Leptospermum</i> spp.).
Understorey	Heathy understorey including species such as Urn Heath ( <i>Melichrus urceolatus</i> ), Common Fringe-myrtle ( <i>Calytrix tetragona</i> ), Pink Five-corners ( <i>Styphelia triflora</i> ), ( <i>Brachyloma daphnoides</i> ), <i>Platysace ericoides</i> and Boronia ( <i>Boronia glabra</i> ).



**PCT 368**



### 3.2.2 Threatened Ecological Communities

PCT 589 is broadly consistent with the characteristics of the BC Act listed TEC '*White Box – Yellow Box – Blakely's Red Gum Grassy Woodland and Derived Native Grassland in the NSW North Coast, New England Tableland, Nandewar, Brigalow Belt South, Sydney Basin, South Eastern Highlands, NSW South Western Slopes, South East Corner and Riverina Bioregions*'. Some of this PCT 589 vegetation may also be consistent with the Commonwealth listed (EPBC Act) TEC '*White Box-Yellow Box-Blakely's Red Gum Grassy Woodland and Derived Native Grassland*' (where it meets the condition classes and thresholds in the approved conservation advice for this community (Department of Climate Change, Energy, the Environment and Water 2023)).

### 3.2.3 Threatened Flora

No threatened flora species were detected at the site although it is noted that intensive targeted threatened flora surveys were not undertaken in areas away from the proposed subdivision boundary.

A previous Preliminary Vegetation Assessment for the site (SMK, 2023) identified the threatened flora species, Bluegrass (*Dichanthium setosum*) at the site. Despite being targeted extensively during field surveys, appropriate survey timing and appropriate growing conditions this species was not detected at the site as part of this BAR. It is considered that the previous observations of Bluegrass on the site may be a misidentification of the common Queensland Bluegrass (*Dichanthium sericeum*) which is abundant on the site.



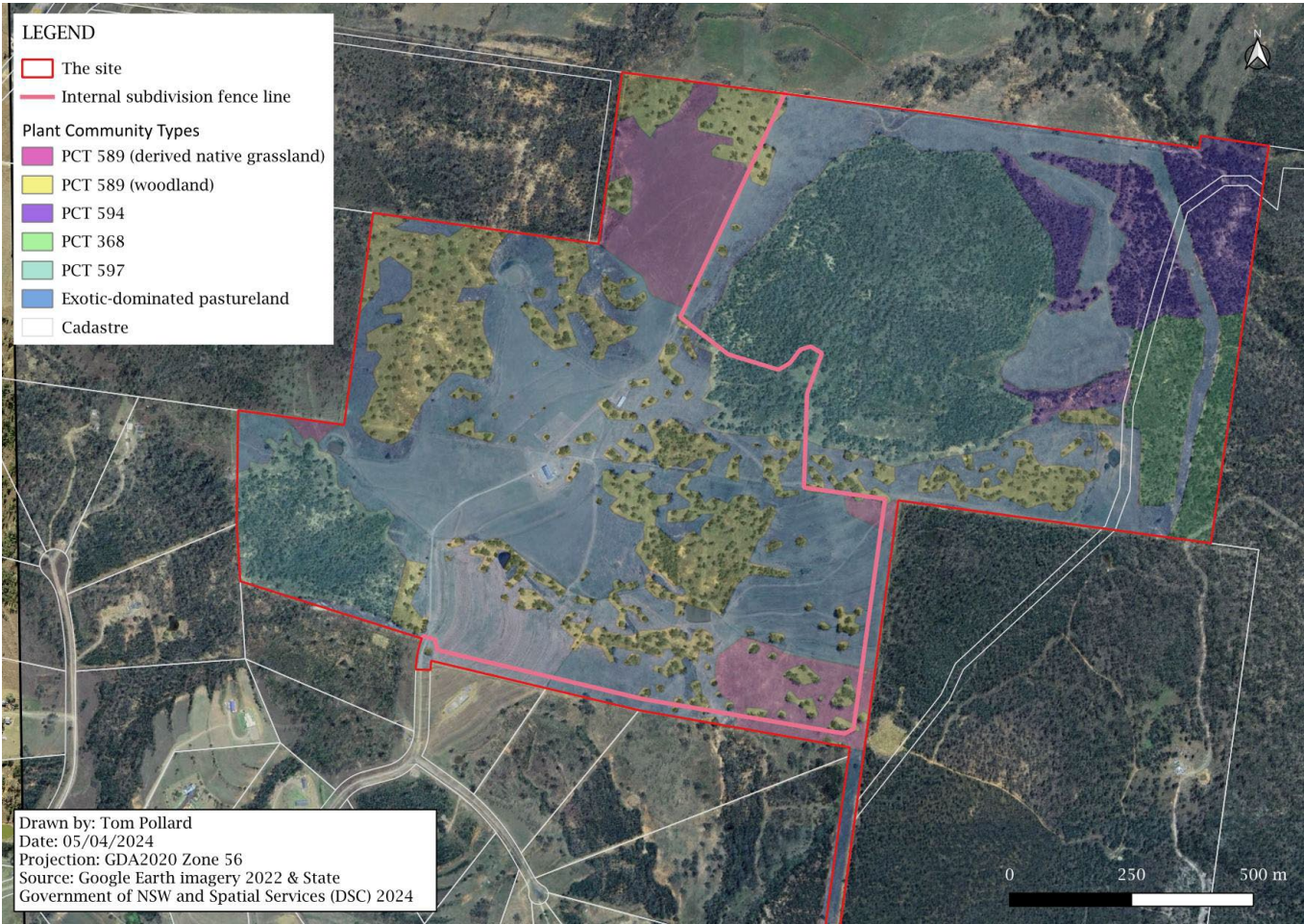


Figure 3-1 Vegetation Mapping





## 4. Fauna

### 4.1 Desktop Analysis

#### 4.1.1 Database Searches

##### 4.1.1.1 Bionet Wildlife Atlas

BioNet search results (March 2024) as included in **Appendix A** returned:

- Records of 14 threatened fauna species within 10 km of the site including 6 species listed in the EPBC Act (refer to **Table 4.1**).

**Table 4-1 Threatened Fauna Recorded within 10 km of the Site.**

Scientific Name	Common Name	BC Act	EPBC Act
<b>Avifauna</b>			
<i>Artamus cyanopterus cyanopterus</i>	Dusky Woodswallow	V	-
<i>Chthonicola sagittata</i>	Speckled Warbler	V	-
<i>Circus assimilis</i>	Spotted Harrier	V	-
<i>Climacteris picumnus victoriae</i>	Brown Treecreeper	V	-
<i>Glossopsitta pusilla</i>	Little Lorikeet	V	-
<i>Melanodrtas cucullata</i>	South-eastern Hooded Robin	E	E
<i>Melithreptus gularis gularis</i>	Black-chinned Honeyeater (eastern subspecies)	V	-
<i>Pomatostomus temporalis temporalis</i>	Grey-crowned Babbler	V	-
<b>Mammals</b>			
<i>Chalinolobus dwyeri</i>	Large-eared pied Bat	V	V
<i>Chalinolobus picatus</i>	Little Pied Bat	V	-
<i>Petaurus norfolcensis</i>	Squirrel Glider	V	-
<i>Phascolarctos cinereus</i>	Koala	V	E
<i>Pteropus poliocephalus</i>	Grey-headed Flying-fox	V	V
<i>Nyctophilus corbeni</i>	Corben's Long-eared Bat	V	V

V = Vulnerable; E = Endangered



#### 4.1.1.2 EPBC Protected Matters Search Tool

The Protected Matters Search Tool results (March 2024) included in **Appendix A** identified:

- Habitat for 27 EPBC listed threatened flora species within 10 km of the site.
- Habitat for 10 EPBC listed Migratory species within 10 km of the site.

## 4.2 Site Assessment

### 4.2.1 Habitat Values

Fauna habitats on the site are degraded as a consequence of historical clearing on the site. Fauna habitat features present at the site include:

- Areas of Eucalypt/ Cypress Pine forest and woodland noting that this vegetation occurs mostly as regrowth.
- Hollow-bearing trees which occur at a low density, most of these associated with woodland occurring in the north west of the site.
- Fallen logs and leaf litter mostly associated with forested areas.
- Farm dams which may providing aquatic habitat for locally occurring turtles, eels and fish
- No raptor nests were recorded but do have the potential to occur.
- Key feed resources for a range of fauna species, including Koala.
- The entire site may be used for foraging by several species of Microchiropteran Bats and Flying foxes.

### 4.2.2 Threatened Fauna

No threatened fauna species were recorded during the surveys.

Based on the database searches and habitats present a threatened species potential occurrence assessment was completed and is provided in **Appendix B**. Based on this, the following threatened fauna species have potential to utilise the site as part of broader foraging areas occurring locally:

- |                              |                           |
|------------------------------|---------------------------|
| ■ Dusky Woodswallow          | ■ Grey-crowned Babbler    |
| ■ Speckled Warbler           | ■ Little Pied Bat         |
| ■ Spotted Harrier            | ■ Corben's Long-eared Bat |
| ■ Brown Treecreeper          | ■ Squirrel Glider         |
| ■ Little Lorikeet            | ■ Koala                   |
| ■ South-eastern Hooded Robin | ■ Grey-headed Flying-fox  |
| ■ Black-chinned Honeyeater   |                           |

Section 5A Assessments (5 Part Tests) have completed for the above species (refer to **Appendix C**).





## 5. Impacts and Mitigation

### 5.1 Impacts of the Proposal

#### 5.1.1 Direct Impacts

As discussed previously the proposal is for a two-lot subdivision of the subject land with no additional development proposed as part of the DA. The proposal would create a future entitlement to install property boundary fencing along the proposed subdivision boundary. In some areas this may require vegetation clearing which is the primary impact assessed as part of this BAR.

For the purposes of this BAR a 3m wide corridor either side of the subdivision boundary is considered to be potentially impacted by future clearing for boundary fencing. It is noted that impacts are not anticipated or accounted for within cleared grassland areas where fencing can be installed with negligible impacts to the vegetation ground layer.

Based on the above potential disturbance/ clearing of vegetation resulting from the proposal is shown in **Figure 5.1** and summarised below in **Table 5.1**.

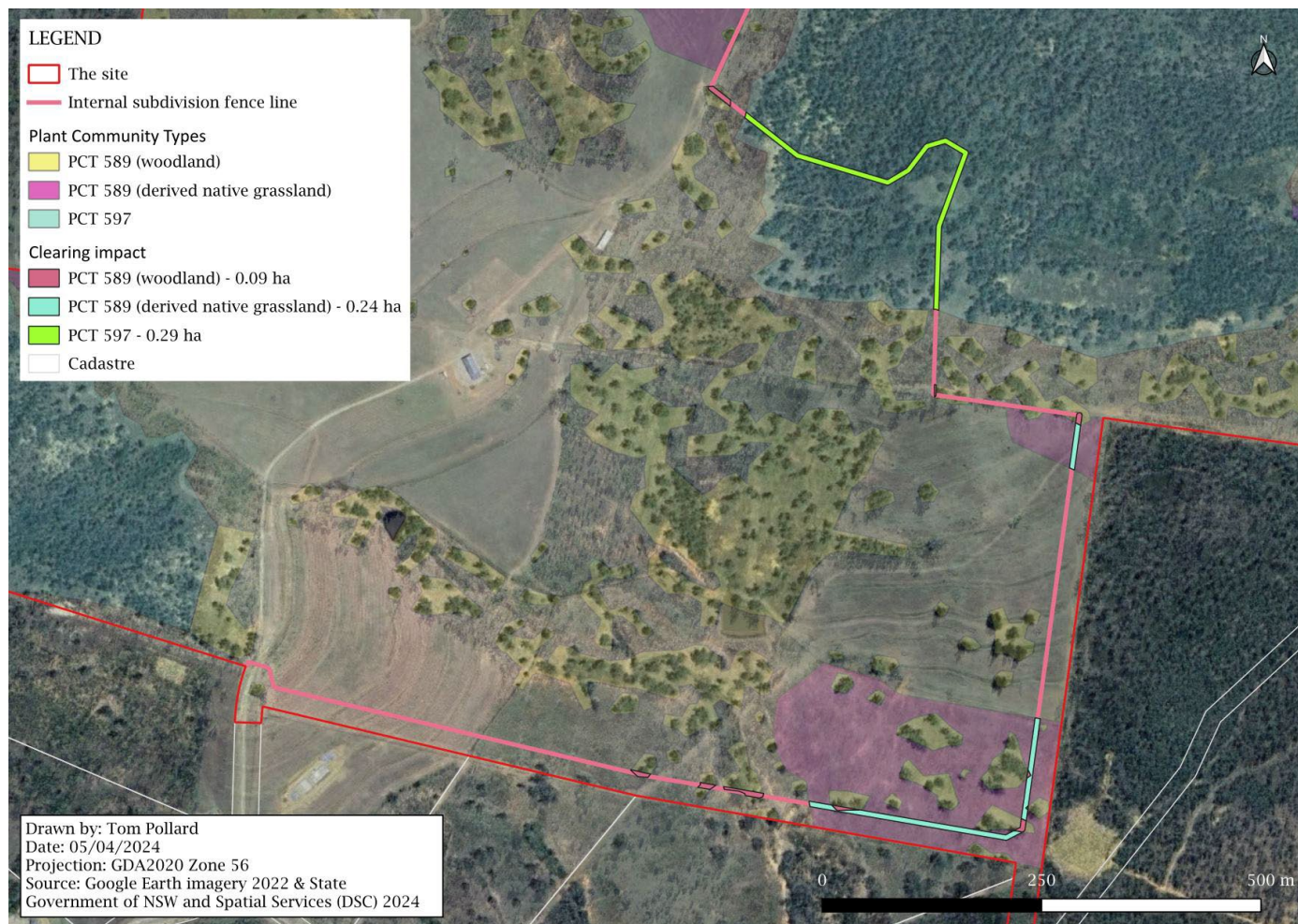
**Table 5-1 Estimated Clearing Impacts of the Proposal**

Plant Community Type (PCT)	Threatened Ecological Community	Area (ha)
PCT 589 – White Box – White Cypress Pine – Silver-leaved Ironbark grassy woodland on mainly clay loam soils on hills mainly in the Nandewar Bioregion (woodland)	White Box – Yellow Box – Blakely's Red Gum Grassy Woodland and Derived Native Grassland (BC Act); In part - White Box-Yellow Box-Blakely's Red Gum Grassy Woodland and Derived Native Grassland (EPBC Act)	0.09
PCT 589 – White Box – White Cypress Pine – Silver-leaved Ironbark grassy woodland on mainly clay loam soils on hills mainly in the Nandewar Bioregion (derived native grasslands)		0.24
PCT 597 – White Box – cypress pine – Silver-leaved Ironbark shrub grass open forest/ woodland of the northern Brigalow Belt Sout Bioregion and Nandewar Bioregion	No	0.29
<b>Total</b>		<b>0.62</b>

#### 5.1.2 Indirect Impacts

Likely to be minor based on the small scale of the works but may include:

- Introduction/ spread of weeds at the site as a result of fence construction.
- Impacts associated with erosion/ sedimentation from fencing works.



**Figure 5.1 Vegetation Clearing Impacts**



## 5.2 Mitigation Measures

Mitigation measures to minimise potential biodiversity impacts from the proposal are provided in **Table 5.1** below:

**Table 5-2 Recommended Mitigation Measures**

Impact	Mitigation
Native vegetation loss and disturbance	1. Vegetation clearing for future boundary fencing must be confined to areas as defined in this report (i.e. 3 m either side of the new subdivision boundary line).
Biosecurity	2. Biosecurity risk weeds are to be managed according to requirements under the <i>Biosecurity Act 2015</i> and/or Council management measures.
	3. Measures must be implemented during construction works so that machinery and plant do not introduce weed seed or propagules to the site (e.g. by adoption and implementation of the 'Arrive Clean, Leave Clean' guidelines (DoE 2015).



## 6. Statutory Requirements

### 6.1 State Environmental Planning Policy (SEPP) (Biodiversity and Conservation) 2021

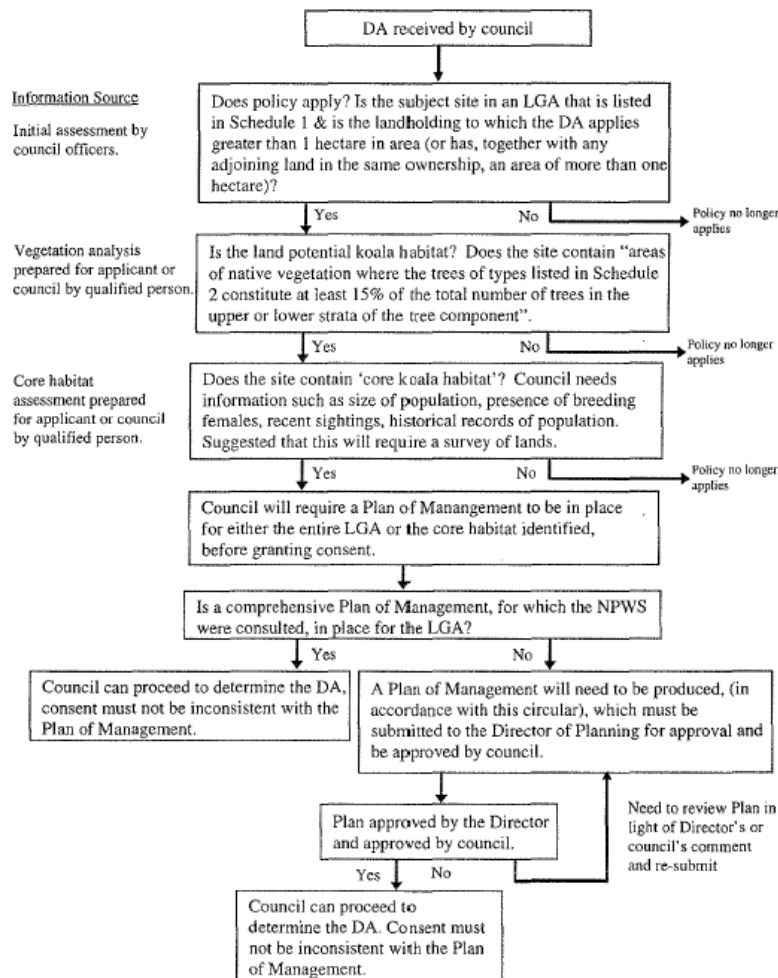
Chapter 4 of the State Environmental Planning Policy (Biodiversity & Conservation) 2021 (formerly State Environmental Planning Policy (Koala Habitat Protection) 2021) aims to encourage the conservation and management of areas of natural vegetation that provide habitat for koalas to support a permanent free-living population over their present range and reverse the current trend of koala population decline.

The Koala SEPP 2021 reinstates the policy framework of SEPP Koala Habitat Protection 2019 to 83 Local Government Areas (LGA) in NSW. At this stage:

- In nine of these LGAs – Metropolitan Sydney (Blue Mountains, Campbelltown, Hawkesbury, Ku-Ring-Gai, Liverpool, Northern Beaches, Hornsby, Wollondilly) and the Central Coast LGA – Koala SEPP 2021 applies to all zones.
- In all other identified LGAs, Koala SEPP 2021 does not apply to land zoned RU1 Primary Production, RU2 Rural Landscape or RU3.

The subject site is zoned RU1 under the Gwydir Local Environment Plan 2013 therefore the Koala SEPP 2021 (Chapter 4) does not apply to the proposal.

For all RU1, RU2 and RU3 zoned land outside of the Sydney Metropolitan Area and the Central Coast, Chapter 3 of the State Environmental Planning Policy (Biodiversity & Conservation) 2021 applies which replicates the objectives and provisions of SEPP 44, which was in force from 1995 through to 2019. Circular B35 (Department of Urban Affairs and Planning, 1995) underpins SEPP 44 and sets out the framework for SEPP 44 assessments over several steps as indicated in Error! Reference source not found. (below).



**Figure 6-1 Koala SEPP 2020 Policy Guideline (as per Circular B35)**

Based on the requirements under Circular B35, the following assessment has been completed:

#### Is the Land Potential Koala Habitat?

The Koala SEPP 2020 defines potential Koala habitat as “*areas of native vegetation where Schedule 1 trees constitute at least 15% of the total number of trees in the upper or lower strata of the tree component*”.

One Schedule 2 tree species occurs within the study area and adjoining forest (White Box). This species comprises less than 15% of the total number of trees in the upper or lower strata of the tree component on the site. Accordingly, the site is not representative of potential Koala habitat as defined by the SEPP and no further consideration under the Policy is required.





## 6.2 Environment Protection and Biodiversity Conservation Act 1999 (EPBC Act)

The EPBC Act protects/ regulates matters of national environmental significance (MNES), including:

- World heritage properties and National Heritage Places.
- Wetlands of international importance.
- Nationally threatened species and ecological communities.
- Migratory species.
- Commonwealth marine areas.
- The Great Barrier Reef Marine Park.
- Nuclear actions (including uranium mining).
- A water resource, in relation to coal seam gas development and large coal mining development.

Based on the search results and the site assessment, significant impacts to any MNES would be unlikely to result from the proposal (refer to **Table 6.1**).

**Table 6-1 Assessment of MNES**

Matter	Potential impact
<b><i>Any impact on a World Heritage property?</i></b>	
No listed World Heritage Properties are associated with the site.	Nil
<b><i>Any impact on a National Heritage place?</i></b>	
No listed National Heritage Places are associated with the site.	Nil
<b><i>Any impact on a Wetland of International Importance?</i></b>	
The site occurs within the buffer area of four Wetlands of International Importance. The proposal would not impact on any of these wetlands.	Nil
<b><i>Any impact on nationally threatened species and ecological communities?</i></b>	
The site contains potential areas of the EPBC listed TEC, White Box-Yellow Box-Blakely's Red Gum Grassy Woodland and Derived Native Grassland. The site provides potential habitat for several EPBC listed threatened fauna species. Given the relatively small impacts of the proposal associated with future fence line clearing entitlements, the proposal would be unlikely to result in the removal of habitat important to any threatened flora/ fauna species in a local context and would not contribute significantly to any listed KTP.	Minor
<b><i>Any impact on Migratory species?</i></b>	
Habitat for 10 migratory species is identified within a 10 km radius of the site. Given the highly disturbed nature of the site migratory species are unlikely to be significantly affected by the proposal.	Minor
<b><i>Any impact on a Commonwealth marine area?</i></b>	
No Commonwealth marine areas occur within 10 km of the site.	Nil
<b><i>Any impact on the Great Barrier Reef Marine Park?</i></b>	
The Great Barrier Reef Marine Park is distant from the site.	Nil
<b><i>Does the Proposal involve a nuclear action (including uranium mining)?</i></b>	
The Proposal does not involve a nuclear action.	Nil
<b><i>Any impact on a water resource, in relation to coal seam gas development and large coal mining development?</i></b>	
The Proposal does not involve any impact on a water resource, in relation to coal seam gas development and large mining development.	Nil



In accordance with declared class of action (vii), the proposal is not classified as State significant development or complying development or designated development and is assessed as development that can be carried out with development consent under Part 4 of the EP&A Act and does not include a species impact statement prepared in accordance with the BC Act or FM Act.

The proposal is characteristic of declared class action (vii) and hence does not require assessment under part 8 of the EPBC Act.



## References

Department of Agriculture, Water and Environment (Cth) (2015). Protected Matters Search Tool. [Accessed 15/03/2024].

Department of Urban Affairs and Planning (1995). *Circular No. B35 State Environmental Planning Policy No. 44 – Koala Habitat Protection*. Department of Urban Affairs and Planning, Sydney.

DPIE (2020). *NSW BioNet Database Search Tool*. [Accessed 15/03/2024].

Phillips S. & Callaghan J. (2011). *The Spot Assessment Technique: A tool for determining localised levels of habitat use by Koalas Phascolarctos cinereus*. BioLINK Ecological Consultants, Uki, NSW.

Scotts, D. (2003). *Key Habitats and Corridors for Forest Fauna. Occasional Paper 32*. NSW NPWS.

Thackway, R. & Cresswell, I.D. (1995). *An interim biogeographic regionalisation for Australia: a framework for setting priorities in the National Reserves System Cooperative Program, Version 4.0*. Australian Nature Conservation Agency, Canberra.





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## **Appendix A**

### **Database Searches**



Data from the BioNet Atlas website, which holds records from a number of custodians. The data are only indicative and cannot be considered a comprehensive inventory, and may contain errors and omissions. Species listed under the Sensitive Species Data Policy may have their locations denatured ( ^ rounded to 0.1°C; ^^ rounded to 0.01°C. Copyright the State of NSW through the Department of Planning, Industry and Environment. Search criteria : Public Report of all Valid Records of Threatened (listed on BC Act 2016) or Commonwealth listed Animals in selected area [North: -29.40 West: 150.49 East: 150.69 South: -29.60] returned a total of 56 records of 14 species.

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Kingdom	Class	Family	Species Code	Scientific Name	Exotic	Common Name	NSW status	Comm. status	Records	Info
Animalia	Aves	Accipitridae	0218	<i>Circus assimilis</i>		Spotted Harrier	V,P		1	
Animalia	Aves	Psittacidae	0260	<i>Glossopsitta pusilla</i>		Little Lorikeet	V,P		3	
Animalia	Aves	Climacteridae	8127	<i>Climacteris picumnus victoriae</i>		Brown Treecreeper (eastern subspecies)	V,P	V	2	
Animalia	Aves	Acanthizidae	0504	<i>Chthonicola sagittata</i>		Speckled Warbler	V,P		1	
Animalia	Aves	Meliphagidae	8303	<i>Meliphaga gularis gularis</i>		Black-chinned Honeyeater (eastern subspecies)	V,P		2	
Animalia	Aves	Pomatostomidae	8388	<i>Pomatostomus temporalis temporalis</i>		Grey-crowned Babbler (eastern subspecies)	V,P		5	
Animalia	Aves	Artamidae	8519	<i>Artamus cyanopterus cyanopterus</i>		Dusky Woodswallow	V,P		1	
Animalia	Aves	Petroicidae	8367	<i>Melanodryas cucullata cucullata</i>		South-eastern Hooded Robin	E1,P	E	2	
Animalia	Mammalia	Phascolarctidae	1162	<i>Phascolarctos cinereus</i>		Koala	E1,P	E	32	
Animalia	Mammalia	Petauridae	1137	<i>Petaurus norfolcensis</i>		Squirrel Glider	V,P		1	
Animalia	Mammalia	Pteropodidae	1280	<i>Pteropus poliocephalus</i>		Grey-headed Flying-fox	V,P	V	1	
Animalia	Mammalia	Vespertilionidae	1353	<i>Chalinolobus dwyeri</i>		Large-eared Pied Bat	V,P	E	1	
Animalia	Mammalia	Vespertilionidae	1352	<i>Chalinolobus picatus</i>		Little Pied Bat	V,P		2	
Animalia	Mammalia	Vespertilionidae	T315	<i>Nyctophilus corbeni</i>		Corben's Long-eared Bat	V,P	V	2	


Data from the BioNet Atlas website, which holds records from a number of custodians. The data are only indicative and cannot be considered a comprehensive inventory, and may contain errors and omissions. Species listed under the Sensitive Species Data Policy may have their locations denatured ( ^ rounded to 0.1°C; ^^ rounded to 0.01°C. Copyright the State of NSW through the Department of Planning, Industry and Environment. Search criteria : Public Report of all Valid Records of Threatened (listed on BC Act 2016) or Commonwealth listed Plants in selected area [North: -29.40 West: 150.49 East: 150.69 South: -29.60] returned a total of 41 records of 8 species.



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Kingdom	Class	Family	Species Code	Scientific Name	Exotic	Common Name	NSW status	Comm. status	Records	Info
Plantae	Flora	Apocynaceae	9456	<i>Tylophora linearis</i>			V	E	4	
Plantae	Flora	Fabaceae (Faboideae)	8538	<i>Swainsona sericea</i>		Silky Swainson-pea	V		1	
Plantae	Flora	Orchidaceae	4457	<i>Diuris tricolor</i>		Pine Donkey Orchid	V,P,2		16	
Plantae	Flora	Poaceae	4895	<i>Dichanthium setosum</i>		Bluegrass	V	V	3	
Plantae	Flora	Poaceae	6850	<i>Digitaria porrecta</i>		Finger Panic Grass	E1		1	
Plantae	Flora	Poaceae	5007	<i>Homopholis belsonii</i>		Belson's Panic	E1	V	3	
Plantae	Flora	Polygalaceae	5260	<i>Polygala linariifolia</i>		Native Milkwort	E1		7	
Plantae	Flora	Surianaceae	6161	<i>Cadellia pentastylis</i>		Ooline	V	V	6	

Data from the BioNet Atlas website, which holds records from a number of custodians. The data are only indicative and cannot be considered a comprehensive inventory, and may contain errors and omissions. Species listed under the Sensitive Species Data Policy may have their locations denatured ( ^ rounded to 0.1°C; ^^ rounded to 0.01°C. Copyright the State of NSW through the Department of Planning, Industry and Environment. Search criteria : Public Report of all Valid Records of Threatened (listed on BC Act 2016) or Commonwealth listed Communities in selected area [North: -29.40 West: 150.49 East: 150.69 South: -29.60] returned 0 records for 16 entities.

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Kingdom	Class	Family	Species Code	Scientific Name	Exotic	Common Name	NSW status	Comm. status	Records	Info
Community				<i>Brigalow within the Brigalow Belt South, Nandewar and Darling Riverine Plains Bioregions</i>		Brigalow within the Brigalow Belt South, Nandewar and Darling Riverine Plains Bioregions	E3		K	
Community				<i>Cadellia pentastylis (Ooline) community in the Nandewar and Brigalow Belt South Bioregions</i>		Cadellia pentastylis (Ooline) community in the Nandewar and Brigalow Belt South Bioregions	E3		K	
Community				<i>Coolibah - Black Box Woodlands of the Darling Riverine Plains and the Brigalow Belt South Bioregions</i>		Coolibah - Black Box Woodlands of the Darling Riverine Plains and the Brigalow Belt South Bioregions		E	K	
Community				<i>Coolibah-Black Box Woodland in the Darling Riverine Plains, Brigalow Belt South, Cobar Penepine and Mulga Lands Bioregions</i>		Coolibah-Black Box Woodland in the Darling Riverine Plains, Brigalow Belt South, Cobar Penepine and Mulga Lands Bioregions	E3		P	
Community				<i>Fuzzy Box Woodland on alluvial Soils of the South Western Slopes, Darling Riverine Plains and Brigalow Belt South Bioregions</i>		Fuzzy Box Woodland on alluvial Soils of the South Western Slopes, Darling Riverine Plains and Brigalow Belt South Bioregions	E3		P	
Community				<i>Howell Shrublands in the New England Tableland and Nandewar Bioregions</i>		Howell Shrublands in the New England Tableland and Nandewar Bioregions	E3		P	
Community				<i>Inland Grey Box Woodland in the Riverina, NSW South Western Slopes, Cobar Penepine, Nandewar and Brigalow Belt South Bioregions</i>		Inland Grey Box Woodland in the Riverina, NSW South Western Slopes, Cobar Penepine, Nandewar and Brigalow Belt South Bioregions	E3		K	
Community				<i>Mount Kaputar high elevation and dry rainforest land snail and slug community in the Nandewar and Brigalow Belt South Bioregions</i>		Mount Kaputar high elevation and dry rainforest land snail and slug community in the Nandewar and Brigalow Belt South Bioregions	E3		K	
Community				<i>Myall Woodland in the Darling Riverine Plains, Brigalow Belt South, Cobar Penepine, Murray-Darling Depression, Riverina and NSW South Western Slopes bioregions</i>		Myall Woodland in the Darling Riverine Plains, Brigalow Belt South, Cobar Penepine, Murray-Darling Depression, Riverina and NSW South Western Slopes bioregions	E3		K	
Community				<i>Natural grasslands on basalt and fine-textured alluvial plains of northern New South Wales and southern Queensland</i>		Natural grasslands on basalt and fine-textured alluvial plains of northern New South Wales and southern Queensland		CE	K	
Community				<i>New England Peppermint (Eucalyptus nova-anglica) Grassy Woodlands</i>		New England Peppermint (Eucalyptus nova-anglica) Grassy Woodlands		CE	K	
Community				<i>Poplar Box Grassy Woodland on Alluvial Plains</i>		Poplar Box Grassy Woodland on Alluvial Plains		E	K	
Community				<i>Semi-evergreen Vine Thicket in the Brigalow Belt South and Nandewar Bioregions</i>		Semi-evergreen Vine Thicket in the Brigalow Belt South and Nandewar Bioregions	E3		K	
Community				<i>Weeping Myall Woodlands</i>		Weeping Myall Woodlands		E	K	

Community	White Box - Yellow Box - Blakely's Red Gum Grassy Woodland and Derived Native Grassland in the NSW North Coast, New England Tableland, Nandewar, Brigalow Belt South, Sydney Basin, South Eastern Highlands, NSW South Western Slopes, South East Corner and	White Box - Yellow Box - Blakely's Red Gum Grassy Woodland and Derived Native Grassland in the NSW North Coast, New England Tableland, Nandewar, Brigalow Belt South, Sydney Basin, South Eastern Highlands, NSW South Western Slopes, South East Corner and	E4B	K	
Community	White Box-Yellow Box- Blakely's Red Gum Grassy Woodland and Derived Native Grassland	White Box-Yellow Box-Blakely's Red Gum Grassy Woodland and Derived Native Grassland	CE	K	



Australian Government

Department of Climate Change, Energy,  
the Environment and Water

# EPBC Act Protected Matters Report

This report provides general guidance on matters of national environmental significance and other matters protected by the EPBC Act in the area you have selected. Please see the caveat for interpretation of information provided here.

Report created: 15-Mar-2024

[Summary](#)

[Details](#)

[Matters of NES](#)

[Other Matters Protected by the EPBC Act](#)

[Extra Information](#)

[Caveat](#)

[Acknowledgements](#)

## Summary

### Matters of National Environment Significance

This part of the report summarises the matters of national environmental significance that may occur in, or may relate to, the area you nominated. Further information is available in the detail part of the report, which can be accessed by scrolling or following the links below. If you are proposing to undertake an activity that may have a significant impact on one or more matters of national environmental significance then you should consider the [Administrative Guidelines on Significance](#).

<a href="#">World Heritage Properties:</a>	None
<a href="#">National Heritage Places:</a>	None
<a href="#">Wetlands of International Importance (Ramsar)</a>	4
<a href="#">Great Barrier Reef Marine Park:</a>	None
<a href="#">Commonwealth Marine Area:</a>	None
<a href="#">Listed Threatened Ecological Communities:</a>	6
<a href="#">Listed Threatened Species:</a>	39
<a href="#">Listed Migratory Species:</a>	10

### Other Matters Protected by the EPBC Act

This part of the report summarises other matters protected under the Act that may relate to the area you nominated. Approval may be required for a proposed activity that significantly affects the environment on Commonwealth land, when the action is outside the Commonwealth land, or the environment anywhere when the action is taken on Commonwealth land. Approval may also be required for the Commonwealth or Commonwealth agencies proposing to take an action that is likely to have a significant impact on the environment anywhere.

The EPBC Act protects the environment on Commonwealth land, the environment from the actions taken on Commonwealth land, and the environment from actions taken by Commonwealth agencies. As heritage values of a place are part of the 'environment', these aspects of the EPBC Act protect the Commonwealth Heritage values of a Commonwealth Heritage place. Information on the new heritage laws can be found at <https://www.dcceew.gov.au/parks-heritage/heritage>

A [permit](#) may be required for activities in or on a Commonwealth area that may affect a member of a listed threatened species or ecological community, a member of a listed migratory species, whales and other cetaceans, or a member of a listed marine species.

<a href="#">Commonwealth Lands:</a>	2
<a href="#">Commonwealth Heritage Places:</a>	None
<a href="#">Listed Marine Species:</a>	18
<a href="#">Whales and Other Cetaceans:</a>	None
<a href="#">Critical Habitats:</a>	None
<a href="#">Commonwealth Reserves Terrestrial:</a>	None
<a href="#">Australian Marine Parks:</a>	None
<a href="#">Habitat Critical to the Survival of Marine Turtles:</a>	None

### Extra Information

This part of the report provides information that may also be relevant to the area you have

<a href="#">State and Territory Reserves:</a>	1
<a href="#">Regional Forest Agreements:</a>	None
<a href="#">Nationally Important Wetlands:</a>	None
<a href="#">EPBC Act Referrals:</a>	1
<a href="#">Key Ecological Features (Marine):</a>	None
<a href="#">Biologically Important Areas:</a>	None
<a href="#">Bioregional Assessments:</a>	None
<a href="#">Geological and Bioregional Assessments:</a>	None



Details

Matters of National Environmental Significance

Wetlands of International Importance (Ramsar Wetlands)		[ Resource Information ]
Ramsar Site Name	Proximity	Buffer Status
<a href="#">Banrock station wetland complex</a>	1000 - 1100km upstream from Ramsar site	In feature area
<a href="#">Gwydir wetlands: gingham and lower gwydir (big leather) watercourses</a>	100 - 150km upstream from Ramsar site	In feature area
<a href="#">Riverland</a>	1000 - 1100km upstream from Ramsar site	In feature area
<a href="#">The coorong, and lakes alexandrina and albert wetland</a>	1200 - 1300km upstream from Ramsar site	In feature area

Listed Threatened Ecological Communities

[ Resource Information ]

For threatened ecological communities where the distribution is well known, maps are derived from recovery plans, State vegetation maps, remote sensing imagery and other sources. Where threatened ecological community distributions are less well known, existing vegetation maps and point location data are used to produce indicative distribution maps.

Status of Vulnerable, Disallowed and Ineligible are not MNES under the EPBC Act.

Community Name	Threatened Category	Presence Text	Buffer Status
<a href="#">Coolibah - Black Box Woodlands of the Darling Riverine Plains and the Brigalow Belt South Bioregions</a>	Endangered	Community may occur	In feature area within area
<a href="#">Natural grasslands on basalt and fine-textured alluvial plains of northern New South Wales and southern Queensland</a>	Critically Endangered	Community likely to occur	In feature area within area
<a href="#">New England Peppermint (Eucalyptus nova-anglica) Grassy Woodlands</a>	Critically Endangered	Community may occur	In buffer area only within area
<a href="#">Poplar Box Grassy Woodland on Alluvial Plains</a>	Endangered	Community may occur	In feature area within area
<a href="#">Weeping Myall Woodlands</a>	Endangered	Community likely to occur	In feature area within area
<a href="#">White Box-Yellow Box-Blakely's Red Gum Grassy Woodland and Derived Native Grassland</a>	Critically Endangered	Community likely to occur	In feature area within area

Listed Threatened Species

[ Resource Information ]

Status of Conservation Dependent and Extinct are not MNES under the EPBC Act.  
Number is the current name ID.

Scientific Name	Threatened Category	Presence Text	Buffer Status
BIRD			
<a href="#">Anthochaera phrygia</a> Regent Honeyeater [82338]	Critically Endangered	Foraging, feeding or related behaviour likely to occur within area	In feature area
<a href="#">Aphelocephala leucopsis</a> Southern Whiteface [529]	Vulnerable	Species or species habitat likely to occur within area	In feature area
<a href="#">Calidris acuminata</a> Sharp-tailed Sandpiper [874]	Vulnerable	Species or species habitat may occur within area	In feature area
<a href="#">Calidris ferruginea</a> Curlew Sandpiper [856]	Critically Endangered	Species or species habitat may occur within area	In feature area
<a href="#">Calyptorhynchus lathami lathami</a> South-eastern Glossy Black-Cockatoo [67036]	Vulnerable	Species or species habitat likely to occur within area	In feature area
<a href="#">Climacteris picumnus victoriae</a> Brown Treecreeper (south-eastern) [67062]	Vulnerable	Species or species habitat likely to occur within area	In feature area
<a href="#">Falco hypoleucos</a> Grey Falcon [929]	Vulnerable	Species or species habitat likely to occur within area	In feature area
<a href="#">Gallinago hardwickii</a> Latham's Snipe, Japanese Snipe [863]	Vulnerable	Species or species habitat may occur within area	In feature area
<a href="#">Geophaps scripta scripta</a> Squatter Pigeon (southern) [64440]	Vulnerable	Species or species habitat may occur within area	In feature area
<a href="#">Grantiella picta</a> Painted Honeyeater [470]	Vulnerable	Species or species habitat likely to occur within area	In feature area

Scientific Name	Threatened Category	Presence Text	Buffer Status
<a href="#">Hirundapus caudacutus</a> White-throated Needletail [682]	Vulnerable	Species or species habitat likely to occur within area	In feature area
<a href="#">Lathamus discolor</a> Swift Parrot [744]	Critically Endangered	Species or species habitat may occur within area	In feature area
<a href="#">Melanodryas cucullata cucullata</a> South-eastern Hooded Robin, Hooded Robin (south-eastern) [67093]	Endangered	Species or species habitat known to occur within area	In feature area
<a href="#">Neophema chrysostoma</a> Blue-winged Parrot [726]	Vulnerable	Species or species habitat may occur within area	In buffer area only
<a href="#">Polytelis swainsonii</a> Superb Parrot [738]	Vulnerable	Species or species habitat may occur within area	In feature area
<a href="#">Rostratula australis</a> Australian Painted Snipe [77037]	Endangered	Species or species habitat likely to occur within area	In feature area
<a href="#">Stagonopleura guttata</a> Diamond Firetail [59398]	Vulnerable	Species or species habitat known to occur within area	In feature area
<b>FISH</b>			
<a href="#">Maccullochella peelii</a> Murray Cod [66633]	Vulnerable	Species or species habitat may occur within area	In buffer area only
<b>MAMMAL</b>			
<a href="#">Chalinolobus dwyeri</a> Large-eared Pied Bat, Large Pied Bat [183]	Endangered	Species or species habitat known to occur within area	In feature area
<a href="#">Dasyurus maculatus maculatus (SE mainland population)</a> Spot-tailed Quoll, Spotted-tail Quoll, Tiger Quoll (southeastern mainland population) [75184]	Endangered	Species or species habitat may occur within area	In feature area
<a href="#">Nyctophilus corbeni</a> Corben's Long-eared Bat, South-eastern Long-eared Bat [83395]	Vulnerable	Species or species habitat likely to occur within area	In feature area

Scientific Name	Threatened Category	Presence Text	Buffer Status
<a href="#"><u>Phascolarctos cinereus (combined populations of Qld, NSW and the ACT)</u></a>			
Koala (combined populations of Queensland, New South Wales and the Australian Capital Territory) [85104]	Endangered	Species or species habitat known to occur within area	In feature area
<a href="#"><u>Pteropus poliocephalus</u></a>			
Grey-headed Flying-fox [186]	Vulnerable	Foraging, feeding or related behaviour known to occur within area	In feature area
<b>PLANT</b>			
<a href="#"><u>Acacia pubifolia</u></a>			
Velvet Wattle [19799]	Vulnerable	Species or species habitat may occur within area	In buffer area only
<a href="#"><u>Androcalva procumbens</u></a>			
[87153]	Vulnerable	Species or species habitat likely to occur within area	In feature area
<a href="#"><u>Cadellia pentastylis</u></a>			
Ooline [9828]	Vulnerable	Species or species habitat known to occur within area	In feature area
<a href="#"><u>Callistemon pungens</u></a>			
[55581]	Vulnerable	Species or species habitat may occur within area	In buffer area only
<a href="#"><u>Dichanthium setosum</u></a>			
bluegrass [14159]	Vulnerable	Species or species habitat likely to occur within area	In feature area
<a href="#"><u>Homopholis belsonii</u></a>			
Belson's Panic [2406]	Vulnerable	Species or species habitat may occur within area	In buffer area only
<a href="#"><u>Lepidium aschersonii</u></a>			
Spiny Peppercress [10976]	Vulnerable	Species or species habitat may occur within area	In feature area
<a href="#"><u>Lepidium monoplocoides</u></a>			
Winged Pepper-cress [9190]	Endangered	Species or species habitat may occur within area	In feature area
<a href="#"><u>Prasophyllum sp. Wybong (C.Phelps ORG 5269)</u></a>			
a leek-orchid [81964]	Critically Endangered	Species or species habitat may occur within area	In buffer area only

Scientific Name	Threatened Category	Presence Text	Buffer Status
<a href="#">Swainsona murrayana</a> Slender Darling-pea, Slender Swainson, Murray Swainson-pea [6765]	Vulnerable	Species or species habitat may occur within area	In feature area
<a href="#">Thesium australe</a> Austral Toadflax, Toadflax [15202]	Vulnerable	Species or species habitat likely to occur within area	In feature area
<a href="#">Vincetoxicum forsteri listed as Tylophora linearis</a> [92384]	Endangered	Species or species habitat may occur within area	In feature area

REPTILE

<a href="#">Anomalopus mackayi</a> Five-clawed Worm-skink, Long-legged Worm-skink [25934]	Vulnerable	Species or species habitat likely to occur within area	In feature area
<a href="#">Aprasia parapulchella</a> Pink-tailed Worm-lizard, Pink-tailed Legless Lizard [1665]	Vulnerable	Species or species habitat may occur within area	In buffer area only
<a href="#">Hemiaspis damelii</a> Grey Snake [1179]	Endangered	Species or species habitat may occur within area	In feature area
<a href="#">Uvidicolus sphyrurus</a> Border Thick-tailed Gecko, Granite Belt Thick-tailed Gecko [84578]	Vulnerable	Species or species habitat may occur within area	In feature area

Listed Migratory Species [ Resource Information ]

Scientific Name	Threatened Category	Presence Text	Buffer Status
Migratory Marine Birds			
<a href="#">Apus pacificus</a> Fork-tailed Swift [678]		Species or species habitat likely to occur within area	In feature area
Migratory Terrestrial Species			
<a href="#">Hirundapus caudacutus</a> White-throated Needletail [682]	Vulnerable	Species or species habitat likely to occur within area	In feature area
<a href="#">Motacilla flava</a> Yellow Wagtail [644]		Species or species habitat may occur within area	In feature area

Scientific Name	Threatened Category	Presence Text	Buffer Status
<a href="#">Myiagra cyanoleuca</a> Satin Flycatcher [612]		Species or species habitat likely to occur within area	In feature area
<a href="#">Rhipidura rufifrons</a> Rufous Fantail [592]		Species or species habitat known to occur within area	In feature area
Migratory Wetlands Species			
<a href="#">Actitis hypoleucos</a> Common Sandpiper [59309]		Species or species habitat may occur within area	In feature area
<a href="#">Calidris acuminata</a> Sharp-tailed Sandpiper [874]	Vulnerable	Species or species habitat may occur within area	In feature area
<a href="#">Calidris ferruginea</a> Curlew Sandpiper [856]	Critically Endangered	Species or species habitat may occur within area	In feature area
<a href="#">Calidris melanotos</a> Pectoral Sandpiper [858]		Species or species habitat may occur within area	In feature area
<a href="#">Gallinago hardwickii</a> Latham's Snipe, Japanese Snipe [863]	Vulnerable	Species or species habitat may occur within area	In feature area

Other Matters Protected by the EPBC Act

Commonwealth Lands			[ Resource Information ]
The Commonwealth area listed below may indicate the presence of Commonwealth land in this vicinity. Due to the unreliability of the data source, all proposals should be checked as to whether it impacts on a Commonwealth area, before making a definitive decision. Contact the State or Territory government land department for further information.			
Commonwealth Land Name	State	Buffer Status	
Communications, Information Technology and the Arts - Telstra Corporation Limited			
Commonwealth Land - Australian Telecommunications Commission [13980]		NSW	In buffer area only
Commonwealth Land - Telstra Corporation Limited [13994]		NSW	In buffer area only
Listed Marine Species			[ Resource Information ]
Scientific Name	Threatened Category	Presence Text	Buffer Status
Bird			



Scientific Name	Threatened Category	Presence Text	Buffer Status
<a href="#">Actitis hypoleucos</a> Common Sandpiper [59309]		Species or species habitat may occur within area	In feature area
<a href="#">Apus pacificus</a> Fork-tailed Swift [678]		Species or species habitat likely to occur within area overfly marine area	In feature area
<a href="#">Bubulcus ibis as Ardea ibis</a> Cattle Egret [66521]		Species or species habitat may occur within area overfly marine area	In feature area
<a href="#">Calidris acuminata</a> Sharp-tailed Sandpiper [874]	Vulnerable	Species or species habitat may occur within area	In feature area
<a href="#">Calidris ferruginea</a> Curlew Sandpiper [856]	Critically Endangered	Species or species habitat may occur within area overfly marine area	In feature area
<a href="#">Calidris melanotos</a> Pectoral Sandpiper [858]		Species or species habitat may occur within area overfly marine area	In feature area
<a href="#">Chalcites osculans as Chrysococcyx osculans</a> Black-eared Cuckoo [83425]		Species or species habitat likely to occur within area overfly marine area	In feature area
<a href="#">Gallinago hardwickii</a> Latham's Snipe, Japanese Snipe [863]	Vulnerable	Species or species habitat may occur within area overfly marine area	In feature area
<a href="#">Haliaeetus leucogaster</a> White-bellied Sea-Eagle [943]		Species or species habitat may occur within area	In feature area
<a href="#">Hirundapus caudacutus</a> White-throated Needletail [682]	Vulnerable	Species or species habitat likely to occur within area overfly marine area	In feature area



Scientific Name	Threatened Category	Presence Text	Buffer Status
<a href="#">Lathamus discolor</a> Swift Parrot [744]	Critically Endangered	Species or species habitat may occur within area overfly marine area	In feature area
<a href="#">Merops ornatus</a> Rainbow Bee-eater [670]		Species or species habitat may occur within area overfly marine area	In feature area
<a href="#">Motacilla flava</a> Yellow Wagtail [644]		Species or species habitat may occur within area overfly marine area	In feature area
<a href="#">Myiagra cyanoleuca</a> Satin Flycatcher [612]		Species or species habitat likely to occur within area overfly marine area	In feature area
<a href="#">Neophema chrysostoma</a> Blue-winged Parrot [726]	Vulnerable	Species or species habitat may occur within area overfly marine area	In buffer area only
<a href="#">Pterodroma cervicalis</a> White-necked Petrel [59642]		Species or species habitat may occur within area	In feature area
<a href="#">Rhipidura rufifrons</a> Rufous Fantail [592]		Species or species habitat known to occur within area overfly marine area	In feature area
<a href="#">Rostratula australis as Rostratula benghalensis (sensu lato)</a> Australian Painted Snipe [77037]		Species or species habitat likely to occur within area overfly marine area	In feature area

Extra Information

State and Territory Reserves			[ Resource Information ]
Protected Area Name	Reserve Type	State	Buffer Status
Warialda	CCA Zone 3 State Conservation Area	NSW	In buffer area only

EPBC Act Referrals			[ Resource Information ]	
Title of referral	Reference	Referral Outcome	Assessment Status	Buffer Status
Not controlled action				
<a href="#">Improving rabbit biocontrol: releasing another strain of RHDV, sthrn two thirds of Australia</a>	2015/7522	Not Controlled Action	Completed	In feature area

# Caveat

## 1 PURPOSE

This report is designed to assist in identifying the location of matters of national environmental significance (MNES) and other matters protected by the Environment Protection and Biodiversity Conservation Act 1999 (Cth) (EPBC Act) which may be relevant in determining obligations and requirements under the EPBC Act.

The report contains the mapped locations of:

- World and National Heritage properties;
- Wetlands of International and National Importance;
- Commonwealth and State/Territory reserves;
- distribution of listed threatened, migratory and marine species;
- listed threatened ecological communities; and
- other information that may be useful as an indicator of potential habitat value.

## 2 DISCLAIMER

This report is not intended to be exhaustive and should only be relied upon as a general guide as mapped data is not available for all species or ecological communities listed under the EPBC Act (see below). Persons seeking to use the information contained in this report to inform the referral of a proposed action under the EPBC Act should consider the limitations noted below and whether additional information is required to determine the existence and location of MNES and other protected matters.

Where data are available to inform the mapping of protected species, the presence type (e.g. known, likely or may occur) that can be determined from the data is indicated in general terms. It is the responsibility of any person using or relying on the information in this report to ensure that it is suitable for the circumstances of any proposed use. The Commonwealth cannot accept responsibility for the consequences of any use of the report or any part thereof. To the maximum extent allowed under governing law, the Commonwealth will not be liable for any loss or damage that may be occasioned directly or indirectly through the use of, or reliance

## 3 DATA SOURCES

Threatened ecological communities

For threatened ecological communities where the distribution is well known, maps are generated based on information contained in recovery plans, State vegetation maps and remote sensing imagery and other sources. Where threatened ecological community distributions are less well known, existing vegetation maps and point location data are used to produce indicative distribution maps.

Threatened, migratory and marine species

Threatened, migratory and marine species distributions have been discerned through a variety of methods. Where distributions are well known and if time permits, distributions are inferred from either thematic spatial data (i.e. vegetation, soils, geology, elevation, aspect, terrain, etc.) together with point locations and described habitat; or modelled (MAXENT or BIOCLIM habitat modelling) using

Where little information is available for a species or large number of maps are required in a short time-frame, maps are derived either from 0.04 or 0.02 decimal degree cells; by an automated process using polygon capture techniques (static two kilometre grid cells, alpha-hull and convex hull); or captured manually or by using topographic features (national park boundaries, islands, etc.).

In the early stages of the distribution mapping process (1999-early 2000s) distributions were defined by degree blocks, 100K or 250K map sheets to rapidly create distribution maps. More detailed distribution mapping methods are used to update these distributions

## 4 LIMITATIONS

The following species and ecological communities have not been mapped and do not appear in this report:

- threatened species listed as extinct or considered vagrants;
- some recently listed species and ecological communities;
- some listed migratory and listed marine species, which are not listed as threatened species; and
- migratory species that are very widespread, vagrant, or only occur in Australia in small numbers.

The following groups have been mapped, but may not cover the complete distribution of the species:

- listed migratory and/or listed marine seabirds, which are not listed as threatened, have only been mapped for recorded
- seals which have only been mapped for breeding sites near the Australian continent

The breeding sites may be important for the protection of the Commonwealth Marine environment.

Refer to the metadata for the feature group (using the Resource Information link) for the currency of the information.

## Acknowledgements

This database has been compiled from a range of data sources. The department acknowledges the following custodians who have contributed valuable data and advice:

- [-Office of Environment and Heritage, New South Wales](#)
- [-Department of Environment and Primary Industries, Victoria](#)
- [-Department of Primary Industries, Parks, Water and Environment, Tasmania](#)
- [-Department of Environment, Water and Natural Resources, South Australia](#)
- [-Department of Land and Resource Management, Northern Territory](#)
- [-Department of Environmental and Heritage Protection, Queensland](#)
- [-Department of Parks and Wildlife, Western Australia](#)
- [-Environment and Planning Directorate, ACT](#)
- [-Birdlife Australia](#)
- [-Australian Bird and Bat Banding Scheme](#)
- [-Australian National Wildlife Collection](#)
- Natural history museums of Australia
- [-Museum Victoria](#)
- [-Australian Museum](#)
- [-South Australian Museum](#)
- [-Queensland Museum](#)
- [-Online Zoological Collections of Australian Museums](#)
- [-Queensland Herbarium](#)
- [-National Herbarium of NSW](#)
- [-Royal Botanic Gardens and National Herbarium of Victoria](#)
- [-Tasmanian Herbarium](#)
- [-State Herbarium of South Australia](#)
- [-Northern Territory Herbarium](#)
- [-Western Australian Herbarium](#)
- [-Australian National Herbarium, Canberra](#)
- [-University of New England](#)
- [-Ocean Biogeographic Information System](#)
- [-Australian Government, Department of Defence](#)
- [Forestry Corporation, NSW](#)
- [-Geoscience Australia](#)
- [-CSIRO](#)
- [-Australian Tropical Herbarium, Cairns](#)
- [-eBird Australia](#)
- [-Australian Government – Australian Antarctic Data Centre](#)
- [-Museum and Art Gallery of the Northern Territory](#)
- [-Australian Government National Environmental Science Program](#)
- [-Australian Institute of Marine Science](#)
- [-Reef Life Survey Australia](#)
- [-American Museum of Natural History](#)
- [-Queen Victoria Museum and Art Gallery, Inveresk, Tasmania](#)
- [-Tasmanian Museum and Art Gallery, Hobart, Tasmania](#)
- Other groups and individuals

The Department is extremely grateful to the many organisations and individuals who provided expert advice and information on numerous draft distributions.

Please feel free to provide feedback via the [Contact us](#) page.

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## **Appendix B**

### **Threatened Species Potential Occurrence Assessments**



### Threatened Flora Potential Occurrence Assessment

A potential of occurrence assessment was completed to assess the likelihood of occurrence of each threatened species or population identified within the subject site. All threatened biodiversity identified in background research were considered. The assessment is based on the habitat profile for the species and other habitat information in the Threatened Species Profile Database (Environment Energy and Science Group). The assessment also takes into consideration the dates and locations of nearby records and information about species populations in the locality. For the proposed activity, the likelihood of occurrence of threatened flora species was determined based on the criteria shown in **Table B.1**.

**Table B.1 Potential of occurrence criteria for threatened species and populations of flora**

Potential of occurrence	Criteria
<b>Known</b>	The species was observed in the subject site either during the current survey or during another survey less than one year prior.
<b>High</b>	<p>A species has a high likelihood of occurrence if:</p> <ul style="list-style-type: none"> <li>the subject site contains or forms part of a large area of high-quality suitable habitat that has not been subject to recent disturbance (e.g. fire), the species is known to form a persistent soil seedbank and the species has been recorded recently (within 10 years) in the locality</li> <li>the species is a cryptic flowering species that has been recorded recently (within 10 years) in the locality and has a large area of high-quality potential habitat within the construction footprint that was not seasonally targeted by surveys.</li> </ul>
<b>Moderate</b>	<p>A species has a moderate likelihood of occurrence if:</p> <p>the species:</p> <ul style="list-style-type: none"> <li>has a large area of high-quality suitable habitat in the subject site that has not been subject to recent disturbance (e.g. fire)</li> <li>the species is known to form a persistent soil seedbank, but</li> <li>the species has not been recorded recently (within 10 years) in the locality</li> <li>the species:</li> <li>has a small area of high-quality suitable habitat or a large area of marginal habitat in the subject site That has not been subject to recent disturbance (e.g. fire)</li> <li>the species is known to form a persistent soil seedbank</li> <li>the species has been recorded recently (within 10 years) in the locality</li> <li>the species is a cryptic flowering species, with a small area of high-quality potential habitat or a large area of marginal habitat within the proposal footprint, that was not seasonally targeted by surveys.</li> </ul>
<b>Low</b>	<p>A species has a low likelihood of occurrence if:</p> <ul style="list-style-type: none"> <li>it is not a cryptic species, nor a species known to have a persistent soil seedbank species and was not detected despite targeted searches</li> <li>the species is a cryptic flowering species, with a small area of high-quality potential habitat or a large area of marginal habitat within the proposal footprint, that was not seasonally targeted by surveys as the species has not been recorded within 50 years in the locality.</li> </ul>
<b>None</b>	Suitable habitat is absent from the subject site.





Table B.2 Threatened Flora Potential Occurrence Assessment

Scientific Name	Common Name	Status		Habitat Requirement (EPBC Act SPRAT and/ or DPIE/EES Threatened Species Profiles websites)	Potential of occurrence	Outcome - Assessment of Significance (AoS)?
		BC Act	EPBC Act			
<i>Cadellia pentastylis</i>	Ooline	V	V	Forms a closed or open canopy mixing with eucalypt and cypress pine species. There appears to be a strong correlation between the presence of Ooline and low- to medium-nutrient soils of sandy clay or clayey consistencies, with a typical soil profile having a sandy loam surface layer, grading from a light clay to a medium clay with depth.	Low - Marginal habitat at the site. Targeted during the site inspection and not detected.	AoS not required.
<i>Dichanthium setosum</i>	Bluegrass	V	V	In NSW, occurs on the New England Tablelands, North West Slopes and Plains and the Central Western Slopes of NSW, in moderately disturbed areas such as cleared woodland, grassy roadside remnants and highly disturbed pasture.	Low – potential habitat at the site but not detected during the site inspection despite suitable survey timing and recent growing conditions.	AoS not required
<i>Digitaria porrecta</i>	Finger Panic Grass	E	-	Occurs in grasslands on extensive basaltic plains, and in undulating woodlands and open forests with an underlying basaltic geology. It usually occurs on dark and fine textured soils with some degree of seasonal cracking	Low – potential habitat at the site but not detected during the site inspection despite suitable survey timing and recent growing conditions.	AoS not required
<i>Diuris tricolor</i>	Pine Donkey Orchid	V	-	Populations of this unique flower have been recorded in the Central West region of NSW along Condobolin-Nymagee road, in Wattamondara towards Cowra, Eugowra, Girilambone, Dubbo and Cooyal (OEH, 2014). The Pine Donkey Orchid is found in a range of habitats where it is often associated with white cypress pine ( <i>Callitris glaucophylla</i> ), Poplar box ( <i>Eucalyptus populnea</i> ) and gum coolabah ( <i>Eucalyptus intertexta</i> ) as well as ironbark and acacia	Low - Marginal habitat at the site. Targeted during the site inspection and not detected.	AoS not required.



Scientific Name	Common Name	Status		Habitat Requirement (EPBC Act SPRAT and/ or DPIE/EES Threatened Species Profiles websites)	Potential of occurrence	Outcome - Assessment of Significance (AoS)?
		BC Act	EPBC Act			
				shrubland (OEH, 2014). The species are usually recorded as common and locally frequent in populations, however it has also been known to occur as a single plant.		
<i>Homopholis belsonii</i>	Belson's Panic	E	V	Grows in dry woodland (e.g. Belah) often on poor soils, although sometimes found in basalt-enriched sites north of Warialda and in alluvial clay soils.	Low – potential habitat at the site but not detected during the site inspection despite suitable survey timing and recent growing conditions.	AoS not required
<i>Polygala linariifolia</i>	Native Milkwort	E	-	Sandy soils in dry eucalypt forest or woodland with sparse understorey.	Low - Marginal habitat at the site. Targeted during the site inspection and not detected.	AoS not required.
<i>Swainsona sericea</i>	Silky Swainson-pea	V	-	Found in Natural Temperate Grassland and Snow Gum Eucalyptus pauciflora Woodland on the Monaro. Found in Box-Gum Woodland in the Southern Tablelands and South West Slopes. Sometimes found in association with cypress-pines Callitris spp.	Low - Marginal habitat at the site. Targeted during the site inspection and not detected.	AoS not required.
<i>Tylophora linearis</i>		V	E	Tylophora linearis grows in dense shrublands occasionally overtopped by Callitris glaucophylla and various species of Eucalyptus. Not previously recorded in Northern Rivers CMA area.	Low - Marginal habitat at the site. Targeted during the site inspection and not detected.	AoS not required.

V = Vulnerable; E = Endangered.





### Threatened Fauna Potential Occurrence Assessment

For this proposed activity, the likelihood of occurrence of threatened and migratory fauna species and populations was determined based on the criteria shown in Table B.3.

**Table B.3 Potential of occurrence criteria for threatened species and populations of fauna**

Potential of occurrence	Criteria
<b>Known</b>	The species was observed in the subject site either during the current survey or during another survey less than one year prior.
<b>High</b>	<p>A species has a high likelihood of occurrence if:</p> <ul style="list-style-type: none"> <li>the subject site contains or forms part of a large area of high-quality suitable habitat</li> <li>important habitat elements (i.e. for breeding or important life cycle periods such as winter foraging periods) are abundant within the subject site</li> <li>the species has been recorded recently in similar habitat in the locality</li> <li>the subject site is likely to support resident populations or to contain habitat that is visited by the species during regular seasonal movements or migration.</li> </ul>
<b>Moderate</b>	<p>A species has a moderate likelihood of occurrence if:</p> <ul style="list-style-type: none"> <li>the subject site contains or forms part of a small area of high-quality suitable habitat</li> <li>the subject site contains or forms part of a large area of marginal habitat</li> <li>important habitat elements (i.e. for breeding or important life cycle periods such as winter foraging periods) are sparse or absent within the subject site</li> <li>the subject site is unlikely to support resident populations or to contain habitat that is visited by the species during regular seasonal movements or migration but is likely to be used occasionally during seasonal movements and/or dispersal.</li> </ul>
<b>Low</b>	<p>A species has a low likelihood of occurrence if:</p> <ul style="list-style-type: none"> <li>potentially suitable habitat exists but the species has not been recorded recently (previous 10 years) in the locality despite intensive survey (i.e. the species is considered to be locally extinct)</li> <li>the species is considered to be a rare vagrant, likely only to visit the subject site very rarely; e.g. during juvenile dispersal or exceptional climatic conditions (e.g. extreme drought conditions in typical habitat of inland birds).</li> </ul>
<b>None</b>	Suitable habitat is absent from the subject site.



Table B.4 Threatened Fauna Potential Occurrence Assessment\*

Scientific Name	Common Name	Status		Habitat Requirement (EPBC Act SPRAT and/ or DPIE Threatened Species Profiles)	Potential of occurrence	Outcome - Assessment of Significance (AoS)?
		BC Act	EPBC Act			
Avifauna						
<i>Artamus cyanopterus cyanopterus</i>	Dusky Woodswallow	V	-	Woodlands and dry open sclerophyll forests, usually dominated by eucalypts; also recorded in shrublands, heathlands and various modified habitats.	<b>Moderate</b> – potential habitat at the site	AoS undertaken. Significant impact unlikely.
<i>Chthonicola sagittata</i>	Speckled Warbler	V	-	Eucalyptus dominated communities with sparse shrubs and grassy understorey.	<b>Moderate</b> – potential habitat at the site	AoS undertaken. Significant impact unlikely.
<i>Circus assimilis</i>	Spotted Harrier	V	-	Grassy open woodland, inland riparian woodland, grassland and shrub steppe.	<b>Moderate</b> – potential foraging habitat at the site	AoS undertaken. Significant impact unlikely.
<i>Climacteris picumnus victoriae</i>	Brown Treecreeper	V	-	Eucalypt forests and woodlands of inland plains and slopes of the Great Dividing Range, and less commonly on coastal plains and ranges.	<b>Moderate</b> – potential habitat at the site	AoS undertaken. Significant impact unlikely.
<i>Glossopsitta pusilla</i>	Little Lorikeet	V	-	Forages in open Eucalyptus forest and woodland; also feeds on Angophora, Melaleuca and other tree species. Riparian habitats are particularly used, due to higher soil fertility and hence greater productivity.	<b>Moderate</b> – potential habitat at the site	AoS undertaken. Significant impact unlikely.
<i>Melanodryas cucullata cucullata</i>	Hooded Robin (south-eastern form)	V	-	Prefers lightly wooded country, usually open eucalypt woodland, acacia scrub and mallee, often in or near clearings or open areas. Requires structurally diverse habitats featuring mature eucalypts, saplings, some small shrubs and a ground layer of moderately tall native grasses.	<b>Moderate</b> – potential habitat at the site	AoS undertaken. Significant impact unlikely.
<i>Melithreptus gularis gularis</i>	Black-chinned Honeyeater (eastern subspecies)	V	-	Drier open forests or woodlands dominated by box and ironbark eucalypts, and open forests of smooth-barked gums, stringybarks, ironbarks and tea-trees.	<b>Moderate</b> – potential habitat at the site	AoS undertaken. Significant impact unlikely.



Scientific Name	Common Name	Status		Habitat Requirement (EPBC Act SPRAT and/ or DPIE Threatened Species Profiles)	Potential of occurrence	Outcome - Assessment of Significance (AoS)?
		BC Act	EPBC Act			
<i>Pomatostomus temporalis</i>	Grey-crowned Babbler	V	-	Open woodlands dominated by mature eucalypts, with regenerating trees, tall shrubs, and an intact ground cover of grass and forbs.	<b>Moderate</b> – potential habitat at the site	AoS undertaken. Significant impact unlikely.
<b>Mammals</b>						
<i>Chalinolobus dwyeri</i>	Large-eared Pied Bat	V	V	Near cave entrances and crevices in cliffs.	Low – rocky formations requires by this species are absent from the site and surrounds.	AoS not required.
<i>Chalinolobus picatus</i>	Little Pied Bat	V	-	Occurs in dry open forest, open woodland, mulga woodlands, chenopod shrublands, cypress-pine forest, mallee, Bimbil box	<b>Moderate</b> – potential habitat at the site	AoS undertaken. Significant impact unlikely.
<i>Nyctophilus corbeni</i>	Corben's Long-eared Bat	V	V	Mallee, bullock and box eucalypt dominated communities, more common in box/ironbark/cypress-pine vegetation, inhabiting tree hollows, crevices, and under loose bark.	<b>Moderate</b> – potential habitat at the site	AoS undertaken. Significant impact unlikely.
<i>Petaurus norfolcensis</i>	Squirrel Glider	V	-	Blackbutt, bloodwood and ironbark eucalypt forest with heath understorey in coastal areas, and box-ironbark woodlands and River Red Gum forest inland.	<b>Moderate</b> – potential habitat at the site	AoS undertaken. Significant impact unlikely.
<i>Phascolarctos cinereus</i>	Koala	V	E	Appropriate food trees in forests and woodlands, and treed urban areas.	<b>Moderate</b> – potential habitat at the site	AoS undertaken. Significant impact unlikely.
<i>Pteropus poliocephalus</i>	Grey-headed Flying-fox	V	V	Subtropical and temperate rainforests, tall sclerophyll forests and woodlands, heaths and swamps as well as urban gardens and cultivated fruit crops.	<b>High</b> – likely to forage at the site on occasion.	AoS undertaken. Significant impact unlikely.

V = Vulnerable; E = Endangered; CE = Critically Endangered



## **Appendix C**

### **Section 5A Assessments (Five-part Tests)**



## Introduction

Tests of significance ('five-part tests') under Section 7.3 of the BC Act have been completed for the following entities. For the purposes of these five-part tests, threatened species have been grouped in order to avoid repetition.

### Threatened Ecological Communities:

- *White Box – Yellow Box – Blakely's Red Gum Grassy Woodland and Derived Native Grassland in the NSW North Coast, New England Tableland, Nandewar, Brigalow Belt South, Sydney Basin, South Eastern Highlands, NSW South Western Slopes, South East Corner and Riverina Bioregions (Box-Gum Woodland).*

### Fauna:

#### *Highly Mobile Birds*

- Dusky Woodswallow
- Speckled Warbler
- Spotted Harrier
- Brown Treecreeper
- Little Lorikeet
- Diamond Firetail
- Black-chinned Honeyeater
- Grey-crowned Babbler.

#### *Flying-foxes*

- Grey-headed Flying-fox

#### *Microbats*

- Large-eared Pied Bat
- Corben's Long-eared Bat.

#### *Mammals*

- Koala
- Squirrel Glider.





## Threatened Species Profiles

Summary profiles for threatened species considered to have some potential to occur on the subject sites are included below. Information provided is sourced from OEH online threatened species profiles.

### Dusky Woodswallow

The Dusky Woodswallow is often reported in woodlands and dry open sclerophyll forests, usually dominated by eucalypts, including mallee associations. It has also been recorded in shrublands and heathlands and various modified habitats, including regenerating forests; very occasionally in moist forests or rainforests. At sites where Dusky Woodswallows are recorded, the understorey is typically open with sparse eucalypt saplings, acacias and other shrubs, including heath. The ground cover may consist of grasses, sedges or open ground, often with coarse woody debris. Birds are also often observed in farm land, usually at the edges of forest or woodland or in roadside remnants or wind breaks with dead timber.

Dusky Woodswallows primarily eat invertebrates, mainly insects, which are captured whilst hovering and sallying above the canopy or over water. Occasionally nectar, fruit and seed are also ingested. Nesting occurs from late September to late February, with eggs present between September and January, although most eggs are present between October and early December. Clutch size is one to four and pairs may nest twice in a season. Both parents brood the eggs and feed the nestlings and fledglings need care for about a month.

Threatening processes for this species include:

- Land clearing and degradation.
- Competitive exclusion by Noisy Miners.
- Increased nest predation by currawongs, magpies and butcherbirds.
- Inappropriate fire regimes.
- Excessive grazing.
- Removal of coarse woody debris and dead trees.

### Speckled Warbler

The Speckled Warbler lives in a wide range of Eucalyptus dominated communities that have a grassy understorey, often on rocky ridges or in gullies. Typical habitat includes scattered native tussock grasses, a sparse shrub layer, some eucalypt regrowth and an open canopy. Large, relatively undisturbed remnants are required for the species to persist in an area. The diet consists of seeds and insects, with most foraging taking place on the ground around tussocks and under bushes and trees.

Pairs are sedentary and occupy a breeding territory of about ten hectares, with a slightly larger home-range when not breeding. The rounded, domed, roughly built nest of dry grass and strips of bark is located in a slight hollow in the ground or the base of a low dense plant, often among fallen branches and other litter. A clutch of three to four eggs is laid, between August and January, and both parents feed the nestlings.

Threatening processes for this species include:

- Due to the fragmented nature of the populations and their small size the species is susceptible to catastrophic events and localised extinction.
- Clearance of remnant grassy woodland habitat for paddock management reasons and for firewood.
- Poor regeneration of grassy woodland habitats.



- Modification and destruction of ground habitat through removal of litter and fallen timber, introduction of exotic pasture grasses, heavy grazing and compaction by stock and frequent fire.
- Habitat is lost and further fragmented as land is being cleared for residential and agricultural developments. In particular, nest predation increases significantly, to nest failure rates of over 80%, in isolated fragments.
- Nest failure due to predation by native and non-native birds, cats, dogs and foxes particularly in fragmented and degraded habitats.
- Infestation of habitat by invasive weeds.
- Aggressive exclusion from forest and woodland habitat by over abundant Noisy Miners.
- Climate change impacts including reduction in resources due to drought.

### Spotted Harrier

The Spotted Harrier occurs throughout the Australian mainland, except in densely forested or wooded habitats of the coast, escarpment and ranges, and rarely in Tasmania. Individuals disperse widely in NSW and comprise a single population. The species occurs in grassy open woodland including Acacia and mallee remnants, inland riparian woodland, grassland and shrub steppe. It is found most commonly in native grassland, but also occurs in agricultural land, foraging over open habitats including edges of inland wetlands. The species builds a stick nest in a tree and lays eggs in spring (or sometimes autumn), with young remaining in the nest for several months.

Threatening processes for this species include:

- Loss of foraging and breeding habitat, particularly that which affects prey densities
- Loss of mature trees from rural landscapes
- Secondary poisoning from the use of pindone in rabbit control
- Secondary poisoning from rodenticides
- Lack of knowledge of locations of key breeding habitat and breeding ecology and success

### Black-chinned Honeyeater

The eastern subspecies extends south from central Queensland, through NSW, Victoria into south eastern South Australia, though it is very rare in the last state. In NSW it is widespread, with records from the tablelands and western slopes of the Great Dividing Range to the north-west and central-west plains and the Riverina. It is rarely recorded east of the Great Dividing Range, although regularly observed from the Richmond and Clarence River areas. It has also been recorded at a few scattered sites in the Hunter, Central Coast and Illawarra regions, though it is very rare in the latter. The species occupies mostly upper levels of drier open forests or woodlands dominated by box and ironbark eucalypts, especially Mugga Ironbark (*Eucalyptus sideroxylon*), White Box (*E. albens*), Inland Grey Box (*E. microcarpa*), Yellow Box (*E. melliodora*), Blakely's Red Gum (*E. blakelyi*) and Forest Red Gum (*E. tereticornis*). It also inhabits open forests of smooth-barked gums, stringybarks, ironbarks, river sheoaks (nesting habitat) and tea-trees.

Threatening processes for this species include:

- Clearing of remnant open forest and woodland habitat.
- Poor regeneration of open forest and woodland habitats because of intense grazing.
- May be excluded from smaller remnants by aggressive species such as the Noisy Miner (*Manorina melanocephala*).
- Fragmentation of woodland habitat.
- Infestation by invasive weeds.
- Inappropriate fire regimes.
- Climate change and reduction in resources due to drought.





- Lack of knowledge within the community regarding the species and its habitat requirements.
- Historical and ongoing loss of woodlands and dry open sclerophyll forests, including mallee because of agriculture, mining, forestry and residential development.

### Brown Treecreeper

The Brown Treecreeper occurs in eucalypt woodlands and dry open forest of the inland slopes and plains inland of the Great Dividing Range. They mainly inhabit woodlands dominated by stringybarks or other rough-barked eucalypts, usually with an open grassy understorey, sometimes with one or more shrub species. Fallen timber is an important habitat component for foraging. Hollows in standing dead or live trees and tree stumps are essential for nesting.

When foraging in trees and on the ground, they peck and probe for insects, mostly ants, amongst the litter, tussocks and fallen timber, and along trunks and lateral branches; up to 80% of the diet is comprised of ants; other invertebrates (including spiders, insects larvae, moths, beetles, flies, hemipteran bugs, cockroaches, termites and lacewings) make up the remaining percentage. Nectar from Mugga Ironbark (*Eucalyptus sideroxylon*), paperbarks, and sap are also eaten, along with lizards and food scraps. Young birds are fed ants, insect larvae, moths, crane flies, spiders and butterfly and moth larvae.

The species breeds in pairs or co-operatively in territories which range in size from 1.1 to 10.7 ha (mean = 4.4 ha). Each group is composed of a breeding pair with retained male offspring and, rarely, retained female offspring.

Threatening processes for this species include:

- Historical loss of woodland, forest and mallee habitats as a result of agriculture, forestry, mining and residential development.
- Fragmentation of woodland and forest remnants which isolates populations and causes local extinctions.
- Ongoing degradation of habitat, particularly the loss of tree hollows and fallen timber from firewood collection and overgrazing.
- Lack of regeneration of eucalypt over-storey in woodland due to overgrazing and too-frequent fires.
- Loss of ground litter from compaction and overgrazing.
- Inappropriate forestry management practices.
- Loss of understorey habitat.
- Competition from invasive weeds.
- Aggressive exclusion from forest and woodland habitat by over abundant Noisy Miners.

### Little Lorikeet

The Little Lorikeet mostly forages in the canopy of open eucalypt forest and woodland, utilising *Eucalyptus*, *Angophora*, *Melaleuca* and other tree species. Nomadic movements are common, influenced by season and food availability, although some areas retain residents for much of the year. Riparian habitats are particularly used, due to higher soil fertility and hence greater productivity. The species feeds mostly on nectar and pollen, but occasionally also on native fruits such as mistletoe. Nests are generally located in proximity to feeding areas if possible and entrances are small (3 cm) and usually high above the ground (2-15 m). Nest sites are often used repeatedly for decades, suggesting that preferred sites are limited. Riparian trees are often chosen, including species like *Allocasuarina*. The nesting season extends from May to September.

Threatening processes for this species include:

- Clearing of woodlands for agriculture.



- Loss of old hollow-bearing trees.
- Competition with the introduced Honeybee.
- Infestation of habitat by invasive weeds.
- Inappropriate fire regimes.
- Aggressive exclusion from forest and woodland habitat by over abundant Noisy Miners.
- Climate change impacts including reduction in resources due to drought.
- Degradation of woodland habitat and vegetation structure due to overgrazing.

#### **Diamond Firetail**

The Diamond Firetail occurs in grassy eucalypt woodlands (including Box-Gum Woodlands and Snow Gum woodlands) and also occurs in open forest, mallee, natural temperate grassland, and in secondary grassland derived from other communities. Often found in riparian areas (rivers and creeks), and sometimes in lightly wooded farmland. Birds feed exclusively on the ground, on ripe and partly-ripe grass and herb seeds and green leaves, and on insects (especially in the breeding season).

Groups separate into small colonies to breed, between August and January. Nests are globular structures built either in the shrubby understorey, or higher up, especially under hawk's or raven's nests.

Threatening processes for this species include:

- Clearing and fragmentation of woodland, open forest, grassland and mallee habitat for agriculture and residential development, and firewood collection.
- Poor regeneration of open forest and woodland habitats.
- Invasion of weeds, resulting in the loss of important food plants.
- Modification and destruction of ground and shrub layers within habitat through: removal of native plants, litter and fallen timber; introduction of exotic pasture grasses; heavy grazing and compaction by stock; and frequent fire.
- Predation of eggs and nestlings by increased populations of native predators such as the Pied Currawong.
- Risk of local extinction due to small, isolated populations.
- Aggressive exclusion from forest and woodland habitat by over abundant Noisy Miners.

#### **Grey-crowned Babbler**

The eastern subspecies (*temporalis*) occurs from Cape York south through Queensland, NSW and Victoria and formerly to the south east of South Australia. This subspecies also occurs in the Trans-Fly Region in southern New Guinea. In NSW, the eastern sub-species occurs on the western slopes of the Great Dividing Range, and on the western plains reaching as far as Louth and Balranald. It also occurs in woodlands in the Hunter Valley and in several locations on the north coast of NSW. It may be extinct in the southern, central and New England tablelands. The species inhabits open Box-Gum Woodlands on the slopes, and Box-Cypress-pine and open Box Woodlands on alluvial plains. Woodlands on fertile soils in coastal regions.

Threatening processes for this species include:

- Loss, degradation and fragmentation of woodland habitat on high fertility soils.
- Excessive total grazing pressure and loss of coarse woody debris is resulting in degradation and loss of important habitat components.
- Infestation of habitat by invasive weeds including exotic perennial grasses. These weeds are very aggressive and form dense grass swards covering inter-tussock spaces preventing access to leaf and stick litter where babblers commonly forage for invertebrates.



- Inappropriate fire regimes - excessive fires lead to loss of tree and shrub regeneration and absence of fire may lead to the grass sward being too dense and therefore unsuitable for foraging by babblers.
- Aggressive exclusion from forest and woodland habitat by over abundant Noisy Miners.
- Climate change impacts including reduction in resources due to drought.
- Nest predation by species such as ravens and butcherbirds may be an issue in some regions where populations are small and fragmented.

#### Large-eared Pied Bat

Found mainly in areas with extensive cliffs and caves, from Rockhampton in Queensland south to Bungonia in the NSW Southern Highlands. It is generally rare with a very patchy distribution in NSW. There are scattered records from the New England Tablelands and North West Slopes. The species roosts in caves (near their entrances), crevices in cliffs, old mine workings and in the disused, bottle-shaped mud nests of the Fairy Martin (*Petrochelidon ariel*), frequenting low to mid-elevation dry open forest and woodland close to these features. Females have been recorded raising young in maternity roosts (c. 20-40 females) from November through to January in roof domes in caves, overhangs, mine adits and concrete structures such as derelict buildings. They remain loyal to the same cave over many years. The species is generally found in well-timbered areas containing gullies.

Threatening processes for this species include:

- Clearing and isolation of forest and woodland habitats near cliffs, caves and old mine workings for agriculture or development.
- Loss of foraging habitat close to cliffs, caves and old mine workings from forestry activities and too-frequent burning, usually associated with grazing.
- Damage to roosting and maternity sites from mining operations, and recreational caving activities.
- Use of pesticides.
- Disturbance to roosting areas by goats
- Insufficient understanding of habitat requirements.

#### Corben's Long-eared Bat

Overall, the distribution of the south eastern form coincides approximately with the Murray Darling Basin with the Pilliga Scrub region being the distinct stronghold for this species. The species inhabits a variety of vegetation types, including mallee, bullock *Allocasuarina leuhmanni* and box eucalypt dominated communities, but it is distinctly more common in box/ironbark/cypress-pine vegetation that occurs in a north-south belt along the western slopes and plains of NSW and southern Queensland. It roosts in tree hollows, crevices, and under loose bark.

Threatening processes for this species include:

- Loss of remnant semi-arid woodland and mallee habitat
- Loss of hollow-bearing trees.
- Application of pesticides in or adjacent to foraging areas.
- Inappropriate fire regimes.
- Disturbance to winter roosting and breeding sites.
- Loss or modification of habitat.



### Grey-headed Flying-fox (GHFF)

Grey-headed Flying-foxes (GHFF) have a distribution that typically extends approximately 200 km from the coast of Eastern Australia, from Rockhampton in Queensland to Adelaide in South Australia. Foraging areas include subtropical and temperate rainforests, tall sclerophyll forests and woodlands, heaths and swamps as well as urban gardens and cultivated fruit crops. GHFF feed on the nectar and pollen of native trees, in particular *Eucalyptus*, *Melaleuca* and *Banksia*, and fruits of rainforest trees and vines, as well as from cultivated gardens and orchards. Roosting camps are generally located within 20 km of a regular food source and are commonly found in gullies, close to water, in vegetation with a dense canopy. Individual camps may have tens of thousands of animals and are used for mating, and for giving birth and rearing young. Annual mating commences in January and conception occurs in April or May; a single young is born in October or November. Site fidelity to camps is high; some camps have been used for over a century. GHFF may travel up to 50 km from the camp to forage; commuting distances are more often <20 km.

Threatening processes for this species include:

- Clearing of woodlands for agriculture.
- Loss of roosting and foraging sites.
- Electrocution on powerlines, entanglement in netting and on barbed-wire.
- Heat stress.
- Conflict with humans.
- Incomplete knowledge of abundance and distribution across the species' range.

### Koala

The Koala has a fragmented distribution throughout eastern Australia from north-east Queensland to the Eyre Peninsula in South Australia. In NSW, it mainly occurs on the central and north coasts, with populations on the western side of the Great Dividing Range. Habitat consists of eucalypt woodlands and forests, in which the Koala feeds on more than 70 eucalypt species and 30 non-eucalypt species. Preferred browse species differ across regions. Koalas are inactive for most of the day and do most of their feeding and moving during the night. Although predominantly arboreal, Koalas will descend and traverse open ground to move between trees. Home range size varies with quality of habitat, ranging from less than 2 ha to several hundred hectares in size. Generally solitary, the Koala has complex social hierarchies based on a dominant male with a territory that overlaps that of several females, with sub-ordinate males on the periphery. Females breed at two years of age and produce one young per year.

In Kyogle LGA, preferred food trees include Forest Red Gum (*Eucalyptus tereticornis*), Tallowwood (*E. microcorys*) and Small-fruited Grey Gum (*E. propinqua*), with several other species recognised as secondary feed trees.

Threatening processes for this species include:

- Loss, modification and fragmentation of habitat.
- Predation by feral and domestic dogs.
- Intense fires that scorch or kill the tree canopy.
- Road-kills.
- Human-induced climate change, especially drought.





### Squirrel Glider

Squirrel Gliders inhabit mature or old growth Box, Box-Ironbark woodlands and River Red Gum forest west of the Great Dividing Range and Blackbutt-Bloodwood forest with heath understorey in coastal areas. They prefer mixed species stands with a shrub or Acacia mid-storey. Squirrel Gliders live in family groups of a single adult male one or more adult females and offspring and require abundant tree hollows for refuge and nest sites. The diet varies seasonally and consists of *Acacia* gum, eucalypt sap, nectar, honeydew and manna, with invertebrates and pollen providing protein.

Threatening processes for this species include:

- Habitat loss and degradation.
- Fragmentation of habitat.
- Loss of hollow-bearing trees.
- Loss of understorey food resources.
- Inappropriate fire regimes.
- Reduction in food resources due to drought.
- Mortality due to entanglement on barbed wire.
- Occupation of hollows by exotic species.
- Mortality due to collision with vehicles.
- Predation by exotic predators.
- Changes in spatial and temporal distribution of habitat due to climate changes.

### BC Act Five Part Tests for Threatened Species

The study area habitat values and extent of local population per species/species group are detailed below. To minimise repetition, the responses to the five-part tests are structured as follows:

Part (a), (c), (d) and (e) are answered per species or as a collective group of species depending on the nature of impacts.

Part (b) deals specifically with threatened ecological communities.

**a) *in the case of a threatened species, whether the proposed development or activity is likely to have an adverse effect on the life cycle of the species such that a viable local population of the species is likely to be placed at risk of extinction,***

The proposal would involve clearing/ disturbance of up to 0.62 ha of regrowth forest, woodland and derived native grassland on the site representing a small area of low quality habitat for the subject species. This area represents a very minor proportion of available habitat for the subject species within the locality which includes better quality intact vegetation communities. Accordingly, the proposal is unlikely to have an adverse impact on any of the subject species such that a viable local population of the species is likely to be placed at risk of extinction.

**b) *in the case of an endangered ecological community or critically endangered ecological community, whether the proposed development or activity:***

**(i) *is likely to have an adverse effect on the extent of the ecological community such that its local occurrence is likely to be placed at risk of extinction, or***

Up to 0.33 ha of PCT 589 which is representative of the TEC, *White Box – Yellow Box – Blakely's Red Gum Grassy Woodland and Derived Native Grassland in the NSW North Coast, New England Tableland, Nandewar, Brigalow Belt South, Sydney Basin, South Eastern Highlands, NSW South Western Slopes, South East Corner and Riverina Bioregions (Box-Gum Woodland).*





This would have a very minor and incremental impact on the local occurrence of this TEC which occurs across large parts of the site and adjoining land. As such the local occurrence of the subject TEC is unlikely to be placed at risk of extinction as a result of the proposal.

***(ii) is likely to substantially and adversely modify the composition of the ecological community such that its local occurrence is likely to be placed at risk of extinction,***

The composition of Box Gum Woodland TEC on the site is already comprised based on historical and current disturbance regimes on the site. The clearing of a linear corridor to facilitate new boundary fencing in places would not modify the composition of the ecological community such that its local occurrence would be placed at risk of extinction.

***c) in relation to the habitat of a threatened species or ecological community:***

***(i) the extent to which habitat is likely to be removed or modified as a result of the proposed development or activity, and***

The proposal would involve clearing/ disturbance of up to 0.62 ha of regrowth forest, woodland and derived native grassland on the site representing a small area of low quality habitat for the subject species.

***(ii) whether an area of habitat is likely to become fragmented or isolated from other areas of habitat as a result of the proposed development or activity, and***

The proposal will not lead to the fragmentation of habitat for the subject entities.

***(iii) the importance of the habitat to be removed, modified, fragmented or isolated to the long-term survival of the species or ecological community in the locality,***

Habitat to be removed for the subject entities represents marginal foraging habitat at best and is well represented in the locality. Better quality areas of core habitat for the subject species occur offsite in the locality.

***d) whether the proposed development or activity is likely to have an adverse effect on any declared area of outstanding biodiversity value (either directly or indirectly),***

No areas of outstanding biodiversity value have been declared in Glen Innes LGA.

***e) whether the proposed development or activity is or is part of a key threatening process or is likely to increase the impact of a key threatening process.***

A key threatening process (KTP) is a process that threatens, or may have the capability to threaten, the survival or evolutionary development of species or ecological communities. The current list of KTP under the BC Act, and whether the proposal is recognised as a KTP is shown in **Table D.1**.

**Table D.1 Key Threatening Processes**

Key Threatening Process (as per Schedule 4 of the BC Act)	Is the development or activity proposed of a class of development or activity that is recognised as a threatening process?		
	Likely	Possible	Unlikely
Aggressive exclusion of birds by noisy miners ( <i>Manorina melanoccephala</i> )			✓
Alteration of habitat following subsidence due to longwall mining			✓





Key Threatening Process (as per Schedule 4 of the BC Act)	Is the development or activity proposed of a class of development or activity that is recognised as a threatening process?		
	Likely	Possible	Unlikely
Alteration to the natural flow regimes of rivers and streams and their floodplains and wetlands			✓
Anthropogenic climate change			✓
Bushrock removal			✓
Clearing of native vegetation	✓		
Competition and grazing by the feral European Rabbit ( <i>Oryctolagus cuniculus</i> )			✓
Competition and habitat degradation by feral goats ( <i>Capra hircus</i> )			✓
Competition from feral honeybees ( <i>Apis mellifera</i> )			✓
Death or injury to marine species following capture in shark control programs on ocean beaches			✓
Entanglement in or ingestion of anthropogenic debris in marine and estuarine environments			✓
Forest eucalypt dieback associated with over-abundant psyllids and bell miners			✓
Habitat degradation and loss by Feral Horses, <i>Equus caballus</i>			✓
Herbivory and environmental degradation caused by feral deer			✓
High frequency fire resulting in the disruption of life cycle processes in plants and animals and loss of vegetation structure and composition			✓
Importation of red imported fire ants ( <i>Solenopsis invicta</i> )			✓
Infection by <i>Psittacine circoviral</i> (beak and feather) disease affecting endangered psittacine species and populations			✓
Infection of frogs by amphibian chytrid causing the disease chytridiomycosis			✓
Infection of native plants by <i>Phytophthora cinnamomi</i>			✓
Introduction and Establishment of Exotic Rust Fungi of the order Pucciniales pathogenic on plants of the family Myrtaceae			✓
Introduction of the large earth bumblebee ( <i>Bombus terrestris</i> )			✓
Invasion and establishment of exotic vines and scramblers			✓
Invasion and establishment of Scotch Broom ( <i>Cytisus scoparius</i> )			✓
Invasion and establishment of the Cane Toad ( <i>Bufo marinus</i> )			✓
Invasion, establishment and spread of Lantana ( <i>Lantana camara</i> )			✓
Invasion of native plant communities by African Olive ( <i>Olea europaea L. subsp. cuspidata</i> )			✓
Invasion of native plant communities by <i>Chrysanthemoides monilifera</i>			✓
Invasion of native plant communities by exotic perennial grasses			✓
Invasion of the Yellow Crazy Ant ( <i>Anoplolepis gracilipes</i> ) into NSW			✓
Loss and degradation of native plant and animal habitat by invasion of escaped garden plants, including aquatic plants			✓
Loss of hollow-bearing trees			✓
Loss or degradation (or both) of sites used for hill-topping by butterflies			✓
Predation and hybridisation by feral dogs ( <i>Canis lupus familiaris</i> )			✓
Predation by the European Red Fox ( <i>Vulpes vulpes</i> )			✓
Predation by the feral cat ( <i>Felis catus</i> )			✓
Predation by <i>Gambusia holbrooki</i> (Plague Minnow or Mosquito Fish)			✓
Predation by the Ship Rat ( <i>Rattus rattus</i> ) on Lord Howe Island			✓
Predation, habitat degradation, competition and disease transmission by feral pigs ( <i>Sus scrofa</i> )			✓
Removal of dead wood and dead trees			✓

The proposal is characteristic of the following KTP:

**Clearing of Native Vegetation:** Refers to the destruction of a sufficient proportion of one or more strata (layers) within a stand or stands of native vegetation. The proposal would require removal of up to 0.62 ha of planted native vegetation.

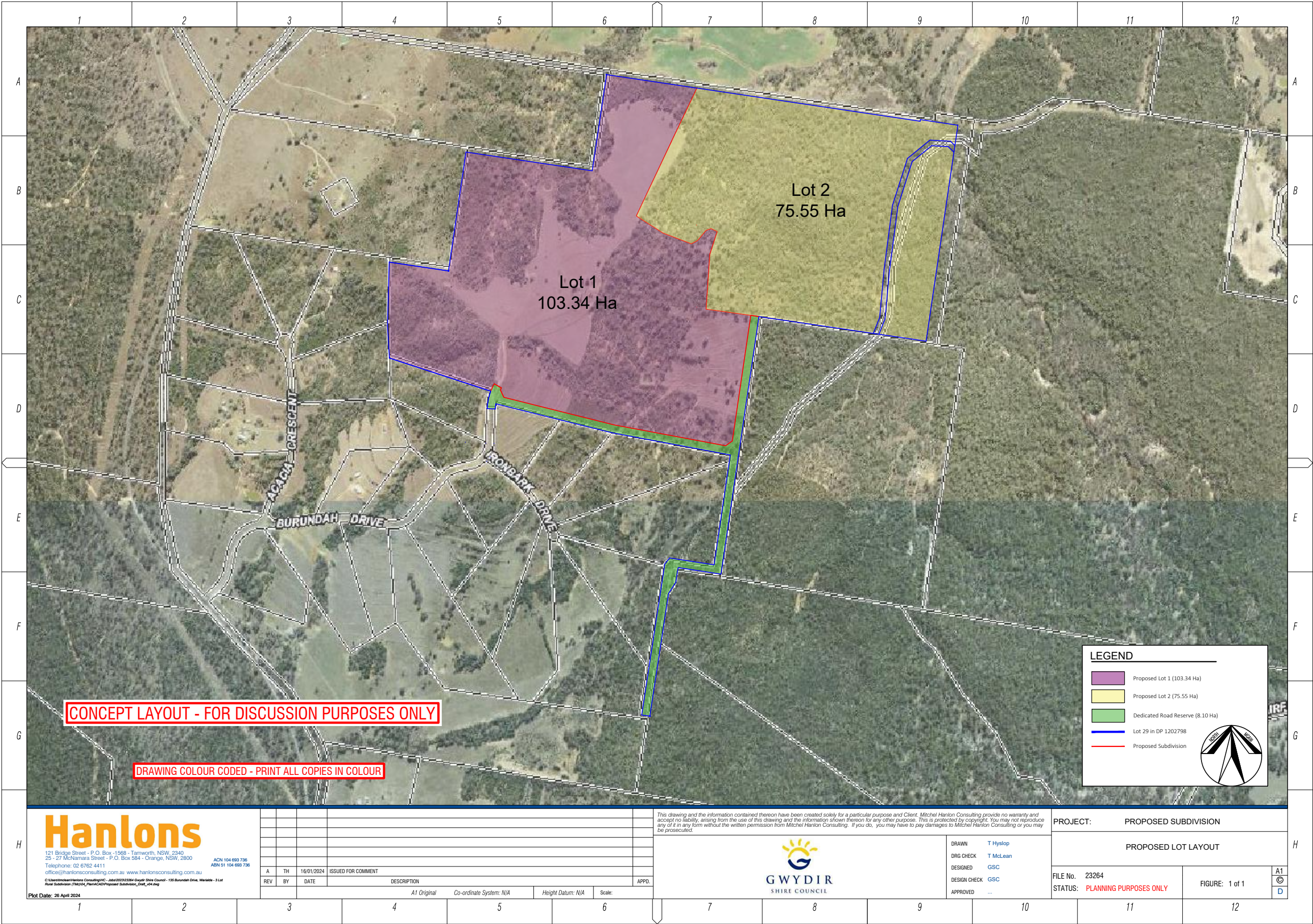


The degree that the proposal would contribute to any threatening process is not considered likely to place the local population of any of the subject entities at significant risk of extinction.

#### **Conclusion**

It is considered unlikely that the local population of any of the subject entities would be placed at significant risk of extinction because of the proposal.







# Statement of Environmental Effects

For a Proposed

**Two (2) Lot Rural Subdivision**

**135 Burundah Drive, Warialda NSW, 2402  
(Lot 29 in DP 1202798)**

Client: Gwydir Shire Council

Ref: 23264

**Hanlons**

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All figures and plans associated with this document feature approximate areas, levels, locations and dimensions which are subject change as a result of development approval, detailed engineering design and final survey.

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Ref.: 23264

ISSUE	REV	DATE	AUTHOR	REVIEWED	APPROVED	ISSUED
00	0	22 April 2024	T. Hyslop			Hanlons for Internal Review
01	A	26 April 2024	T. Hyslop	T. McLean	T. McLean	GSC for development approval
01	B	2 May 2024	T. Hyslop			Hanlons for Internal Review
01	C	23 May 2024	T. Hyslop	T. McLean	T. McLean	GSC for development approval
01	D	24 May 2024	T. Hyslop			Hanlons for Internal Review
01	E	31 May 2024	T. Hyslop	T. McLean	T. McLean	GSC for development approval

Submission of Statement of Environmental Effects (SEE)

Prepared under the *Environmental Planning and Assessment Act 1979*.

SEE Prepared by

Name Tom Hyslop  
Junior Environmental Scientist

Qualifications

SEE Reviewed by

Name Tim McLean  
Manager (Development & Engineering)

Qualifications B.Eng.Tech. (UNE), Dip.Prj.Mgt. Dip.Eng.Infra (Rail) (UTAS)

Company Hanlons Consulting

Address PO Box 1568  
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Development Application

Proponents Name Gwydir Shire Council

Proponent Address c/- Hanlons Consulting, PO Box 1568, Tamworth NSW 2340

Land on which activity to be carried out: 135 Burundah Drive, Warialda NSW 2402  
(Lot 29 in DP 1202798)

Proposed development / modification description Two (2) Lot Rural Subdivision

SEE Certification

I certify that I have prepared the contents of this report to the best of my knowledge: It is true in all material particulars and does not, by its presentation or omission of information, materially mislead.

Signature 

Name Tom Hyslop

per Hanlons Consulting

Release Date 31/05/2024



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## 1.0 BACKGROUND

This Statement of Environmental Effects (SEE) has been prepared in accordance with Part 4 of the *Environmental Planning and Assessment Act 1979* (EP & A Act).

The land in question ('study site') is identified as Lot 29 in DP 1202798. The study site is located at 135 Burundah Drive, Warialda. The size of the study site is approximately 190 hectares (Ha).

*Mr Mark John Bogan* holds the title to Lot 29 in DP 1202798.

This statement describes the existing land and the characteristics of the proposed development and seeks to identify any potential impacts the development may have on the surrounding area. Where impacts are identified, mitigation measures will be presented.

### 1.1 Proposed Development

The proposal seeks to subdivide Lot 29 in DP 1202798 into two (2) lots with a dedicated road reserve to service both proposed lots. Refer to Appendix F for the proposed lot layout.

### 1.2 Proposed Site

The land in question is identified as Lot 29 in DP 1202798, the study site is located at 135 Burundah Drive, Warialda NSW 2402 (Refer to Figure 1 and

Figure 2).

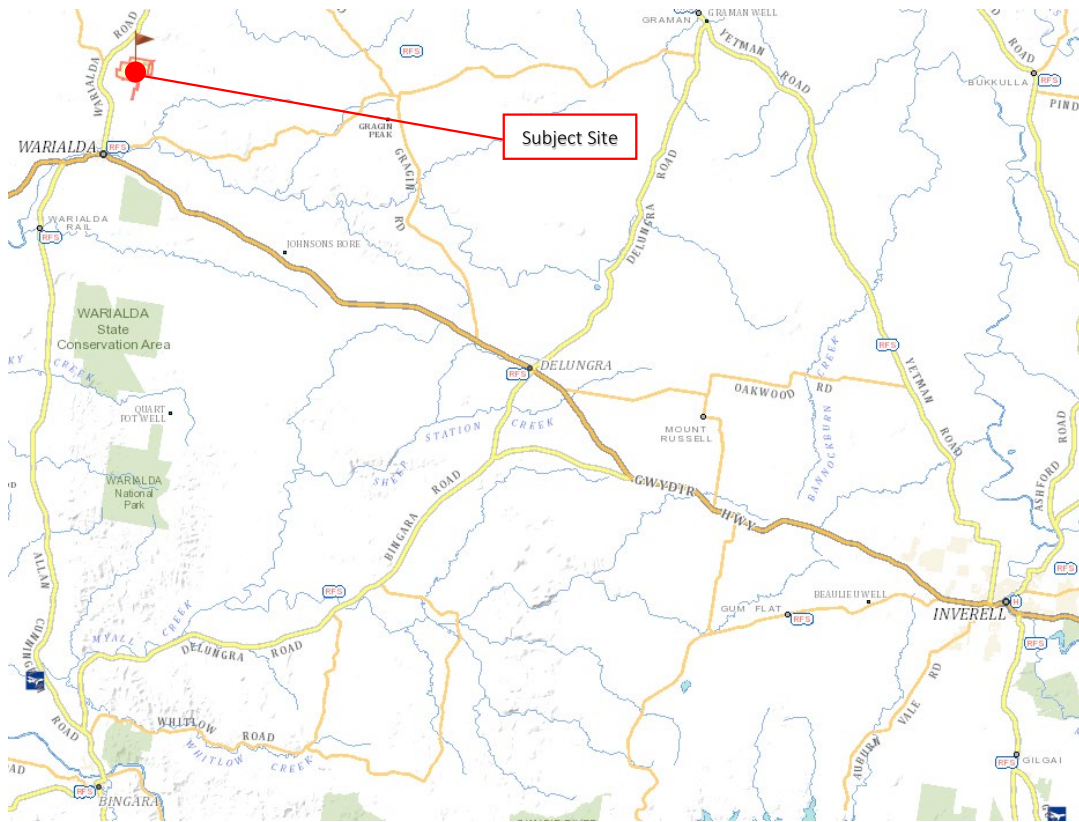
### 1.3 Title Details

A title search (see attached) indicates that *Mr Mark John Bogan* holds the title to Lot 29 in DP 1202798.

It is noted that Lot 29 in DP 1202798 (Lot 29) is not currently burdened by any known covenants. However, the title does state it is currently burdened by a restriction of use and several known water supply easements (Refer to Appendix A). Although neither the easements nor the covenant appears to be relevant to the proposal.

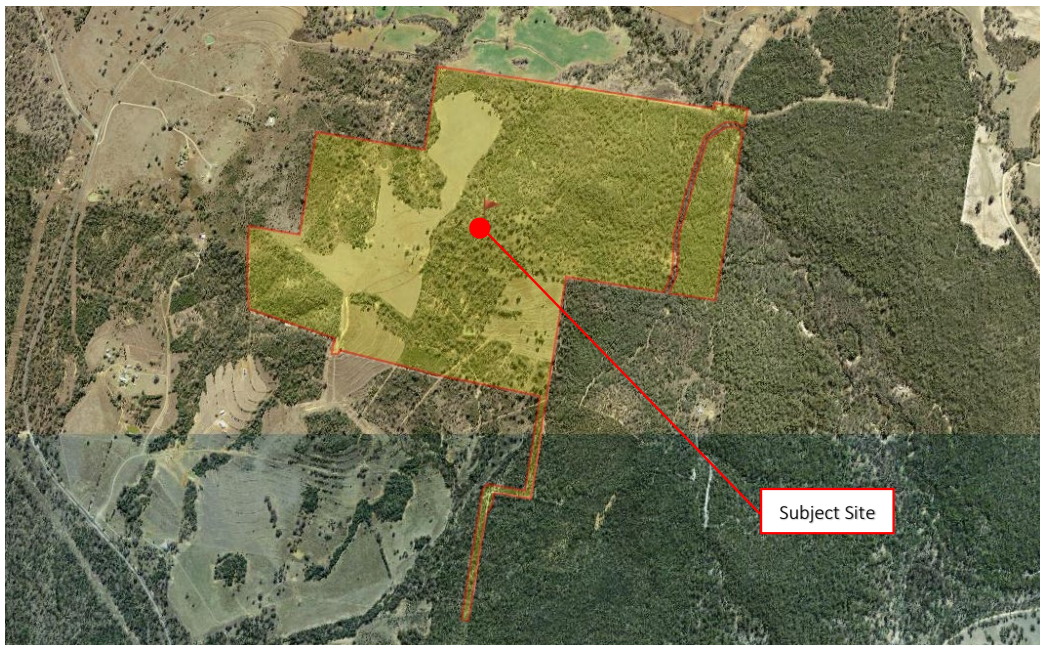
### 1.4 The Proponent

The proponent for the development is *Gwydir Shire Council* (GSC). GSC has engaged Hanlons on his behalf to prepare this SEE. GSC intend to purchase one of the resulting lots (proposed Lot 2) from *Mr Bogan*.



Source: Sixmaps, 2024

**Figure 1: Locality Plan**



Source: Sixmaps, 2024

**Figure 2: Proposed Site – 135 Burundah Drive, Warialda**

## 2.0 EXISTING ENVIRONMENT

### 2.1 Site Identification

The proposed development site is located on 135 Burundah Drive, Warialda NSW and is located approximately 5.1 kilometres (km) north of the township of Warialda.

Specific details of the subject land are included in Table 1.

**Table 1: Site Identification**

ASPECT	DESCRIPTION
Site Address	135 Burundah Drive
Suburb	Warialda
Site Owner/s	Mr Mark John Bogan
Lot / Section / DP	Lot 29 in DP 1202798
Type of Title	Torrens
Parish / County	Boobah / Burnett Warialda / Burnett
LGA	Gwydir
Co-ordinates: (GDA 2020)	E: 266650.345, N: 6734223.828 Zone: 56
Approximate Total Site Area	187 ha
Current Zoning #	RU1 – Primary Production
Current Use	Vacant Land
Local Planning Instrument	Gwydir Local Environmental plan 2013

# Zoning under Gwydir LEP 2013

Title search information was sourced from NSW Land Registry Services.

### 2.2 Site Description

The site comprises of one (1) existing land parcel being Lot 29 in DP 1202798.

The visual amenity of the site is that of a rural property that has partially been modified through land clearing (*refer to Figure 2*). The site features significant vegetation cover. However, as mentioned previously, it is evident that the site has undergone partial land clearing.

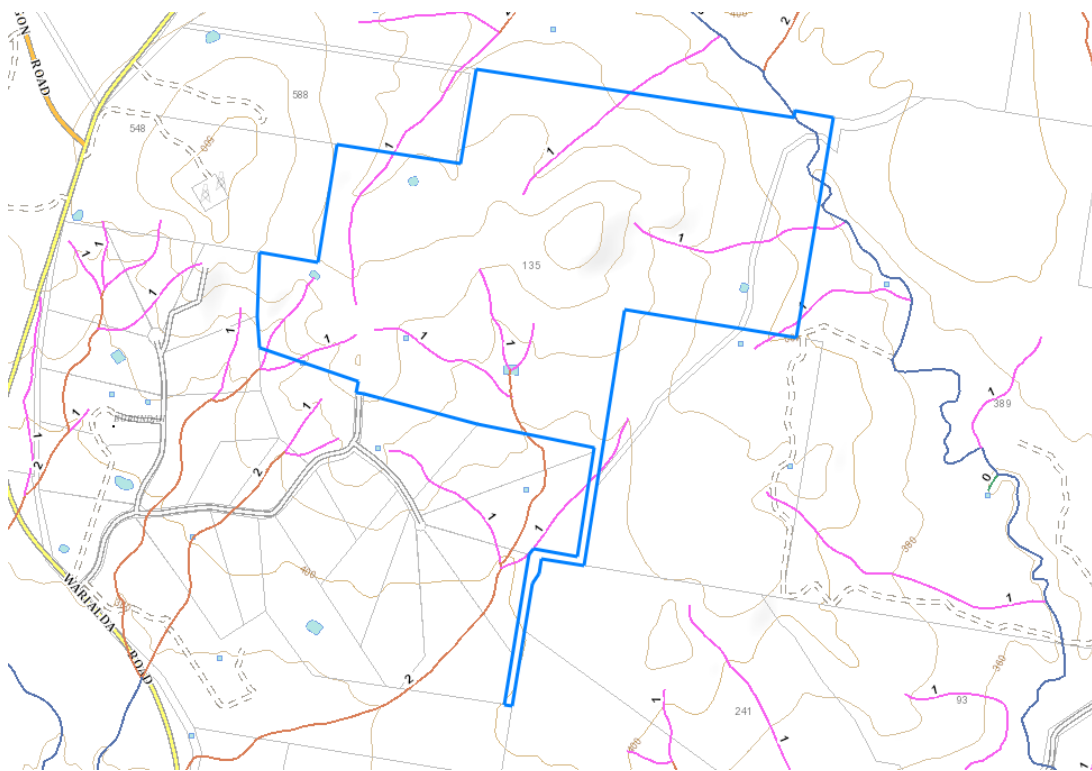
The site is bounded to the north by rural land (Lot 1 in DP 1179060); to the east by rural land (Lot 302 in DP 812590 and Lot 31 in DP 751091); to the south by rural land (Lots 26, 27, 28 and 16 in DP 1202798) and to the west by rural residential (Lots 7 & 8 in DP 1097091 and Lots 3 & 5 in DP 794141).



## 2.3 Topography & Drainage

The elevation of the site ranges from approximately 460m above sea level in the western vicinity of the site to approximately 390m in the eastern vicinity of the site. Within the centre of the site a hill with a maximum height of approximately 490m above sea level. The overall site is considered to have a western aspect.

The site features nine (9) 1<sup>st</sup> order streams and one (1) 2<sup>nd</sup> order stream, with a 3<sup>rd</sup> order stream running through the north-eastern corner of the site. All streams found within the site lead into two (2) 4<sup>th</sup> order streams (within a 2km radius of the site). Both of these 4<sup>th</sup> order streams eventually leads into Warialda Creek, a 6<sup>th</sup> order stream found approximately 4km south of the site. Refer to Figure 3.



Source: ArcGIS, 2024

**Figure 3: Site Hydrology**

## 2.4 Access & Roads

Current access to the site is situated at the northern end of Burundah Drive. Burundah Drive is a secondary road that can be found approximately 3.7km northbound along Warialda Road from Warialda. The exit to Burundah Drive is found on the eastern side of Warialda Road

The posted speed along Burundah Drive within the immediate vicinity of the site is 50 km/h.



## 2.5 Biodiversity

A Biodiversity Assessment Report (BAR) was prepared by Cedar Ecology (*Refer to Appendix B*), with the aim to identify vegetation/biodiversity constraints associated with the site. This assessment also aimed to determine the planning pathways around any biodiversity issues within the proposal. The site was assessed by a senior ecologist, Tom Pollard on 18/03/2024.

Within the site assessment, the 'White Box-Yellow Box-Blakely's Red Gum Grassy Woodland and Derived Native Grassland' threatened ecological community was found within the site. No threatened flora species were detected on the site, although it should be known that the intensive targeted threatened species flora surveys were not undertaken in areas away from the proposed subdivision boundary.

It should be known that a previous Preliminary Vegetation Assessment (SMK, 2023) identified the threatened flora species, Bluegrass (*Dichanthium setosum*) at the site. However, Cedar Ecology have addressed this within the Biodiversity Assessment Report with the following statement:

*'Despite being targeted extensively during field surveys, appropriate survey timing and appropriate growing conditions this species was not detected at the site as part of this BAR. It is considered that the previous observations of Bluegrass on the site may be a misidentification of the common Queensland Bluegrass (*Dichanthium sericeum*) which is abundant on the site.'*

## 2.6 Contamination

To satisfy the requirements of Chapter 4 of *State Environmental Planning Policy (Resilience and Hazards) 2021*, a Preliminary Site Investigation (PSI) was undertaken by Hanlons Consulting. The primary objective of this PSI was to investigate the potential for contamination at the site and assess if a risk to human health or the environment may be present. The PSI comprised of a desktop and. Refer to Appendix C for the Preliminary Site Investigation.

Based upon the desktop investigations and the outcome of the site survey undertaken, there appears to be minimal to no potentially contaminating activities to have (historically) occurred onsite. Because of these findings and the nature of the proposal, preliminary site sampling was deemed unnecessary. As can be seen within the site suitability statement within the PSI:

*'The information collected as part of this investigation is considered to be sufficient to support the development of an adequately robust preliminary site determination.'*

*'Based upon the works undertaken, its our recommendation that the site is suitable for the currently zoned and use and as such is suitable for the proposed rural subdivision.'*

*'Given the nature of the assessment undertaken, if further development, intensification or change of use be proposed in the future, Hanlons recommends additional site investigations be prepared to determine the suitability of the proposal.'*

## 2.7 Heritage

### 2.7.1 European Heritage

The site is not currently listed within the LP LEP, nor does it appear on any state or commonwealth heritage registers.

### 2.7.2 Indigenous Heritage

An *Aboriginal Heritage Information Management System* (AHIMS) search performed on the 18/04/2024 (refer to *Appendix E*) indicates no known Aboriginal sites or places listed within 50m of the boundary of Lot 29 in DP 1202798.

As such, the site is not expected to impact on any known Aboriginal sites or places.

## 2.8 Bushfire Prone Land

Mapping sourced from the *Planning Portal NSW* indicate that the site is identified as bushfire prone due to the presence of both Category 2 and Category 3 Vegetation. As a result of this, a Bush Fire Management Report (BFAR) has been prepared by Bushfire Environmental Management Consultancy (BEMC). Refer to Appendix D.

## 3.0 THE PROPOSAL & IMPACT ASSESSMENT

### 3.1 Introduction

The proposal seeks to subdivide Lot 29 in DP 1202798 into two (2) lots with a dedicated road reserve to service both proposed lots. This will allow for any potential future developments. Refer to Appendix F for the proposed lot layout.

A dedicated road reserve will service both of the proposed lots. However, given the nature of the proposed lots, sealing within the road reserve is unnecessary.

### 3.2 Lot Size

The site falls under the *Gwydir Local Environmental Plan 2013* (LEP 2013). The site is zoned *RU1 – Primary Production* and has a minimum lot size requirement of 200 Ha. The approximate lot sizes are detailed in the following paragraphs.

The lots will be subdivided as follows:

- **Lot 1:** a lot consisting of approximately 103.34 Ha located on the south-western portion of the property and contains rural office/storage shed. Access is via the dedicated road reserve.
- **Lot 2:** a lot consisting of approximately 75.55 Ha. This lot can be found in the north-eastern portion of the site. Access is also via the dedicated road reserve.
- **Dedicated Road Reserve:** a parcel of land dedicated as a road reserve to service both the proposed Lots 1 & 2. The dedicated road reserve has an approximate area of 8.1 Ha with a width of approximately 30m throughout. Due to the nature and extent the of the lots the road reserve is servicing, it is not needed to be upgraded or sealed.

It is noted that the proposed lot areas do not meet the minimum lot size criteria under the Gwydir LEP, which is 200 Ha. However, the current Lot 29 does not currently meet the minimum lot size of 200 Ha either.

### 3.3 Access

As there is currently only one access point to the site, provisions have been made to allow for a dedicated road reserve to service both of the proposed lots.

It is acknowledged that the access arrangements will comply with the criteria contained within Chapter 5 of *Planning for Bushfire Protection 2019*. As a result of this the proposed access arrangements are deemed adequate given the nature of the development.

Given the scale and nature of the development, the upgrade and/or sealing of the dedicated road reserve is considered unnecessary. However, in the event of any future development on the proposed Lot 2, the dedicated road reserve has been designed with a sufficient width to, dependent on the development, extended to either Burundah Drive, Ironbark Drive or the recently constructed, council owned road to the south.



Source: Google Earth, 2024

**Figure 4: Site Location in Context to Council Owned Roads**

## 3.4 Ecology & Biodiversity

As mentioned previously (refer to section 2.3), a Biodiversity Assessment Report (BAR) has been prepared by Cedar Ecology (refer to Appendix B). This BAR was prepared to identify vegetation/biodiversity constraints associated with the site and determine the planning pathways around the aforementioned constraints should they arise.

Within this report, a 3m wide corridor either side of the subdivision boundary was adopted due to future clearing for installation of boundary fencing. Cedar Ecology stated the following:

*'Approximate areas of clearing that may be required to facilitate future boundary clearing comprises a maximum area of approximately 0.62 ha including:*

- PCT 589 (woodland) – 0.09 ha.
- PCT 589 (derived native grassland) – 0.24 ha.
- PCT 597 – 0.29 ha.

*It is noted that the impacts to PCT 589 would constitute a maximum impact of approximately 0.33 ha on vegetation representative of the following TECs:*

- White Box – Yellow Box – Blakely's Red Gum Grassy Woodland and Derived Native Grassland in the NSW North Coast, New England Tableland, Nandewar, Brigalow Belt South, Sydney Basin, Southeastern Highlands, NSW South Western Slopes, South East Corner and Riverina Bioregions listed under the BC Act.
- White Box-Yellow Box-Blakely's Red Gum Grassy Woodland and Derived Native Grassland listed under the EPBC Act.'

It is also stated within the BAR that any indirect impacts of the proposal would be minimal.

Given the outcome of the BAR, no further assessment is deemed necessary.

## 3.5 Bushfire

Hanlons engaged Bushfire Environmental Management Consultancy (BEMC) Pty Ltd to complete a Bush Fire Assessment Report (BFAR) for the proposed two (2) lot rural subdivision.

BEMC undertook an assessment in accordance with Appendix 1 of PBP2019 and implemented the detailed assessment pathway described in Appendix B of AS3959:2018. This BFAR found the classifiable vegetation of Grassy Woodlands as described by NSW Comprehensive Fuel Loads, both up and downslopes creates the bushfire threat.

Based upon the assessment completed, BEMC recommended that development consent be granted subject to a number of conditions as stated in the BFAR (Refer to Appendix D), these conditions seek to ensure the development complies with PBP 2019.

## 3.6 Flooding

Lot 29 is not currently mapped as a flood affected land and due to the site's proximity to any significant bodies of water, it is believed that the site is not liable to flooding.

## 3.7 Contamination

As stated previously (*Refer to Section 2.6 & Appendix C*), the site is believed to have minimal to no chance of being contaminated. This proposal will not intensify possible contamination nor will be the cause of any potential contamination.

## 3.8 Concept Servicing Strategy

The following section details the proposed servicing provisions associated with the proposal.

### 3.8.1 Stormwater

Due to the large lot sizes and current rural land use, it is unlikely that significant alterations to natural storm water flows will occur.

As such, it is necessary to construct stormwater channels for a development of this nature.

### 3.8.2 Sewer

Given the location and nature of the development site, sewerage is managed via the use of onsite wastewater disposal systems.

It is deemed that the operation of these onsite wastewater disposal systems will have minimal impact upon the surrounding environment and residents provided all appropriate operation and best practice principles are followed.

### 3.8.3 Water Supply

Due to the lots large size each site will utilise portable water via rainwater capture.

### 3.8.4 Electricity & Telecommunications

All electricity and telecommunication services will be provided via an extension of the existing telecommunication infrastructure located within the vicinity of the site.

## 4.0 PLANNING FRAMEWORK

The following legislation and policies were taken into consideration when developing this *Statement of Environmental Effects* (SEE).

### 4.1 Environmental Planning & Assessment Act, 1979

The *NSW Environmental Planning and Assessment Act, 1979* (EP & A Act) and the *Environmental Planning and Assessment Regulation, 2000* set down the procedures for the approval of developments in NSW. The proposed development requires consideration under Section 7.9 of the EP&A Act.

The proposal has been assessed with consideration of the various statutory planning instruments that apply under Section 4.15 of the *Environmental Planning and Assessment Act, 1979* (EP&A Act) along with various non-statutory plans, policies and/or strategies.

### 4.2 Section 4.46 – Integrated Development

The proposed development is considered to be an integrated development under Section 4.46 of the EP&A Act on the basis that concurrence from one or more NSW Government bodies is required. Such development requires approval under a list of Acts. (*Refer to Table 2*)

**Table 2: Integrated Development – Relevant Acts**

RELEVANT ACT	RELEVANCE (Y/N)
Fisheries Management Act 1994	N
Coal Mine Subsidence Compensation Act 2017	N
Mining Act 1992	N
National Parks and Wildlife 1974	N
Rural Fires Act 1997	N
Water Management Act 2000	Y (see commentary below)
Heritage Act 1997	N
Petroleum (Onshore) Act 1991	N
Protection of the Environment Operations Act 1997	N
Roads Act 1993	N

Based upon the scope of works associated with the proposal, the development is deemed to be integrated. As such, concurrence from state government bodies is deemed to be required.



## 4.2.1 Water Management Act, 2000

The Water Management Act 2000 (WM Act) aims to ensure that water resources are conserved and properly managed for sustainable use benefitting both present and future generations. It also provides formal protection and enhancement of the environmental quality of waterways and in-stream uses as providing protection of catchment conditions.

The National Resource Access Regulator (NRAR) administers the WM Act and is required to assess the impact of any proposed 'controlled activity' (as defined by the WM Act) to ensure that no more than minimal harm will be done to waterfront land as a consequence of carrying out the controlled activity. Controlled activities are actions or activities carried out in, on, under or within the immediate vicinity of waterfront land and are regulated by the WM Act.

Waterfront land includes the bed and bank of any river, lake or estuary and all land within 40 metres of the highest bank of the river, lake or estuary.

As the proposed road providing access to Lot 2 crosses a 2<sup>nd</sup> Order stream, the proposal is deemed to be subject to the requirements of the Water Management Act 2000.

## 4.3 Environment Protection and Biodiversity Conservation Act, 1999

As a part of the Biodiversity Assessment Report (*refer to Appendix B*), Cedar Ecology performed an assessment on the matters of national environmental significance (MNES). Their conclusion stated the following:

*'In accordance with declared class of action (vii), the proposal is not classified as State significant development or complying development or designated development and is assessed as development that can be carried out with development consent under Part 4 of the EP&A Act and does not include a species impact statement prepared in accordance with the BC Act or FM Act.'*

*The proposal is characteristic of declared class action (vii) and hence does not require assessment under part 8 of the EPBC Act.'*

## 4.4 Biodiversity Conservation Act, 2016

The *Biodiversity Conservation Act 2016* (BC Act) aims to protect vulnerable species, populations and communities listed under the Act. The BC Act requires the consideration to be given to whether a development is likely to have impacts to these listed species, populations or communities. In accordance with Section 5A of the BC Act, impacts are identified through the application of an Assessment of Significance 5-part test. If the 5-part test indicates that the development will impart negative impacts to a listed threatened species, population and their habitat or on ecological communities, a *Species Impact Statement* or *Biodiversity Development Assessment Report* (BDAR) may be required.

A Biodiversity Assessment Report was prepared by *Cedar Ecology* (Refer to Appendix B) and stated within the executive summary the following:

*'Biodiversity Conservation Act: Section 5A Assessments were undertaken for thirteen potentially occurring threatened fauna species and the Box-Gum Woodland TEC on the site. Assessments found that the proposal is unlikely to have a significant impact on any of these entities. The proposal does not trigger requirements of the Biodiversity Offset Scheme.'*

## 4.5 State Environmental Planning Policies

A review of the *Planning Reports* for the subject site obtained from the *NSW Department of Planning, Environment and Industry's Planning Portal*, indicates the following *State Environmental Planning Policies* (SEPPs) may apply to the proposal; (see Table 3)

**Table 3: State Environmental Planning Policies**

PLANNING POLICY	RELEVANCE (Y/N)
SEPP (Biodiversity and Conservation) 2021	Y (see commentary below)
SEPP (Building Sustainability Index: BASIX) 2004	N
SEPP (Exempt and Complying Development Codes) 2008	N
SEPP (Housing) 2021	N
SEPP (Industry and Employment) 2021	N
SEPP No 65 – Design Quality of Residential Apartment Development	N
SEPP (Planning Systems) 2021	N
SEPP (Primary Production) 2021	Y (see commentary below)
SEPP (Resilience and Hazards) 2021	Y (see commentary below)
SEPP (Resources and Energy) 2021	N
SEPP (Sustainable Buildings) 2022	N
SEPP (Transport and Infrastructure) 2021	N

## 4.5.1 SEPP (Biodiversity and Conservation), 2021

After a summary Section 3.2 & 3.3 of this report, it is considered that the requirements of the SEPP have been satisfied.

## 4.5.2 SEPP (Planning Systems), 2021

Due to Gwydir Shire Council being the proponent for the proposed development an estimated costing of work of \$5 million or greater is needed to classify this development as a Regionally Significant Development. It is not estimated to meet the requirements to satisfy it as a State Significant Development. As a result of this, the SEPP for Planning Systems is not required within this development application.

## 4.5.3 SEPP (Primary & Production), 2021

The development site is not considered to be identified as 'State Significant Agricultural Land' as defined under Part of 2 & Schedule 1 of the SEPP, nor is the proposal identified as meeting the definitions of the activities listed within Parts 3 to 5 and Schedules 2 to 5 of the SEPP. As such, this SEPP is not considered to apply to the proposal.

## 4.5.4 SEPP (Resilience & Hazards), 2021

### Chapter 4 Remediation of Land

Given the nature of the development, Clause 4.6 of SEPP (*Resilience and Hazards*) is considered to apply to the proposal.

Chapter 4 seeks to provide for a State-wide planning approach to the remediation of contaminated land. Chapter 4 also seeks to promote the assessment and remediation of contaminated land for the purpose of reducing the risk of harm to human health or any other aspect of the environment.

Chapter 4 prohibits a consent authority from consenting to the carrying out of any development on land unless the application has considered whether the land is contaminated, if the land is suitable in its current state (or will be suitable, after remediation) and if the land requires remediation to be made suitable. As a result of this, Hanlons has created a preliminary Site Investigation addressing all required areas.

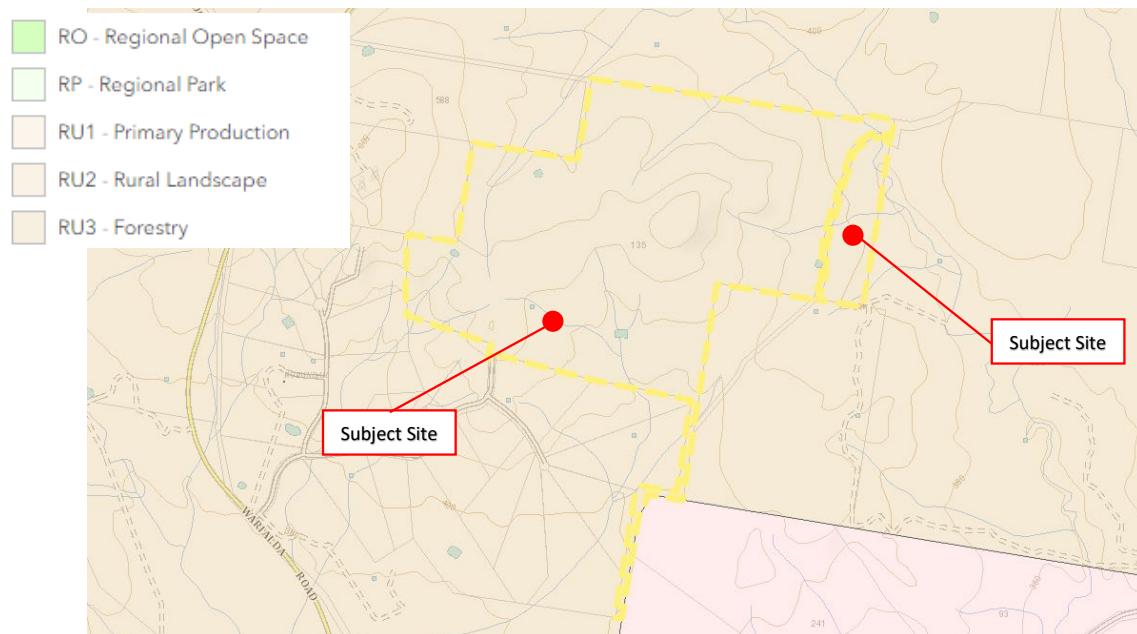
## 4.6 Local Environmental Plans

### 4.6.1 Gwydir LEP, 2011

The site is zoned as 'RU1 – Primary Production' under the *Gwydir Local Environmental Plan 2013* (GLEP). The site also is identified as requiring a minimum lot size of 200Ha (AE).

The subject development is identified as a 'Subdivision' and is defined in 2.6 of the GLEP as:

*'If a subdivision is specified as exempt development in an applicable environmental planning instrument, such as this Plan or State Environmental Planning Policy (Exempt and Complying Development Codes) 2008, the Act enables it to be carried out without development consent.'*



Source: NSW Planning Portal, 2013

**Figure 5: Zoning Map Extract**

## Part 2 Permitted or Prohibited Development

### 2.3 Zone Objectives & Land Use Table

#### *RU1 Zone Objectives*

##### 1. Objectives of Zone

- To encourage sustainable primary industry production by maintaining and enhancing the natural resource base.
- To encourage diversity in primary industry enterprises and systems appropriate for the area.
- To minimise the fragmentation and alienation of resource lands.
- To minimise conflict between land uses within this zone and land uses within adjoining zones.

##### 2. Permitted or Prohibited Development

###### - Permitted without consent

*Building identification signs; Environmental protection works; Extensive agriculture; Farm buildings; Forestry; Home-based child care; Home occupations; Intensive plant agriculture; Roads*

###### - Permitted with consent

*Aquaculture; Cellar door premises; Dual occupancies (attached); Dwelling houses; Extractive industries; Funeral homes; Group homes; Home industries; Intensive livestock agriculture; Offensive industries; Open cut mining; Roadside stalls; Rural workers' dwellings; Any other development not specified in item 2 or 3*

###### - Prohibited

*Advertising structures; Amusement centres; Boat building and repair facilities; Car parks; Charter and tourism boating facilities; Centre-based child care facilities; Commercial premises; Correctional centres; Educational establishments; Entertainment facilities; Exhibition homes; Exhibition villages; Health services facilities; Highway service centres; Home occupations (sex services); Hotel or motel accommodation; Industrial retail outlets; Industrial training facilities; Industries; Local distribution premises; Marinas; Mooring pens; Moorings; Passenger transport facilities; Places of public worship; Public administration buildings; Recreation facilities (indoor); Registered clubs; Residential accommodation; Respite day care centres; Restricted premises; Service stations; Serviced apartments; Sex services premises; Storage premises; Vehicle body repair workshops; Vehicle repair stations; Warehouse or distribution centres; Wharf or boating facilities; Wholesale supplies.*

## Part 4 – Principal Development Standards

Given the nature of the development, the following provisions are considered to apply to the proposal.

### Clause 4.1 Minimum Subdivision Lot Size

This clause requires the subdivision of land to be equal to or greater than the size nominated for the land under the *Minimum Lot Size Map*.

The site is currently zoned 'AE' (200ha) under the GLEP Lot Size Map – Sheet LSZ\_002C. It is noted that the available area within the RU1 zoned land is approximately 187ha in size and is itself below the required minimum of 200ha minimum.

This application seeks to allow the creation of two (2) lots within the RU1 zoned land. These lots are noted as having proposed areas below the minimum lot size for that zone. As such, it is intended to reply of the provisions of Clause 4.2 of the GLEP to demonstrate the permissibility of the proposal.

### Clause 4.2 Rural subdivisions

The objectives of Clause 4.2 are described as:

- (1) *"The objective of this clause is to provide flexibility in the application of standards for subdivision in rural zones to allow land owners a greater chance to achieve the objectives for development in the relevant zone."*
- (2) *This clause applies to the following rural zones—*
  - (a) **Zone RU1 Primary Production,**
  - (b) *Zone RU2 Rural Landscape,*
  - (baa) *Zone RU3 Forestry,*
  - (c) *Zone RU4 Primary Production Small Lots,*
  - (d) *Zone RU6 Transition.*
- (3) *Land in a zone to which this clause applies may, with development consent, be subdivided for the purpose of primary production to create a lot of a size that is less than the minimum size shown on the Lot Size Map in relation to that land.*
- (4) *However, such a lot cannot be created if an existing dwelling would, as the result of the subdivision, be situated on the lot.*
- (5) *A dwelling cannot be erected on such a lot.*

The proposal seeks to subdivide Lot 29 into two (2) Primary Production lots with an area less than the minimum lot size. Given that, no change to the current land use is proposed (i.e. both lots will be suitable for primary production), it is not intended to seek a dwelling entitlement on either lot nor is there an approved dwelling found on the existing allotment (or a resulting lot), it is believed the requirements stated in 4.2 (2), (3) & (4) have been satisfied.

As such the creation of lots smaller than the minimum lot size required stated by the GLEP is deemed permissible with consent.

#### Part 5 – Miscellaneous Provisions

The provisions detailed within this section of the LEP are not considered to apply to the proposal.

#### Part 6 – Additional Local Provision

The provisions detailed within this section of the LEP are not considered to apply to the proposal.

## 4.6.2 Permissibility

As mentioned previously, the requirements for the use of clause 4.2 are believed to be satisfied. As a result, the proposal is deemed permissible with consent.



## 5.0 CONCLUSION

This report accompanies a Development Application (DA) to Gwydir Shire Council (GSC) for a proposed two (2) lot rural subdivision located at 135 Burundah Drive, Warialda.

The proposal intends to utilize Clause 4.2 of the Gwydir LEP 2013, to allow for the subdivision to result in lots under the minimum lot size to occur.

The report finds that the two (2) lot rural subdivision will not result in unreasonable environmental impacts.

The proposed development is considered justified as it would meet the requirements and the objectives of the EP&A Act.

The development meets all legislative requirements, and it is recommended that the development be approved.

## 6.0 LIMITATIONS

This report has been prepared for use by the client who has commissioned the works in accordance with the project brief only.

The findings and recommendations made in this report are based upon the information provided to *Hanlons Consulting* for the proposed development.

This report may not be relied upon by any third party not named in this report for any purpose except with the prior written consent of *Hanlons Consulting* (which consent may or may not be given at the discretion of *Hanlons Consulting*).

It has been assumed that all investigations and information supplied by others (or not undertaken by *Hanlons Consulting*) is complete, accurate and correct. *Hanlons Consulting* has relied on this information in good faith and takes no responsibility for any subsequent damages or liabilities as a result of incomplete, inaccurate or misleading information.

This document has been reviewed and approved for release by the client. By approving the document for release the client confirms that, the information supplied to *Hanlons Consulting* in regard to the proposal does not by its presentation or omission of information, materially mislead and that this document represents an accurate statement of the proposed development, environmental impacts and the methodology for environmental protection of the site.

By reviewing and approving this document the client acknowledges that this document is binding and that the information contained in this document in regard to the present and proposed use of the site is true and correct.

*Hanlons Consulting* owns the copyright in this report. No copies of this report are to be made or distributed by any person without express written consent to do so from *Hanlons Consulting*. If the Client provides a copy of this report to a third party, without *Hanlons Consulting's* consent, the Client indemnifies *Hanlons Consulting* against all loss, including without limitation consequential loss, damage and/or liability, howsoever arising, in connection with any use or reliance by a Third Party.

The report relates to the site and development as at the date of the report only.

No warranty or guarantee is made in regard to any other use than as specified in the scope of works and only applies to the extent of works in this report.


This report should be read in full, and no executive summary, conclusion or other section of the report may be used or relied on in isolation or taken as representative of the report as a whole. No responsibility is accepted by *Hanlons Consulting*, and any duty of care that may arise but for this statement is excluded, in relation to any use of any part of this report other than on this basis.

*Hanlons Consulting* has prepared this report with the diligence, care and skill which a reasonable person would expect from a reputable surveying and environmental planning consultancy and in accordance with regulatory authority and industry standards, guidelines and assessment criteria applicable as at the date of this report. Industry guidelines, standards and criteria change frequently, and may change at any time after the date of this report.

## APPENDIX A. TITLE DETAILS

**Hanlons**

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## APPENDIX B. BIODIVERSITY ASSESSMENT REPORT

**Hanlons**

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## APPENDIX C. PRELIMINARY SITE INVESTIGATION

**Hanlons**

Page C-1

## APPENDIX D. AHIMS SEARCH

**Hanlons**

Page D-1

## APPENDIX E. PROPOSED LOT LAYOUT

**Hanlons**

Page E-1





# Everingham Solomons

SOLICITORS

Incorporating Thomas & Hague  
and Creagh O'Brien & Co

Our Ref: CKC:240977- KW

3 July 2024

General Manager  
Gwydir Shire Council

BY EMAIL ONLY: [mail@gwydir.nsw.gov.au](mailto:mail@gwydir.nsw.gov.au)  
[pcox@gwydir.nsw.gov.au](mailto:pcox@gwydir.nsw.gov.au)  
[kgilkison@gwydir.nsw.gov.au](mailto:kgilkison@gwydir.nsw.gov.au)

Dear Sir/Madam

**RE: OBJECTION TO DEVELOPMENT APPLICATION NO. 16/2024 FOR  
SUBDIVISION AT 135 BURUNDIAH DRIVE, WARIALDA**

I, Clint Coles, Director at Everingham Solomons Solicitors, am writing to formally object on behalf of our clients Edward Joubert and Morne Joubert, to the development application for the proposed subdivision at 135 Burundah Drive, Warialda, submitted by Mitchel Hanson. This property is identified as lot 29 in DP1202798 (hereafter referred to as '**lot 29**').

My clients are the owners of 2 (two) lots, lot 27 and 28, DP 1202798 (hereafter referred to as the '**Joubert property**').

The proposed Development Application 16/2024 (hereafter referred to '**the DA**') will negatively impact my clients and their two lots as described in the remainder of this document.

The specific aspect of the DA that this objection pertains to, is the proposed dedicated road reserve running alongside the boundaries of lot 26, 27 and 28, as circled in purple below (see **image 1**). Hereafter this section of proposed road reserve will be referred to as **the 'lot 1 boundary'**. Lot 1 referring to the proposed lot 1 as per the DA and shown in **image 1** below.

The Joubert property already has 2 boundary roads – Burundah Drive and Ironbark Drive. It needs to be noted that the length of the boundary of Joubert property, adjoining the proposed lot 1, is 438m. Thus, the DA proposes to add a 3<sup>rd</sup> boundary road to Joubert property for a distance of 438m. This proposed stretch of road will hereafter be referred to as **the 'lot 1 boundary road'**.

## Reply to: Tamworth Office

### TAMWORTH OFFICE

T (02) 6766 1066  
F (02) 6766 4803  
A V Guy Kable Building, Level 2,  
201 Marius Street, Tamworth  
P.O. Box 524, 2340 977\_003.docx

### QUIRINDI OFFICE

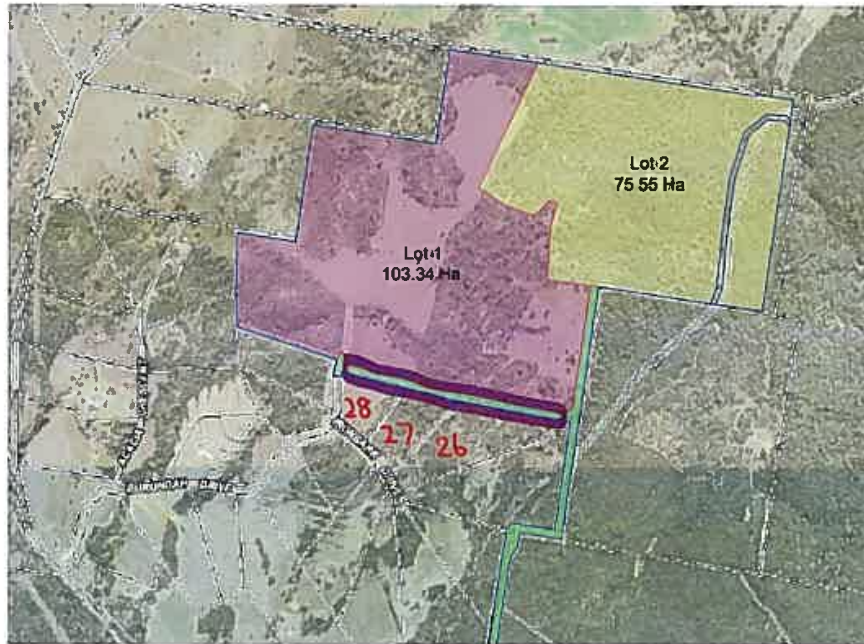
T (02) 6746 2055  
A 138-140 George Street,  
P.O. Box 153,  
Quirindi NSW 2343

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**Image 1**

It is important to note, that there is an existing subdivision approved for lot 29. Council approved the subdivision for lot 29 prior to 2021 – see layout of the currently approved lot 29 subdivision in **Annexure A**.

For easy reference, the existing lot 29 subdivision will hereafter be referred to as the '**current subdivision**'. The current subdivision is also shown in **image 2** – lot 29's boundaries are highlighted in purple.

The current subdivision was approved prior to the purchase date of lot 29 by the current owners and the current owners were aware of this approved subdivision for 18 lots, at the time of the purchase of their land.

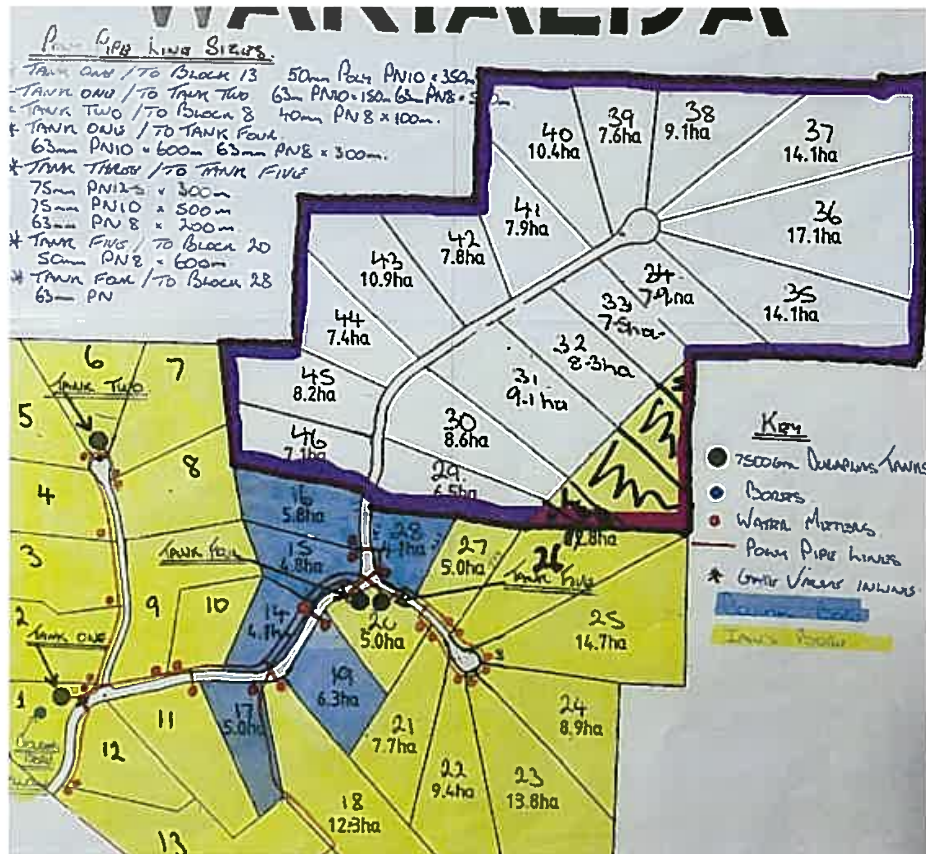


Image 2

## 1. No proper planning purpose for the development

### Subdivision

The development application seeks consent for subdivision that would create two primary production lots that are smaller than the minimum lot size permitted under clause 4.1 of *Gwydir Local Environmental Plan 2013*.

The objectives of clause 4.1 relevant to the present development application are:

- (a) to ensure that lot sizes have a practical and efficient layout to meet their intended use,
- (b) to prevent the fragmentation of rural lands and environmentally sensitive areas,

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Gwydir Shire Council

3 July 2024

Clause 4.2 provides for flexibility of the minimum lot size development standard “to allow land owners a greater chance to achieve the objectives for development in the relevant zone”. The objectives of the RU1 Primary Production Zone are:

- “• To encourage sustainable primary industry production by maintaining and enhancing the natural resource base.
- To encourage diversity in primary industry enterprises and systems appropriate for the area.
- To minimise the fragmentation and alienation of resource lands.
- To minimise conflict between land uses within this zone and land uses within adjoining zones.”

The development application does not attempt to explain why the subdivision of the existing lot into two lots smaller than the minimum lot size would be consistent with the objectives of clause 4.1 or of the RU1 Primary Production zone. It is difficult to see how the subdivision into two lots smaller than the minimum lot size could meet those objectives. The minimum lot size for primary production land is based on a minimum land area that could be run as a viable farming enterprise. There is no reason to think that the two smaller lots could be run as viable farms. The development application would lead to fragmentation of primary production land. This is contrary to the objects of the Environmental Planning and Assessment Act 1979, particular, the object of promoting the orderly and economic use and development of land (section 1.3(c)).

Furthermore, the flexibility in clause 4.2 only applies where the subdivision if there will not be a dwelling situated on the lot or lots smaller than the standard. As Council ought to be aware, there is an existing structure on the land that is currently being used unlawfully as a dwelling (see attached advertisements in **Annexures B, C, D and E**). Clause 4.2 does not apply to the current DA because proposed lot 1 contains an unlawful dwelling. If Council is minded to approve the development application, it should impose a condition of consent requiring that dwelling to be demolished prior to subdivision.

Finally, it appears that the real purpose of the development application is to facilitate the future development of proposed lot 2 as a rural residential subdivision. This is not currently permitted under the LEP, is inconsistent with the current zoning and is not permitted under clause 4.1. It would be improper for the Council to approve the development application for this purpose.

#### *Roads*

The development application proposes the dedication of two public roads to access the development. The dedication of two new public roads serves no proper planning purpose in the context of an application for the subdivision of one primary production lot into two where neither lot can have a lawful dwelling.

Firstly, it is unnecessary to create public roads to serve the proposed two lots. Proposed lot 1 will have access via Burundah Drive. Proposed lot 2 will have access via the “battle-axe handle” to the new Council road to the south. To the extent that there is a need for secondary access for proposed lot 2 via Burundah Drive, this could be provided by way of an easement over proposed lot 1.

Secondly, the creation of two public roads to service two small primary production lots that do not have dwelling entitlements places an undue burden on ratepayers. The cost of maintaining

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these roads will be borne by Council (via rates) and is disproportionate to the benefit of doing so. Where only one or two rural properties are served, the cost of a public road is not justified.

Thirdly, the Statement of Environmental Effects seeks to justify the proposed public roads by reference to the requirements of Chapter 5 of *Planning for Bushfire Protection 2019*. That chapter applies to residential and rural residential subdivisions. The current development application is not for residential or rural residential subdivision. Those types of development are currently prohibited on the land under the LEP. This raises further concern that the true purpose of the development application is for future rural residential subdivision.

We also note that the Bushfire Management Report, referred to in the SEE, was not placed on public exhibition with the other development application documents. This raises further concern about whether proper procedure and full transparency has been followed for this development application.

Finally, the proposed public roads will have an unacceptable impact on the amenity of neighbouring properties. These impacts are described in more detail below. Approving the dedication of these public roads under the current development application will lock in these roads for any future subdivision of proposed lot 2.

## 2. Impact on neighbouring properties

My clients selected and purchased the Joubert property in October 2021, based on the current subdivision already approved at that time for lot 29. The current subdivision provides for only 1 (one) access road to its proposed 18 lots, being an extension of Burundah Drive.

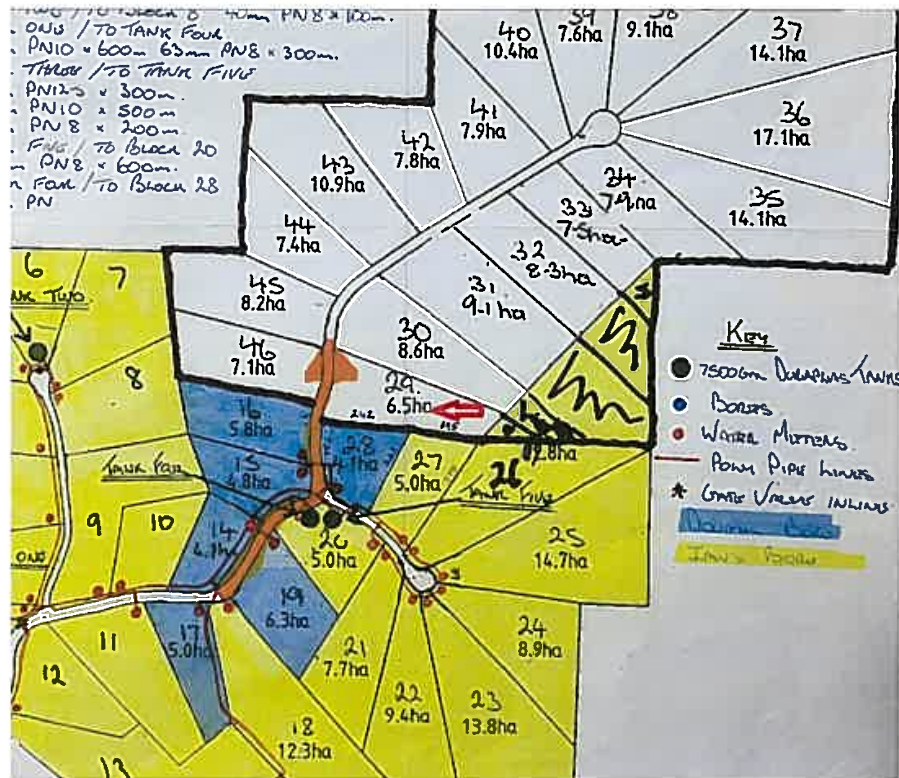
For purposes of the Joubert property, future traffic to these 18 lots, would have only moved alongside the Burundah Drive boundary of lot 28, as indicated below in **image 3** with the orange arrow.

The extension of Burundah Drive into lot 29, to provide access to the 18 lots, would have continued in the same direction for a few hundred meters into lot 29, and then would have changed direction at a 45-degree angle. See **image 3** below.

Importantly, only one lot, marked '29 6.5 ha' on **image 3** (indicated with red arrow), with size 6.5 ha, would have adjoined the Joubert property. With the sloping nature and aspects of that area, viewed from the Joubert property, only lot '29 6.5ha' would have been visible. There would have been no visibility of the lots marked 30 – 46 or any buildings built on lots 30-46 in future.

With the minimum setback requirement of 40m for buildings in DP1202798, viewed from the Joubert property, my clients would potentially only have had some/slight visibility of buildings on 'lot 29 6.5ha'.





**Image 3**

Given the current subdivision, my clients planned the locations of their garage and dwelling accordingly. The 12 x 12m garage and 3 large water tanks are located closest to Burundah Drive (indicated in orange below in **image 4**), to provide privacy from approaching traffic to the current subdivision's 18 lots.

The lot 29 boundary (indicated in purple below in **image 4**), had no planned road or road reserve, only another rural block of 6.5 hectares ('lot 29 6.5ha' as shown in **image 3**).

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Gwydir Shire Council

3 July 2024

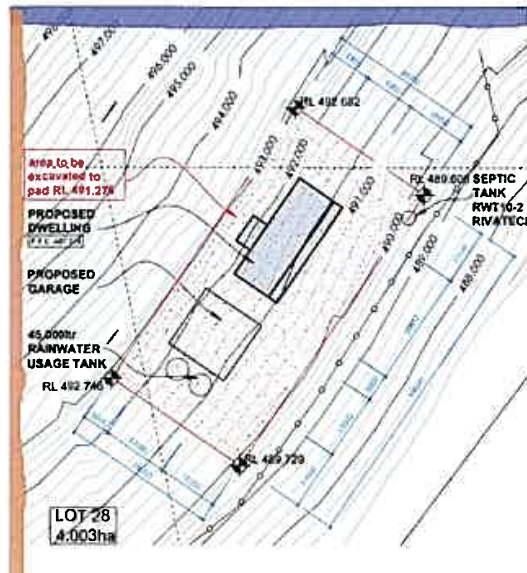


Image 4

The Joubert property currently have uninterrupted rural views towards the lot 1 boundary, lot 27 and beyond.

**Image 5** below shows Joubert property's current outlook towards the lot 1 boundary with Burundah Drive in the top left corner of the image.



Image 5

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**Image 6** below shows Joubert property's current outlook in the direction of lot 27.



**Image 6**

**Image 7** below shows the close proximity of the proposed lot 1 boundary road to my clients' dwelling.



**Image 7**

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**Image 8** below shows the length (438m) of Joubert property's lot 1 boundary where the proposed lot 1 boundary road will be located



**Image 8**

The proposed lot 1 boundary road will significantly change the outlook shown in **image 7** and **image 8** above.

This proposed 3<sup>rd</sup> boundary road will include electricity infrastructure, so unsightly electricity poles and wires negating the current unobstructed rural views. With the traffic, loss of peace, tranquillity and privacy as well as increased noise levels brought about by the proposed 438m lot 1 boundary road, the rural appeal of Joubert property is lost.

The Joubert property is located on a sloping area. The dwelling was designed with living areas, large windows and large verandah in closest proximity to the lot 1 boundary, as this provided for the most privacy and security and the least noise (furthest away from Burundah Drive and Ironbark Drive). The current design and aspects also optimize views toward lot 27 and beyond. These are beautiful rural views with only Ironbark Drive a significant distance away servicing limited lots in the cul de sac.

The proposed lot 1 boundary road will result in vehicles passing by within ~ 50m of my clients' home and any resident, visitor to the area or member of the public using this public road, will now have visibility of my clients' activities on the veranda and around the house, of work and gardening areas. This is a significant loss of and intrusion into my clients' privacy. This also negates the possibility of unobserved movement and use of assets my clients currently enjoy which is a considerable reduction of their security and that of our property.

The rural appeal of my clients' property, characterized by its tranquillity, privacy and unobstructed views, are critical aspects of its worth. The construction of the proposed lot 1 boundary road will significantly diminish this appeal, making the property significantly less attractive to potential buyers who prioritize privacy and a peaceful environment.

The reduction of market value affects not just the combined sale of lot 27 and 28 in future, but also the market value of lot 27 only should my clients decide to sell that separately. With only a single cul de sac boundary at present, the proposed lot 1 boundary road will add a 2<sup>nd</sup> boundary road for 195m, which replaces current rural views, peace and tranquillity.

### 3. Impact on Saleability

The saleability of Joubert property – in respect of selling both lots 27 and 28 or selling one of the lots – will be impacted negatively due to the impacts described above, including future unsightly electricity poles and wires negating the current unobstructed rural views, traffic, loss of peace, loss of tranquillity and privacy as well as increased noise levels.

### 4. Increased noise

Currently and with the current subdivision, noise is limited to traffic in Burundah Drive (approximately 10-12m higher elevation than my clients' house) and with this difference in elevation, noise would have been naturally limited. Currently there is also limited traffic in Ironbark Drive, which only services a few lots located well below my clients' property in elevation, in the cul-de-sac which is Ironbark Drive.

The proposed lot 1 boundary road's proximity to Joubert property, means that vehicular traffic, both from construction and subsequent use, will intrude upon the quiet, tranquil and private nature of my clients' home and homestead activities. There is currently NO NOISE coming from the lot 1 boundary. Lots 30-46 of the current subdivision is on the other side of the hill from Joubert property's perspective and would thus have generated significantly less noise than the proposed lot 1 boundary road.

Lot 2 is being purchased by council for future subdivision and development. With lots of a minimum size of 6 acres each, up to 12 lots will be developed. Traffic to and from these ~12 lots, will introduce vehicular noise in close proximity to my clients' home (~ 50m away at the closest point). Noise will be generated and audible for the total distance of the proposed lot 1 boundary road, to run alongside Joubert property, which is 438m .

The proposed lot 1 boundary road will be on a sloping terrain, requiring vehicles to accelerate uphill or brake/reduce speed downhill. In addition, vehicles will need to stop and make a 90 degree turn at the top of Joubert property (across lot 16), with additional engine noise to stop and accelerate from this point.

As per the current subdivision, there is no need for vehicles to change direction or speed anywhere near Joubert property.

## 5. Loss of Privacy

The proposed lot 1 boundary road will result in a substantial loss of privacy. This will result from the close proximity to my clients' house (~ 50m). As stated before, their dwelling was designed with living areas, large windows and large verandah in closest proximity to the lot 1 boundary as this provided for the most privacy and secure use of their property. With the proposed lot 1 boundary road, there will now be no privacy at all with vehicles having full view of their home and activities for a distance of 438m approaching the house alongside the lot 1 boundary.

At night / reduced light, vehicles will be travelling up the hill towards the house with lights on which will be a very unpleasant sight in very close proximity to the house and visible for the 438m alongside the boundary.

How the DA can even state that there is no significant environmental impact is beyond comprehension.

## 6. Safety and Security

My clients currently enjoy minimal visibility of activities inside, outside and around their house, as a result of the placement of the house which maximizes the distance to the current roads in use (Burundah Drive and Ironbark Drive). The proposed lot 1 boundary road will provide significant additional access to Joubert property (alongside fence of 438m). The proximity of the proposed road also means Joubert property has no secure and secluded areas away from public access, public roads and scrutiny.

There is a rise in criminal activity in both Inverell and Moree. This spills over into Warialda and car thefts and break ins are more common in recent years. With increased financial pressures and economic hardship, criminality has increased and will continue to increase in future. To propose a 3<sup>rd</sup> boundary road to a fairly large property, increases safety and security risks for the owners, their animals, livestock and all visible assets on the property. The proposed lot 1 boundary road also provides much greater visibility of periods the owners are absent from the property.

## 7. Reduced Enjoyment of Use

My clients currently enjoy unobstructed rural views, peace, tranquility and security. They have full use and enjoyment of the 22 acres they purchased.

The proposed lot 1 boundary road will adversely impact the views, peace, tranquillity, minimal noise levels, privacy and secure use of Joubert property in a very high degree.

## 8. Infrastructure and Maintenance

The local infrastructure may not be equipped to handle the demands of the proposed new road as set out in the DA. Maintenance of additional roads can strain council resources and



may result in deteriorating conditions if not managed properly. Poorly maintained roads can lead to safety hazards and further detract from the rural character of the area.

Council is already not keeping up the maintenance of existing roads in the shire. The surface of Warialda road from which Burundah drive is accessed, is in dire need of repairs and upgrades as are other roads in the shire.

## Council probity concern

The SEE identifies Council as the "client" and "proponent", whereas Council's website states that Mitchel Hanlon is the applicant for development consent. The SEE also states that the Council intends to purchase one of the subdivided lots (proposed lot 2) from the current owner. This raises a number of probity concerns.

Firstly, a concern about conflict of interest. Council should be open about the fact that it is the applicant for development consent and not hide behind a consultant. Council's "Conflicts of Interest Policy - dealing with Council related development throughout the development process" should apply to the development application.

Secondly, a concern about transparency. Council should fully disclose the commercial arrangement between it and the current landowner and explain why it is using public funds to fund the development application.

Thirdly, and as noted above, the true purpose of the development application appears to be to facilitate the future development of proposed lot 2 as a rural residential subdivision. There is no proper reason for Council to be involved in a development application for the subdivision of primary production into two lots that are smaller than the minimum lot size.

## Conclusion

In conclusion, it is clear from the negative impacts on my clients and Joubert property, as described above, that the DA should be rejected, specifically the inclusion of the proposed road reserve alongside my clients' lots – lot 27 and lot 28.

There is no proper planning purpose for the development application and the true (improper) purpose appears to be to facilitate the sale to Council and future rural residential subdivision of proposed lot 2.

An argument that the proposed road reserve is only relevant for future applications is nonsensical. Any potential buyer(s) of my clients' lots will enquire into DA's pending or approved for lot 29 as an adjoining property to the two lots. The proposed road reserve will undoubtedly impact negatively on potential buyers' interest in my clients' two lots.

The DA does not comply with the principles of limited impact on adjoining properties.

No mitigation measures have been put forward in the DA to address any of the aspects set out in this objection.

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Gwydir Shire Council

3 July 2024

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Yours faithfully  
**EVERINGHAM SOLOMONS**

Per:

Clint Coles  
Director

Enclosures: Annexures A, B, C, D and E

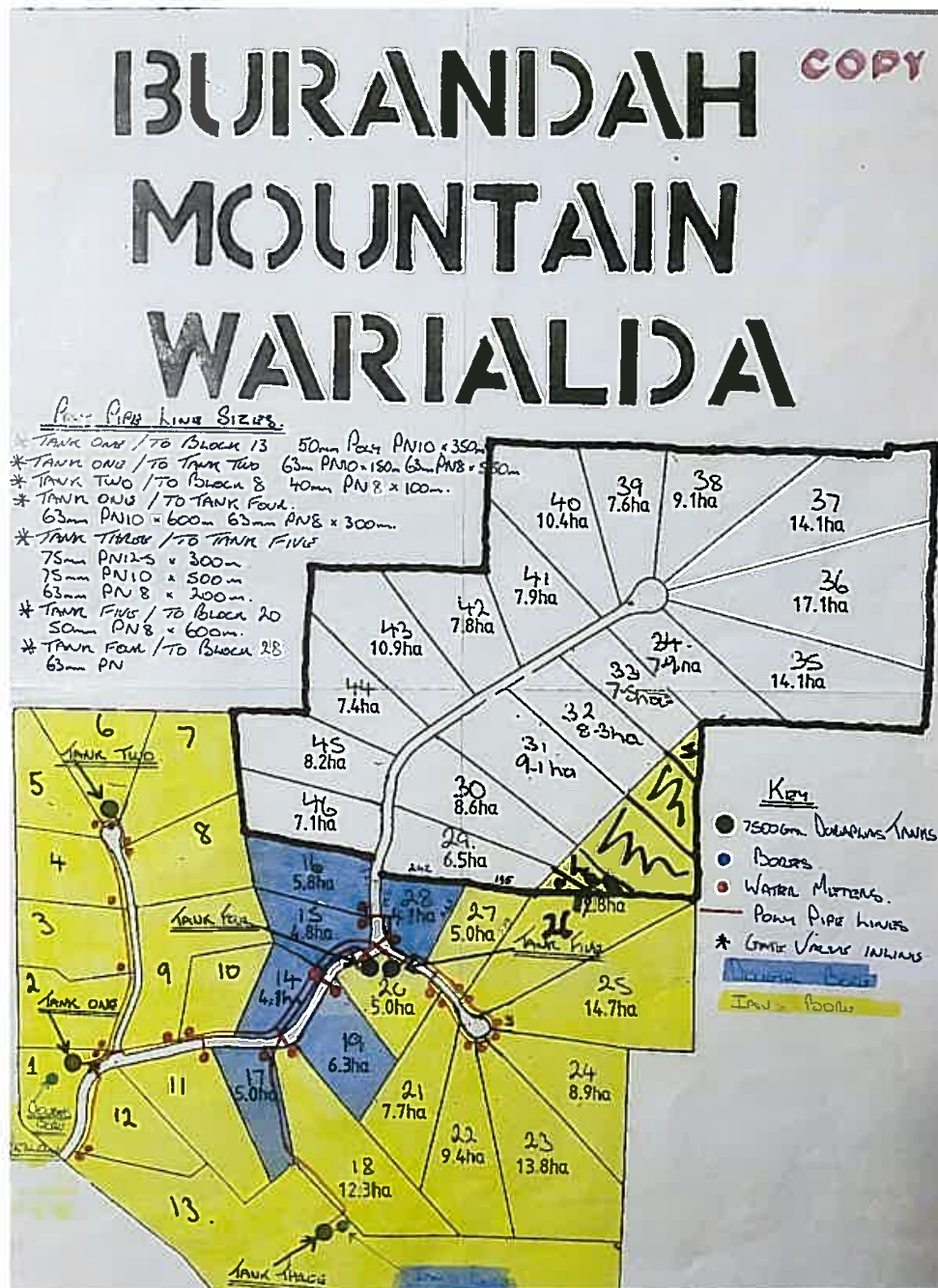
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Gwydir Shire Council

3 July 2024

## Annexure A – Lot 29 Subdivision approved prior to 2021



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Gwydir Shire Council

3 July 2024

## Annexure B – Lot 29 Advertisement no 1

<https://www.domain.com.au/-longview-135-burundah-drive-warialda-nsw-2402-2019258339>

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For sale in Wyalda - Home - Rural - NSW - Wyalda - "Longview" 135 Burundah Drive Wyalda NSW 2402

Organise an inspection

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Photos: 11

**\$1,850,000**

"Longview" 135 Burundah Drive, Wyalda NSW 2402

1 1 1 189.19ha Rural

Ray White

Ed Wisemantel  
Ray White Rural Horse

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## Property Description

### Rural Subdivision

Longview is situated 4.5km from the growing rural town of Warialda which boasts a Hospital, Aged Care Facility and quality schooling. Warialda is situated halfway between the major centres of Inverell & Moree. This property is gently sloping, 80% arable, with some paddocks contoured and consists mainly of red loamy soils. It has predominately native grasses with an average annual rainfall of 775mm (31in).

"Longview", as a whole (189.19ha), has a **current DA for an 18 lot subdivision** and adjoins the successfully sold out Burundah Mountain Housing Estate. A recent survey intends to cut the property into two portions. LOT 1 (113.68ha) which has a **buyer ready to purchase** and the remaining LOT 2 (75.52ha) which is **currently in the process of being rezoned Rural Residential**.

This property provides for a quiet peaceful quality rural lifestyle with views that are second to none. All with essential amenities only minutes away.

The big benefit is the enormous potential for your cash and capital growth through further subdivision.

### Lot 1

Currently run as a grazing enterprise with the following infrastructure.

- 20m X 10m steel framed colourbond shed.
- 6m X 10m attached **granny flat**. Featuring 1 bedroom, bathroom, laundry and open plan kitchen/dining/ living room. Flat is fully insulated and has reverse cycle AC.
- 21M X 8m 3 bay shed with 1 bay having a concrete floor.
- Steel cattle yards of 50 head capacity and a Jurd loading ramp.
- Rural power to the boundary with a 12.5kva diesel generator at the house.
- Property consists of 8 paddocks. All watered with predominantly new fencing.
- 4 dams and 8 troughs with water supplied to troughs from the Burundah Estate Bore.

### Lot 2

Consists of open to timbered grazing with 1 dam and 1 trough.

Note: An Information Memorandum is available on request which also supplies satellite and topographic images indicating the 2 lots.

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Gwydir Shire Council


3 July 2024

## Annexure C – Lot 29 Advertisement no 2

<https://www.domain.com.au/135-burundah-drive-warialda-nsw-2402-2019207722>

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Prime Video Floorplan Virtual Tour

**\$1,490,000**  
135 Burundah Drive, Warialda NSW 2402

1 1 4 Rural

Enquire

0419081137

J.A. McGregor Livestock & Property Pty Ltd



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## Property Description

### Huge Potential for Future Subdivision

Very clean and tidy property of 113.68ha/280.90acres

Approximately 90% arable with contouring in place

Eight paddocks with good covering of native grasses and scattered shade trees

All fencing is in excellent condition

Watered via Burundah water system reticulated to eight troughs plus four dams

Hay shed 21m x 8m and stock yards approx. 30 head capacity

Machinery shed 20m x 10m

12kva generator

Attached one bedroom flat with open plan kitchen/living/dining. R/C air con

Beautiful views to the south.

Currently zoned rural, the vendor has stated that the property is currently being rezoned

to rural residential allowing for a potential subdivision of 50+ 5 acre blocks

Small acreage is currently in very high demand with very few blocks being available

Don't miss this rare opportunity to capitalise on future development potential in a high growth area



## Annexure D – Lot 29 Advertisement no 3



<https://www.realestate.com.au/property-mixed+farming-nsw-warialda-700305396>

Menu

realestate.com.au

Sign in

Buy NSW Warialda 135 Burundah Drive

135 Burundah Drive, Warialda, NSW 2402

1

1

4

Mixed Farming

\$1,490,000

Ann Reardon

(No reviews yet)

041968137



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## Huge Potential for Future Subdivision

135 BURUNDIA DRIVE, WARRIALDA

Very clean and tidy property of 113.68ha/280.90acres

Approximately 90% arable with contouring in place

Eight paddocks with good covering of native grasses and scattered shade trees

All fencing is in excellent condition

Watered via Burundia water system reticulated to eight troughs plus four dams

Hay shed 21m x 8m and stock yards approx. 30 head capacity

Machinery shed 20m x 10m

12kva generator

Attached one bedroom flat with open plan kitchen/living/dining. R/C air con

Beautiful views to the south.

Currently zoned rural, the vendor has stated that the property is currently being

rezoned to rural residential allowing for a potential subdivision of 50+ 5 acre blocks

Small acreage is currently in very high demand with very few blocks being available

Don't miss this rare opportunity to capitalise on future development potential in a high growth area

## Annexure E – Lot 29 Advertisement no 4


<https://www.realestate.com.au/property-mixed+farming-nsw-warialda-700295044>



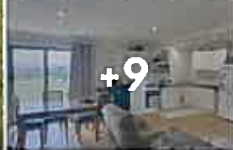
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

Sign in

Bur > NSW > Wyallda > 135 Burundah Drive










135 Burundah Drive, Warialda, NSW 2402




117.36ha Mixed Farming

\$1,490,000








Wally Duff

5.0 (2 reviews)

0427546146

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Attachment 7.5.6 7 August 2024 - Ordinary Meeting - Submissions

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Gwydir Shire Council

3 July 2024

## ENJOY THE "LONG VIEW"

135 BURUNDIA DRIVE, WARRIALDA

AREA: 117.36 ha (290 ac) Freehold (subject to survey).

Gwydir Shire Council. Northern Tablelands LLS.

SITUATION: 5km from Warialda.

SERVICES: Power - 12.5kva diesel generator. 240V power available. Phone. Primary and Secondary schools at Warialda. Air and rail services from Moree to Sydney; Inverell to Brisbane & Sydney. Saleyards at Inverell, being the 6th largest selling centre in the state, weekly fat cattle sales, fortnightly sheep sales and monthly store cattle sales. Export abattoir at Inverell. 3 major feedlots in the Inverell area. Inverell is one of the major shopping and service centres of Northern NSW.

COUNTRY: Undulating. Altitude: 390m - 485m ASL.

SOIL: Red clay.

ARABLE AREA: 89ha (220ac).

TIMBER: White box, Iron bark.

WATER: 4 dams, 8 troughs, 3 x 5,000gal tanks. Water supply from Burundia Drive Bore Scheme - \$1500per year.

RAINFALL: 876mm (31inch) p.a.

FENCING: Boundary: good to new. Subdivision: mostly new. 7 paddocks.

IMPROVEMENTS: 1 bedroom, 1 bathroom shed-house with open plan living and great views to the east and south.

MACHINERY SHED: 20m x 10m machinery shed.

STOCK YARDS: Steel cattle yards.

Property has the potential to be subdivided into 20 rural blocks, subject to DA approval.

Disclaimer: We have obtained all information in this document from sources we believe to be reliable. We cannot guarantee or give any warranty about the information provided. Interested parties must rely solely on their own enquiries.

Property Code: 1089

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The Acres

Lot 24 Burundah Mountain Estate

39 Ironbark Drive

Warialda NSW 2402

04/07/2024

To The General Manager

RE: Objections to Development Application Number 16/2024

I hereby submit my objections in regards to the development application for the proposed subdivision at 135 Burundah Drive, Warialda, submitted by Mitchel Hanson on behalf of Gwydir Shire Council. My submission consists of two objections - Objection One relates to the proposed eastern road which would border Lots 23, 24, 25 and Objection Two relates to the proposed northern road which would border Lots 26, 27, 28. These roads constitute a significant deviation from the currently approved DA for, what was meant to be, the Third Stage of the Burundah Mountain Estate subdivision and therefore a significant deviation from my expectations for the future of the estate, at the time that I purchased my property and built my family home, until now.

Before I present my objections, I submit my earnest request that any and all objections be reviewed and addressed by an independent third party not associated with the Gwydir Shire Council. Clearly, it would be a conflict of interest and a threat to procedural fairness if the Gwydir Shire Council or affiliates of the Gwydir Shire Council were to rule on objections to the development application in question in which the Council has a heavily vested interest.

I submit my objections as follows –

**OBJECTION ONE**

I object to the proposed eastern road which would border the boundaries of Lots 23, 24 and 25 and which would directly and significantly impact my property - Lot 24.

I consciously chose to purchase my property and build my family home at the end of a cul-de-sac because the property has only approx. 20 metres of road frontage and no through-traffic. Privacy and security are of prime concern to me, particularly as a single woman, and a single mother of two children. As it stands, the only traffic past the front of my property include residents of Ironbark Drive and the occasional Sunday-driver. As it stands, I am able to easily monitor activity at the front of my property via security cameras and restrict access via a locked gate. The proposed eastern road would expose my property to almost half a kilometre of road frontage and through-traffic which

would significantly compromise my privacy and security and would be impossible to monitor and secure.

The proposed eastern road at the rear of my property would not only allow access for potential residents of the proposed DA Lot 2, but would also allow public access for general sight-seers and Sunday drivers, speedsters, skidsters and donut hoons and persons with ill-intentions. Furthermore, if the proposed road were to connect to the bypass, the risk of unknown persons, from outside the district, taking a detour down the access road would increase. The proposed road would be unsealed, unlit and unmarked, cloaked by bushland and would be a prime location for nefarious activity. The proposed road would allow easy access to the rear of my property for illegal trespass, theft of assets, illegal wood collection, illegal hunting etc. And since the incidence of break-ins, car-theft, burn-outs etc have been steadily increasing in the region, I have genuine fears for my safety, the safety of my children and the safety of my animals if the eastern road were to be approved. I had no expectation of these safety concerns when I purchased Lot 24 and built my family home.

Additionally, a public road at the rear of my property would compromise the peace and serenity of my residence and would cause unforeseen noise and dust. This road constitutes a significant deviation from the currently approved DA for Burundah Mountain Estate for which access roads are already approved and in situ.

## OBJECTION TWO

I object to the proposed northern road which would border the boundaries for Lots 26, 27, 28 and indirectly impacts myself and other residents by potentially increasing the amount of traffic through Burundah Mountain Estate. As it stands, the current access to the Estate is a no-through-road situation which minimises the flow of traffic to essentially residents only. In contrast, the northern road would create a through-road giving access and invitation to unnecessary and unwanted traffic.

Furthermore, and of most concern to me, is the fact that the proposed northern road serves no purpose what-so-ever for Lots 1 and 2 in Development Application Number 16/2024. The proposed Lot 1 already has a perfectly suitable access road, and Lot 2 would not achieve access via the northern road. Therefore, I strongly object to a road which, in regards to Development Application Number 16/2024 serves no end. If Mitchel Hanson on behalf of Gwydir Shire Council has a purpose in mind for this northern road, it is not transparent in this Development application.

## CONCLUSION

In conclusion, I most strongly object entirely to the Development Application Number 16/2024 Access Section 3.3, page 14, in regards to the eastern and northern roads for which I have stated my specific objections above. This Access Section 3.3, page 14 fails to explain where the proposed access roads would begin and possibly end. The Access section 3.3 page 14 states that *"in the event of any future development on the proposed Lot 2, the dedicated road reserve has been designed with a sufficient width to, dependent on the development, extended to either Burundah Drive, Ironbark Drive or the recently constructed, council owned road to the south."* Since I live on the Ironbark Drive cul-de-sac and currently enjoy limited road frontage, and the privacy and serenity which comes with limited road frontage, I feel that there is a real and significant threat to my lifestyle if future extensions were to include Ironbark Drive. I absolutely cannot endorse this development application which is not transparent about further access extensions to Burundah Drive and / or Ironbark Drive,

either planned or unplanned, which include the beginning and/or end point of the access roads. And if Mitchel Hanson on behalf of Gwydir Shire Council has further extensions in mind, I request that these be made public immediately lest these objections have been submitted without full and entire knowledge of the potential future impacts of this development application.

I thank you for your complete and thorough review and consideration of my objections and I look forward to a positive outcome for all parties involved.

Regards,

Kandise Acres

Resident Burundah Mountain Estate

[kandiacres@gmail.com](mailto:kandiacres@gmail.com)

0435 268 891

## **7.6 Draft Risk Management Framework Policy**

**File Reference:** NA

### **Delivery Program**

**Goal:** 5. Organisational management

**Outcome:** 5.1 Corporate management

**Strategy:** 5.1.5 Provision of responsible internal governance

**Author:** Justin Hellmuth, Business Improvement & IT Manager

**STAFF DISCLOSURE OF INTEREST** Nil

### **IN BRIEF/SUMMARY RECOMMENDATION**

This report recommends the adoption of a Risk Management Framework Policy.

**TABLED ITEMS** Nil

### **BACKGROUND**

The Council's acceptable tolerance levels towards various risk factors is important to establish.

The attached draft framework outlines the tolerance towards various factors that are part of the Council's working environment.

### **OFFICER RECOMMENDATION**

**THAT Risk Management Framework is adopted.**

### **ATTACHMENTS**

1. Draft - Risk Management Framework [7.6.1 - 33 pages]



Gwydir Shire Council

## Draft Risk Management Framework

Department: Business Improvement

Responsible Manager: Business Improvement & IT Manager

Date Adopted:

File Ref:

Version No: 1.0

Next Review: July 2027

Pages: 42

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## Definitions

Term	Definition
<b>Control</b>	A measure that is modifying risk. Controls include any process, policy, device, practice, or other actions which modify risk.
<b>Enterprise Risk</b>	Encompasses a broad range of risks that can affect the entire organisation's ability to achieve its strategic objectives.
<b>Environment Risk</b>	Risks associated with environmental factors that could impact the Council's operations and community well-being. This includes natural disasters (e.g., floods, bushfires), climate change impacts, pollution incidents, and changes in environmental regulations.
<b>Finance Risk</b>	Risks that affect the Council's financial health and stability. Examples include budget shortfalls, funding reductions, economic downturns, financial mismanagement, and investment losses.
<b>Information Technology Risk</b>	Risks related to the Council's IT systems and data management. This includes cybersecurity breaches, IT system failures, data loss, technology obsolescence, and inadequate IT infrastructure.
<b>Infrastructure Risk</b>	Risks associated with the Council's physical assets and infrastructure. Examples include infrastructure deterioration, maintenance failures, construction delays, inadequate infrastructure planning, and damage to public facilities.
<b>Inherent Risk</b>	The level of risk that exists in the absence of any controls or mitigating actions.
<b>Likelihood</b>	The chance of something happening. It is often expressed as a probability or frequency.
<b>Operational Risk</b>	Refers to the potential for loss resulting from inadequate or failed internal processes, people, systems, or external events.
<b>People and Safety Risk</b>	Risks that impact the health, safety, and well-being of the Council's employees and the public. This includes workplace accidents, non-compliance with health and safety regulations, employee well-being issues, and public safety incidents.
<b>Project Risk</b>	Refers to the potential for unforeseen events or conditions that can negatively impact the scope, timeline, cost, or quality of a project.
<b>Reputation Risk</b>	Risks that could damage the Council's reputation and public trust. Examples include negative publicity, community dissatisfaction, stakeholder grievances, and ethical breaches.
<b>Residual Risk</b>	The risk remaining after risk treatment. It is the level of risk that remains after controls have been implemented.
<b>Risk</b>	The effect of uncertainty on objectives. It is the possibility of an event or condition that, if it occurs, would have a positive or negative effect on the Council's ability to achieve its objectives.
<b>Risk Analysis</b>	The process of understanding the nature of risk and determining the level of risk. This includes assessing the likelihood and severity of identified risks.
<b>Risk Appetite</b>	The amount and type of risk that the Council is willing to pursue or retain in pursuit of its objectives. It reflects the Council's willingness to accept risk in various areas and helps guide decision-making processes.

<b>Risk Assessment</b>	The overall process of risk identification, risk analysis, and risk evaluation. It is used to understand the nature, sources, and causes of risks that could potentially impact the Council's objectives.
<b>Risk Evaluation</b>	The process of comparing the results of risk analysis with risk criteria to determine whether the risk and/or its magnitude is acceptable or tolerable.
<b>Risk Identification</b>	The process of finding, recognising, and describing risks. This involves identifying potential events or conditions that could impact the Council's objectives.
<b>Risk Management</b>	The coordinated activities to direct and control an organisation with regard to risk. It includes the identification, assessment, and prioritisation of risks, followed by coordinated efforts to minimise, monitor, and control the probability and/or impact of adverse events.
<b>Risk Register</b>	A tool used to document risks and manage them. It includes details of the risks identified, their analysis, evaluation, and the risk treatment plans.
<b>Risk Tolerance</b>	The acceptable level of variation in performance relative to the achievement of objectives. It defines the boundaries within which the Council is willing to operate while managing risks.
<b>Risk Treatment</b>	The process of selecting and implementing measures to modify risk. This can include avoiding, reducing, transferring, or accepting risk.
<b>Service Delivery Risk</b>	Risks related to the Council's ability to deliver services effectively and efficiently. This includes service interruptions, quality of service issues, failure to meet community expectations, and resource shortages impacting service provision.
<b>Severity</b>	The outcome or consequence of an event affecting objectives. It is often measured in terms of impact.
<b>Stakeholder</b>	Any individual, group, or organisation that can affect, be affected by, or perceive itself to be affected by a decision or activity.

## 1. Overview

### 1.1 Purpose

The purpose of this Risk Management Framework is to provide a consistent approach to managing risks across Gwydir Shire Council. It aims to improve decision-making by considering risks, foster a risk-aware culture within the council, protect the interests of residents, employees, and stakeholders, ensure compliance with AS ISO 31000:2018 Risk Standard and OLG guidelines, and support continuous improvement in risk management practices. This framework will be applied at all levels of the council to ensure comprehensive and effective risk management.

### 1.2 Objective

The objectives of this Risk Management Framework are to ensure that Gwydir Shire Council effectively identifies, assesses, manages, and monitors risks to support the achievement of its strategic goals. The framework aims to integrate risk management into all Council activities and decision-making processes, ensuring potential risks are addressed proactively. It establishes clear roles and responsibilities for risk management across the Council, promoting a culture of risk awareness and ownership. By developing and maintaining a comprehensive risk register, the Council can document identified risks, their assessments, and corresponding treatment plans. The framework enhances the council's resilience by implementing effective risk treatment strategies, ensuring compliance with relevant legislation and guidelines, particularly those from the Office of Local Government (OLG). Regular monitoring, review, and reporting of risks are facilitated to ensure the framework's ongoing effectiveness and improvement. Additionally, the framework promotes continuous improvement in risk management practices through training and awareness programmes for all Council members and staff.

### 1.3 Scope

This Risk Management Framework applies to all activities, operations, and functions within Gwydir Shire Council. It encompasses all departments, employees, and elected officials, ensuring that risk management is integrated across the entire organisation. The framework covers a wide range of risk types, including strategic, operational, financial, compliance, and reputational risks.

## 2. Governance and Leadership

### 2.1 Statement of Commitment

The Executive Team at Gwydir Shire Council is fully committed to fostering a culture of effective risk management. We recognize the importance of integrating risk management into all aspects of our governance and operations. Our commitment is demonstrated through the endorsement and promotion of our Risk Management Policy, allocation of necessary resources, and clear assignment of accountability. We pledge to lead by example, continuously improve our risk management practices, and maintain transparency through regular communication and consultation with all stakeholders. By doing so, we aim to enhance our decision-making processes, protect our assets, and achieve our strategic objectives in alignment with ISO 31000 and OLG requirements.

### 2.2 Responsibilities

Effective governance and clear accountability are crucial for the successful implementation and maintenance of the Risk Management Framework. Table 1 below outlines the roles and responsibilities of various stakeholders within Council to ensure a coordinated and transparent approach to risk management.

**Table 1: Roles and responsibilities.**

Councillors	
<b>Role</b>	The Council is responsible for endorsing the Risk Management Framework and ensuring it aligns with the strategic objectives of the Council.
<b>Responsibilities</b>	Provide oversight, approve risk management policies, and ensure adequate resources are allocated for risk management activities.
Audit, Risk, and Improvement Committee (ARIC)	
<b>Role</b>	The Audit and Risk Committee provides independent assurance and advice on the effectiveness of the Council's risk management practices.
<b>Responsibilities</b>	Review risk management policies, monitor the implementation of the framework, and report findings to the Council.
Executive Management Team	
<b>Role</b>	The Executive Management Team is accountable for embedding risk management into the Council's operations and decision-making processes.
<b>Responsibilities</b>	Develop and implement risk management strategies, ensure compliance with the framework, and report significant risks to the Council and Audit and Risk Committee.
Risk Manager	
<b>Role</b>	The Risk Manager is responsible for the day-to-day management and coordination of the risk management process.
<b>Responsibilities</b>	Facilitate risk assessments, maintain the risk register, provide risk management training, and report on risk management activities to the Executive Management Team.

Managers and Supervisors	
<b>Role</b>	Managers and Supervisors are responsible for managing risks within their respective areas of control.
<b>Responsibilities</b>	Identify, assess, and treat risks, integrate risk management into departmental processes, and report risks to the Risk Manager.
All Employees	
<b>Roles</b>	All employees play a role in the effective management of risk within the Council.
<b>Responsibilities</b>	Be aware of and comply with risk management policies and procedures, identify and report potential risks, and participate in risk management activities as required.

### 2.3 Accountability

To ensure accountability in its risk management practices, Gwydir Shire Council will implement the following measures:

#### Regular Reporting

All risk management activities and significant risks will be reported regularly to both the Council and ARIC. These reports will include updates on the status of risk treatment plans and the effectiveness of ongoing risk management strategies, providing transparency and facilitating informed decision-making.

#### Performance Management

Risk management responsibilities will be integrated into the performance management framework for all staff. This ensures that risk management is a key component of individual and team performance assessments. By linking risk management to performance evaluations, Council ensures that managing risk is perceived as an integral part of daily operations and strategic decision-making across all levels of the organisation.

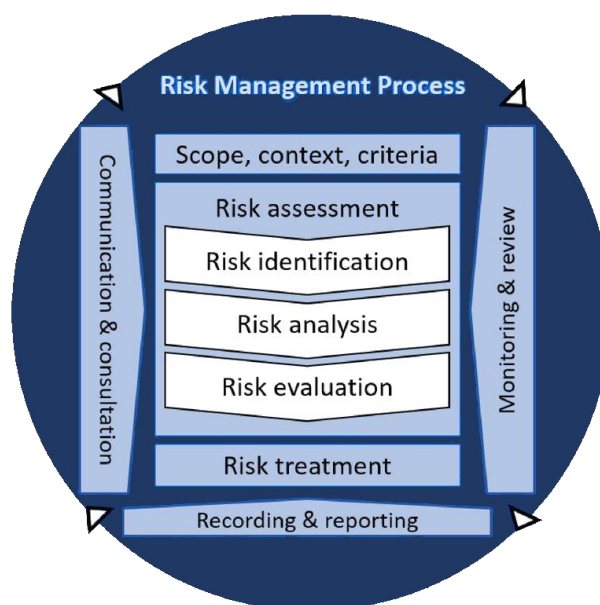
#### Continuous Improvement

The Risk Management Framework will be reviewed and updated regularly to reflect changes in the risk environment, organisational structure, and emerging best practices. This ongoing process will incorporate feedback from internal audits, external reviews, and stakeholder consultations. These insights are essential for driving continuous improvement and adapting to new challenges and opportunities in risk management.

### 3. Risk Management Process

Gwydir Shire Council adopts the AS ISO 31000:2018 risk management process to ensure a “best of class” approach to managing risk. This internationally recognised standard provides a robust framework for identifying, assessing, treating, monitoring, and reviewing risks, tailored to the specific context and objectives of the Council. The steps of this process are illustrated in Figure 1 below.

**Figure 1: AS ISO 31000: 2018 risk management process.**



#### 3.1 Scope, Context, Criteria

##### 3.1.1 Scope

The Risk Management Framework of Gwydir Shire Council applies to all aspects of the Council's operations, defined by the levels of strategic, operational, and project activities. Each of these are defined below, with further explanation of each in section 4 of this document.

**Strategic Risks:** Risks that could impact the Council's long-term objectives, mission, and vision. These include changes in the political landscape, economic shifts, technological advancements, and significant environmental events that could affect the Council's strategic direction and sustainability.

**Operational Risks:** Operational risks are the potential adverse effects arising from the day-to-day activities and processes within the Council. These risks can result from various factors, including system failures, human errors, inadequate procedures, and external events.

**Project Risks:** Risks associated with specific projects undertaken by the Council. These include risks related to project planning, execution, resource allocation, timelines, and achieving project objectives.



### 3.1.2 Context

The context provides a comprehensive understanding of the internal and external factors that influence the Council's risk environment. It ensures that risk management activities are relevant and aligned with the Council's objectives, operations, and stakeholder expectations.

For external context, the Council operates within a complex environment, influenced heavily by compliance with legislative and regulatory requirements. Economic factors, including budget constraints, funding availability, and economic downturns, can significantly affect the Council's financial stability and growth. Environmental factors, such as climate change, natural disasters, and resource availability, pose risks to both operations and community safety. Technological changes bring both opportunities and risks, including cybersecurity threats and the need for digital transformation. Additionally, the political landscape, shaped by policies and decisions at local, state, and federal levels, can influence the Council's strategic direction, resource allocation, and operational priorities.

For internal context, the Council's strategic objectives, including its mission, vision, goals, and key performance indicators, guide its long-term direction and priorities. Resources and capabilities, such as financial, human, and technological assets, along with the necessary skills, expertise, and tools, support the Council's risk management efforts. The culture, comprising the values, beliefs, and behaviours of the organisation, influences its approach to risk management, decision-making, and stakeholder engagement. Additionally, identifying and analysing internal and external stakeholders, their needs, expectations, influence, and the impact of risk management activities on them, is crucial for comprehensive risk assessment and mitigation.

The following categories have been identified by Council to systematically identify, assess, and manage risks that could impact the Council's objectives:

#### Environment

- **Definition:** Risks associated with environmental factors that could impact the Council's operations and community well-being.
- **Examples:** Natural disasters (e.g., floods, bushfires), climate change impacts, pollution incidents, and environmental regulation changes.

#### Finance

- **Definition:** Risks that affect the Council's financial health and stability.
- **Examples:** Budget shortfalls, funding reductions, economic downturns, financial mismanagement, and investment losses.

#### Information Technology

- **Definition:** Risks related to the Council's IT systems and data management.
- **Examples:** Cybersecurity breaches, IT system failures, data loss, technology obsolescence, and inadequate IT infrastructure.

#### Infrastructure

- **Definition:** Risks associated with the Council's physical assets and infrastructure.
- **Examples:** Infrastructure deterioration, maintenance failures, construction delays, inadequate infrastructure planning, and damage to public facilities.

### People and Safety

- **Definition:** Risks that impact the health, safety, and well-being of the Council's employees and the public.
- **Examples:** Workplace accidents, health and safety regulation non-compliance, employee well-being issues, and public safety incidents.

### Reputation

- **Definition:** Risks that could damage the Council's reputation and public trust.
- **Examples:** Negative publicity, community dissatisfaction, stakeholder grievances, and ethical breaches.

### Service Delivery

- **Definition:** Risks related to the Council's ability to deliver services effectively and efficiently.
- **Examples:** Service interruptions, quality of service issues, failure to meet community expectations, and resource shortages impacting service provision.

#### 3.1.3 Criteria

The purpose of establishing criteria in the risk management process is to provide a clear and consistent basis for evaluating and managing risks. Criteria help in determining the Council's risk appetite and tolerance levels, ensuring that risks are assessed in a structured and objective manner. They guide the identification, analysis, and prioritisation of risks, aligning risk management activities with the Council's strategic objectives and resource capabilities. Additionally, criteria facilitate informed decision-making by setting benchmarks for risk likelihood and impact, enabling the Council to implement effective risk treatment plans and monitor their effectiveness over time.

For the risk matrix and category benchmarks, see section 5.

For risk appetite and tolerance levels, see section 6.

## 3.2 Risk Assessment

Risk assessment is a critical component of Gwydir Shire Council's framework, designed to systematically identify, analyse, and evaluate risks that could impact the Council's objectives. This process ensures that risks are managed effectively, and resources are allocated appropriately.

### 3.2.1 Risk Identification

Risk identification is the first and foundational step in assessing risks. It involves systematically identifying risks that could potentially impact the Council's ability to achieve its objectives. Effective risk identification helps in recognizing potential threats and opportunities, thereby enabling proactive risk management.

To identify risks comprehensively, a variety of techniques and methods can be employed:

- **Brainstorming Sessions:** Engaging teams in structured brainstorming sessions to identify potential risks from different perspectives.
- **SWOT Analysis:** Analysing the strengths, weaknesses, opportunities, and threats to uncover internal and external risks.
- **PESTLE Analysis:** Examining political, economic, social, technological, legal, and environmental factors that could impact objectives.
- **Workshops and Interviews:** Conducting workshops and interviews with key stakeholders, including employees, management, and external partners, to gather insights on potential risks.

- **Risk Checklists:** Utilising checklists of common risks in local government operations to ensure no potential risk is overlooked.
- **Historical Data Analysis:** Reviewing past incidents and historical data to identify recurring risks and patterns.

All identified risks are documented systematically to ensure clarity and completeness. This documentation includes detailed descriptions of the risks, potential causes, and the areas affected.

The Council maintains a risk register in the Pulse system, which is a centralised repository where all identified risks are recorded. The risk register includes:

- Risk descriptions.
- Sources and causes of risks.
- Potential impacts and affected areas.
- Initial risk ratings (inherent risk) for likelihood and impact.
- Responsible persons for managing each risk.

### 3.2.2 Risk Analysis

Following the identification of potential risks, the analysis is to understand the nature of identified risks, assess their potential impact and likelihood, and determine their overall significance. This helps prioritise risks and informs decision-making for risk treatment.

To conduct a thorough risk analysis, Gwydir Shire Council employs various techniques and methods. These can be either qualitative (using descriptive measures to evaluate risks based on subjective judgements) or quantitative (using data and statistical models to assess risks more precisely), or a mixture of both.

To determine the inherent risk level (the risk without any controls applied), the severity and likelihood of the risk is combined to give the risk level, enabling effective risk prioritisation. The broken-down steps to determine this are:

- **Assess Likelihood:** This involves determining the probability or frequency of a risk event occurring. Risks will be evaluated on a consistent scale (rare, low, medium, or high). Timeframe guidelines provided in section 5 will assist in accurately rating the likelihood of each risk event.
- **Assess Severity:** This refers to the potential consequences or impact of a risk event on Council's objectives. Risks will be evaluated on a consistent scale (minor, moderate, major, or critical). Section 5 provides a detailed guide on the severity levels for each risk category.
- **Determine Risk Level:** This involves combining the likelihood and severity ratings to determine the overall risk level using Council's adopted risk matrix, provided in section 5. The risk level will be evaluated on a consistent scale (low, medium, high, or catastrophic).
- **Update the Risk Register:** This requires updating the risk register in Pulse with detailed analysis results, including likelihood, severity, and overall risk ratings for each identified risk.

### 3.2.3 Risk Evaluation

Risk evaluation is the process of comparing the results of the risk analysis against the established risk criteria for appetite and tolerances (defined in section 6) to determine the significance of each risk.

### 3.3 Risk Treatment

Risk treatment involves selecting and implementing appropriate options for managing identified risks. The goal is to mitigate the severity and likelihood of inherent risk to an acceptable level, aligned with the Council's risk appetite. This means that the residual risk (the risk rating after controls are implemented) would be within Council's proposed tolerance level. These are provided for each category in section 6 of this document.

Risk treatment is conducted with the steps:

1. Identifying risk treatment options.
2. Evaluate and select risk treatment options.
3. Prepare and implement risk treatment plans.

#### 3.3.1 Identify Risk Treatment Options

Identifying risk treatment options involves exploring various strategies to manage the identified risks, aiming to reduce their impact and likelihood to acceptable levels. This step ensures that the Council has a range of actionable solutions to mitigate potential threats and leverage opportunities.

The treatment options for negative risks can be classified into the four categories as follows:

- **Avoidance:** Eliminate the risk entirely by discontinuing the activity or removing the risk source. It should be considered that while this method is effective in eliminating risks, avoidance can also mean missing potential benefits or opportunities associated with the activity.
- **Reduction:** Implement measures to reduce the likelihood of the risk occurring or minimise its severity to levels within Council's risk appetite. This is often the most practical and common approach. It involves a balance between cost and benefit, ensuring the measures are cost-effective.
- **Transfer:** Shift the risk to a third party, typically through contracts or insurance. Transfer can reduce the Council's exposure but may come with costs and the need to manage relationships with third parties.
- **Acceptance:** Acknowledge the risk and decide to accept it without taking any action to mitigate it. This option is suitable for low-priority risks or when risk mitigation measures are not feasible. Continuous monitoring is essential to ensure the risk remains acceptable and within Council's risk appetite.

Not all risks are negative and can produce positive outcomes. The treatment options when identifying and leveraging opportunities can be classified into the four categories as follows:

- **Exploitation:** Take direct action to ensure that the opportunity is realised. It needs to be considered if Council has the dedicated resources and a clear plan to realise the opportunity fully.
- **Enhancement:** Increase the probability and/or impact of the opportunity. This Focuses on strengthening the conditions that lead to the opportunity's success.
- **Sharing:** Share the opportunity with a partner who can help realise its potential. This involves negotiation and agreement on shared goals, benefits, and responsibilities.
- **Acceptance:** Recognise the opportunity and choose not to take any specific action to pursue it, usually because it is already likely to be realised with minimal effort. This is suitable for opportunities that do not require additional intervention to be realised.

### 3.3.2 Evaluate and Select Risk Treatment Options

This ensures that the most effective and feasible treatments are chosen to mitigate identified risks, aligning with the Council's strategic objectives and resource capabilities. The rigidity of this process will be determined by the scope of the risk assessment, but will generally be completed with the following steps:

- 1. Evaluate Treatment Options:** When selecting risk treatment options, assess their effectiveness in reducing the likelihood and impact of risks, consider the practical aspects of implementation such as timeframes, required skills, and potential barriers, and conduct a cost-benefit analysis to determine the cost-effectiveness of each option.
- 2. Prioritise Treatment Options:** Ensure that the options align with the Council's risk appetite and tolerance levels. The treatment options are prioritized based on the urgency and significance of the risks they address, and their alignment with the Council's strategic objectives and long-term goals is also considered.
- 3. Decision-Making and Approval:** This requires consultation with relevant parties to review and discuss evaluated risk treatment options. Depending on the scope of the corrective actions, this may be done with the Executive Management Team, Senior Management, relevant staff, external partners, or Council. This ensures alignment with the Council's plans and processes through thorough consultation and coordination. In the decision-making and approval phase, informed decisions are made on the most suitable risk treatment options based on evaluation criteria, followed by obtaining necessary approvals.
- 4. Documentation and Communication:** The Pulse risk register will need to be updated to include the mitigation strategy. Additionally, it is crucial to communicate the selected treatment options and the rationale behind these decisions to relevant stakeholders to keep everyone informed.

### 3.3.3 Prepare and Implement Risk Treatment Plans

Preparing and implementing risk treatment plans is essential to ensure that the chosen risk treatment options are effectively carried out, monitored, and reviewed. This leads to the mitigation of identified risks and enhances the Council's resilience and performance.

This process begins with the development of detailed risk treatment plans that outline the specific actions required to mitigate identified risks. Each plan should clearly define the proposed actions, the order of implementation, accountability, required resources, performance measures, constraints, and timelines. This level of detail ensures that all stakeholders understand their roles and responsibilities, the resources needed, and the expected outcomes.

Once the treatment plans are developed, they must be integrated into the Council's existing management processes. Effective implementation requires clear communication and continuous monitoring to track progress against the plan. The specific tasks required to complete each action can be allocated in Pulse as a task assignment for accountability, reporting, and as a feedback mechanism.

As actions to mitigate the risk are implemented, they should be recorded in the risk register as controls associated with the respective risk. The residual risk, or risk ratings after the controls are in place, should be reevaluated to reflect the current level of risk. If the residual risk remains outside the acceptable tolerances, additional actions will be necessary.

### 3.4 Communication and Consultation

Effective communication and consultation are integral to Gwydir Shire Council's risk management process, ensuring stakeholders are informed, engaged, and involved. This approach promotes transparency, builds trust, and enhances the overall effectiveness of risk management efforts. The following communication methods will be used during the risk management process:

**Risk Register:** Council uses Pulse as a central risk register to capture all manner of risks across the organisation.

**Reports:** Provide summaries of risk management activities and reviews to key stakeholders, including the Council, Audit and Risk Committee, and Executive Management Team.

**Meetings and Briefings:** Conduct regular meetings and briefings with stakeholders to discuss risk management issues and gather feedback.

**Workshops and Training:** Organise workshops and training sessions to educate stakeholders on risk management practices.

**Digital Platforms:** Use digital platforms like intranet resources, emails, and online collaboration tools for disseminating information and facilitating communication.

### 3.5 Monitoring and Review

Ongoing monitoring involves tracking the progress of risk treatment plans and regularly reassessing residual risk levels to ensure they stay within acceptable tolerances. Continuous stakeholder engagement helps gather feedback and address any concerns promptly, maintaining transparency and accountability in the risk management process.

Scheduled reviews update the risk register, evaluate the relevance and effectiveness of risk management policies, and ensure compliance with internal and external standards. The risks are to be evaluated on an annual basis, that a report will be delivered to ARIC based on this review.

Additionally, feedback from stakeholders and lessons learned from incidents drive continuous improvement, with adjustments made to the risk management framework, policies, and procedures based on these insights. This structured approach ensures that Gwydir Shire Council's risk management activities are proactive, effective, and aligned with its strategic goals.

### 3.6 Recording and Reporting

Effective recording and reporting are essential components of Gwydir Shire Council's risk management process, ensuring transparency, accountability, and continuous improvement in managing risks. Each stage of the risk assessment process requires specific recording and reporting actions to maintain a comprehensive and up-to-date risk management framework. Table 2 is a summary for the expected information to be captured or reported for each step in the assessment process.

Table 2: Recording and reporting expectations for the risk assessment process.

Step	Record	Report
<b>Risk Identification</b>	<ul style="list-style-type: none"> <li>Record all identified risks in the risk register, including detailed descriptions, potential causes, and affected areas.</li> </ul>	<ul style="list-style-type: none"> <li>Report newly identified risks to relevant stakeholders.</li> </ul>
<b>Risk Analysis</b>	<ul style="list-style-type: none"> <li>Document the assessed likelihood and impact of each risk in the risk register.</li> </ul>	<ul style="list-style-type: none"> <li>Share the results of the risk analysis with relevant parties.</li> </ul>
<b>Risk Evaluation</b>	<ul style="list-style-type: none"> <li>Update the risk register with the risk ratings determined during the evaluation, prioritising risks based on their significance.</li> <li>Document the comparison of each risk against the Council's risk criteria.</li> </ul>	<ul style="list-style-type: none"> <li>Provide summaries of risk evaluations to the Council and Audit and Risk Committee, highlighting prioritised risks.</li> </ul>
<b>Selecting Risk Treatment Options</b>	<ul style="list-style-type: none"> <li>Record the evaluation results of potential risk treatment options, including effectiveness, feasibility, and cost-benefit analysis.</li> <li>Document the selected risk treatment options in the risk register, noting the rationale behind each decision.</li> </ul>	<ul style="list-style-type: none"> <li>Report on the consultation process with stakeholders regarding the evaluated options.</li> <li>Announce the selected risk treatment options and their rationale to relevant stakeholders.</li> </ul>
<b>Developing Risk Treatment Plans</b>	<ul style="list-style-type: none"> <li>Detail the proposed actions, resources required, performance measures, constraints, and timelines for each selected treatment option.</li> <li>Record the individuals responsible for approving and implementing each risk treatment plan.</li> </ul>	<ul style="list-style-type: none"> <li>Submit detailed risk treatment plans for approval to the Executive Management Team or the Council.</li> </ul>
<b>Implementing Risk Treatment Plans</b>	<ul style="list-style-type: none"> <li>As risk mitigation actions are implemented, update the risk register with these controls.</li> <li>Regularly document the progress of implementing risk treatment actions.</li> <li>After controls are in place, reassess and record the residual risk in the risk register to reflect the current level of risk.</li> <li>If the residual risk remains outside acceptable tolerances, document any additional actions required.</li> </ul>	<ul style="list-style-type: none"> <li>Provide regular updates on the implementation status of risk treatment plans, including completed actions and any issues encountered.</li> <li>Report the reassessed residual risk levels and any further actions required to maintain risk within acceptable tolerances.</li> </ul>



## 4. Integration with Strategic, Operational, and Project Planning

Integrating risk management with strategic, operational, and project planning is essential for ensuring that Council can achieve its objectives while effectively managing potential risks. This integration ensures that risk considerations are embedded in the council's planning processes, enhancing resilience and adaptability.

### 4.1 Strategic Planning Integration

Incorporating risk management into strategic planning involves aligning the Council's long-term goals with its risk appetite and tolerance. This integration ensures that strategic initiatives are pursued with a clear understanding of the associated risks and the council's capacity to manage them. This is generally the responsibility of the Risk Manager, the Executive Management Team, and Councillors.

**Strategic Risk Assessment:** During the strategic planning process, Council conducts comprehensive risk assessments to identify and evaluate risks that could impact the achievement of strategic objectives. This involves analysing internal and external factors that may pose strategic risks.

**Risk-Informed Decision Making:** Strategic decisions are made with consideration of risk assessments, ensuring that risks are factored into the selection and prioritisation of strategic initiatives. This approach helps to balance opportunities and threats, enhancing the likelihood of successful outcomes.

**Alignment with Risk Appetite:** Council ensures that strategic initiatives align with its defined risk appetite, pursuing opportunities that fit within acceptable risk levels. This alignment supports sustainable growth and innovation while maintaining risk exposure within manageable limits.

### 4.2 Operational Planning Integration

Operational planning integration involves embedding risk management practices into the Council's day-to-day activities and short-term planning processes. This ensures that operational risks are identified, assessed, and managed effectively, supporting the continuity and efficiency of services. This is generally the responsibility of the department managers.

**Operational Risk Assessment:** As part of operational planning, Council conducts risk assessments to identify and evaluate risks that could affect daily operations. This includes analysing risks related to processes, systems, resources, and external factors.

**Risk Mitigation Strategies:** Based on operational risk assessments, Council develops and implements risk mitigation strategies to address identified risks. These strategies may include process improvements, resource allocation, contingency planning, and other control measures.

**Alignment with Risk Appetite:** Council ensures that operational risks align with its defined risk appetite, pursuing opportunities that fit within acceptable risk levels. This alignment supports sustainable growth and innovation while maintaining risk exposure within manageable limits.

**Continuous Monitoring:** Council continuously monitors operational risks and the effectiveness of mitigation strategies. Regular reviews and updates to operational plans ensure that risks are managed proactively and that the council can respond to emerging risks promptly.

### 4.3 Project Risk Integration

Integrating risk management into project planning and execution ensures that potential risks are identified, assessed, and managed throughout the lifecycle of projects undertaken by the Council. This proactive approach supports the successful delivery of projects on time, within budget, and to the desired quality standards. This is generally the responsibility of the Project Manager and relevant department managers.

**Project Risk Assessment:** During the project planning phase, the Council conducts comprehensive risk assessments to identify and evaluate risks that could impact the achievement of project objectives. This involves analysing risks related to project scope, schedule, budget, resources, and external factors. Early identification of project risks helps in developing effective mitigation strategies and contingency plans.

**Risk-Informed Project Planning:** Project planning integrates risk assessments to ensure that potential risks are considered in the development of project plans. This involves prioritising project activities based on risk analysis, allocating resources to manage high-priority risks, and scheduling risk management activities alongside project tasks.

**Development of Risk Mitigation Strategies:** Based on the identified project risks, the Council develops and implements risk mitigation strategies to address potential threats. These strategies may include:

- Process Adjustments: Refining project processes to reduce risk exposure.
- Resource Allocation: Allocating additional resources to critical areas to mitigate risks.
- Contingency Planning: Developing contingency plans to address potential risk events.
- Stakeholder Engagement: Engaging stakeholders to gain insights and support for risk management activities.

**Continuous Monitoring and Review:** Throughout the project lifecycle, the Council continuously monitors project risks and the effectiveness of mitigation strategies. Regular risk reviews are conducted to reassess risk levels, update risk registers, and adjust mitigation plans as needed. This ongoing monitoring ensures that emerging risks are identified promptly and that the project team can respond effectively.

**Reporting and Communication:** Regular reporting on project risks and mitigation activities is crucial for keeping all stakeholders informed. This includes:

- Progress Reports: Providing updates on the status of risk management activities, highlighting any changes in risk levels and mitigation plans.
- Stakeholder Meetings: Conducting regular meetings with project stakeholders to discuss risk management progress and gather feedback.
- Documentation: Maintaining detailed records of risk assessments, mitigation strategies, and monitoring activities to ensure transparency and accountability.

## 5. Risk Matrix and Definitions

The Council uses a structured risk matrix to systematically evaluate and manage risks throughout its operations. Illustrated below in Figure 2, this matrix combines severity and likelihood to prioritize risks based on their potential impact and probability of occurrence.

**Figure 2: Council's adopted risk matrix.**

		Likelihood			
		Rare	Low	Medium	High
Severity	Critical	Medium	High	High	Catastrophic
	Major	Low	Medium	High	Catastrophic
	Moderate	Low	Medium	Medium	High
	Minor	Low	Low	Low	Medium

The following guide provides likelihood (probability) definitions for risk occurrences, with timeframes to help determine the frequency of each occurrence. These are universal across all categories.

### Likelihood (Probability)

**High:** Highly likely to occur; expected to happen frequently (e.g., multiple times per year).

**Medium:** Likely to occur; can be expected to happen occasionally (e.g., once per year).

**Low:** Unlikely to occur; possible to happen but infrequent (e.g., once every 1-2 years).

**Rare:** Highly unlikely to occur; rare and exceptional circumstances (e.g., once every 5 years or more).

The following sections provide a detailed guide on the severity levels for each risk category. By clearly defining the severity levels, the Council ensures consistent risk assessment and effective mitigation strategies, enhancing our ability to safeguard assets, comply with regulations, and maintain service quality.

## 5.1 Environment

### Severity (Impact)

#### Critical:

- Severe impact on the environment, causing critical and long-term damage.
- Major regulatory fines, significant financial losses, or severe reputational damage.
- Irreversible harm to critical habitats or ecosystems.

#### Major:

- Substantial impact on the environment, causing noticeable and long-lasting damage.
- Considerable regulatory fines, substantial financial losses, or significant reputational damage.
- Significant harm to important habitats or ecosystems, with long recovery times.

#### Moderate:

- Moderate impact on the environment, causing some damage that can be mitigated or reversed.
- Moderate regulatory fines, moderate financial losses, or moderate reputational damage.
- Temporary harm to non-critical habitats or ecosystems, with moderate recovery times.

#### Minor:

- Minor impact on the environment, causing minimal and easily reversible damage.
- Insignificant regulatory fines, minor financial losses, or negligible reputational damage.
- Short-term and minor harm to non-critical habitats or ecosystems.

## 5.2 Finance

### Severity (Impact)

#### Critical:

- Severe financial losses exceeding a significant portion of the organisation's budget.
- Major regulatory fines and sanctions, with potential legal actions.
- Long-term disruption to financial operations, affecting the sustainability of essential services.

#### Major:

- Substantial financial losses impacting a considerable portion of the organisation's budget.
- Significant regulatory fines and penalties.
- Medium-term disruption to financial operations, constraining future projects and services.

#### Moderate:

- Moderate financial losses affecting a manageable portion of the organisation's budget.
- Moderate regulatory fines, with compliance concerns.
- Short-term disruption to financial operations, with limited impact on service delivery.

#### Minor:

- Minor financial losses with minimal impact on the organisation's budget.
- Insignificant regulatory fines, easily manageable.
- Minimal disruption to financial operations, with no significant impact on services.

### 5.3 Information Technology

#### Severity (Impact)

##### Critical:

- Severe impact on IT systems or data, causing critical disruption to business operations.
- Long-term loss of critical data, major financial losses, or severe reputational damage.
- Extended downtime affecting multiple business units or critical services.

##### Major:

- Substantial impact on IT systems or data, causing noticeable disruption to business operations.
- Loss of important data, considerable financial losses, or significant reputational damage.
- Downtime affecting important business units or services for a considerable period.

##### Moderate:

- Moderate impact on IT systems or data, causing some disruption to business operations.
- Loss of non-critical data, moderate financial losses, or moderate reputational damage.
- Downtime affecting non-critical business units or services for a short period.

##### Minor:

- Minor impact on IT systems or data, causing minimal disruption to business operations.
- Insignificant data loss, minor financial losses, or negligible reputational damage.
- Short, infrequent downtime affecting non-critical services.

### 5.4 Infrastructure

#### Severity (Impact)

##### Critical:

- Severe damage or failure of critical infrastructure, causing widespread disruption.
- Long-term unavailability of essential services, impacting multiple business units or the entire community.
- Major financial losses and significant regulatory fines due to non-compliance with safety and environmental standards.

##### Major:

- Substantial damage or failure of important infrastructure, causing significant disruption.
- Medium-term unavailability of key services, affecting important business units or community sectors.
- Considerable financial losses and regulatory penalties due to breaches in standards and regulations.

##### Moderate:

- Moderate damage or degradation of infrastructure, causing some disruption.
- Short-term unavailability of services, affecting non-critical business units or limited community areas.
- Moderate financial losses and potential regulatory fines, with manageable compliance issues.

**Minor:**

- Minor damage or maintenance issues with infrastructure, causing minimal disruption.
- Brief unavailability of non-essential services, with quick restoration.
- Insignificant financial losses and negligible regulatory concerns, easily rectified.

## 5.5 People and Safety

### Severity (Impact)

**Critical:**

- Fatalities or life-threatening injuries to employees or the public.
- Long-term closure of facilities or operations due to safety hazards.
- Major legal actions, significant regulatory fines, and severe reputational damage.

**Major:**

- Serious injuries requiring extensive medical treatment and prolonged recovery time.
- Medium-term closure or restricted access to facilities due to safety concerns.
- Significant legal actions, regulatory penalties, and notable reputational damage.

**Moderate:**

- Moderate injuries requiring medical treatment and short-term recovery.
- Short-term closure or restricted access to non-critical areas due to safety issues.
- Moderate legal actions, regulatory fines, and some reputational impact.

**Minor:**

- Minor injuries requiring first aid or minimal medical treatment.
- Minor safety incidents causing brief interruptions but no closures.
- Insignificant legal or regulatory issues and negligible impact on reputation.

## 5.6 Reputation

### Severity (Impact)

**Critical:**

- Severe and widespread damage to the organisation's reputation, causing long-term loss of stakeholder trust.
- Extensive negative media coverage leading to significant public outcry and scrutiny.
- Major impact on relationships with key stakeholders, including clients, partners, and regulators.

**Major:**

- Substantial damage to the organisation's reputation, causing noticeable decline in stakeholder confidence.
- Significant negative media coverage resulting in public concern and criticism.
- Considerable impact on relationships with key stakeholders, requiring extensive efforts to rebuild trust.

**Moderate:**

- Moderate damage to the organisation's reputation, causing some stakeholder concern.
- Occasional negative media coverage resulting in limited public criticism.
- Impact on relationships with some stakeholders, necessitating targeted efforts to address concerns and restore confidence.

**Minor:**

- Minor damage to the organisation's reputation, causing minimal stakeholder concern.
- Infrequent negative media coverage with negligible public impact.
- Minimal impact on stakeholder relationships, easily managed through routine communication and engagement.

## 5.7 Service Delivery

### Severity (Impact)

**Critical:**

- Complete failure of critical service delivery, causing widespread disruption to essential services.
- Long-term inability to meet service delivery commitments, resulting in significant community impact.
- Major financial losses and severe reputational damage due to prolonged service outages and failures.

**Major:**

- Substantial disruption to important service delivery, affecting multiple service areas or key services.
- Medium-term inability to meet service delivery commitments, leading to considerable community dissatisfaction.
- Significant financial losses and notable reputational damage due to service interruptions and delays.

**Moderate:**

- Moderate disruption to service delivery, affecting some service areas or non-critical services.
- Short-term inability to meet service delivery commitments, causing some community inconvenience.
- Moderate financial losses and some reputational impact due to temporary service issues.

**Minor:**

- Minor disruption to service delivery, causing minimal impact on non-critical services.
- Brief delays or interruptions in meeting service delivery commitments, with negligible community impact.
- Insignificant financial losses and minimal reputational damage due to minor service issues.



## 6. Risk Appetite & Tolerance

This section outlines the Shire's approach to defining and managing acceptable levels of risk across various areas. It establishes the boundaries for risk-taking to ensure the protection of assets, compliance with regulations, and promotion of sustainability, while supporting strategic objectives and responsible innovation. By clearly stating what risks are acceptable and what are not, it guides decision-making and ensures effective risk management practices.

### 6.1 Environment

**Appetite Rating:** Low

**Context:** The Shire is committed to environmental stewardship and sustainable practices. Therefore, Council adopts a highly cautious approach to managing environmental risks. Our goal is to minimise our environmental footprint, comply with environmental regulations, and promote sustainability in all our operations. While the Shire is cautious in its approach to environmental risks, we maintain a minimal appetite for activities that could harm the environment or compromise our sustainability objectives.

**The following sub-categories outline specific risk tolerances within Environment:**

#### Environmental Compliance

- **Tolerance Level:** Low
- **Won't Tolerate:** Any non-compliance with environmental laws, regulations, or standards, or actions that could lead to significant environmental damage.
- **Will Tolerate:** Minor, unintentional compliance deviations that are promptly corrected and do not result in significant environmental harm, provided they lead to enhanced compliance measures and are not systemic in nature.

#### Waste Management

- **Tolerance Level:** Low
- **Won't Tolerate:** Improper disposal of hazardous waste, significant waste mismanagement, or actions that could lead to pollution.
- **Will Tolerate:** Isolated incidents of minor waste management issues that are swiftly addressed, ensuring no significant environmental impact and resulting in improved waste management practices.

#### Resource Consumption

- **Tolerance Level:** Moderate
- **Won't Tolerate:** Excessive resource consumption that significantly exceeds our sustainability targets or results in resource depletion.
- **Will Tolerate:** Occasional, minor deviations from resource consumption targets that are identified and corrected, provided they do not lead to long-term unsustainable practices and are offset by conservation efforts.

**Pollution Control**

- **Tolerance Level:** **Low**
- **Won't Tolerate:** Any activities that cause significant pollution or violate pollution control regulations.
- **Will Tolerate:** Minor, unintentional pollution incidents that are quickly mitigated and do not result in lasting environmental damage, provided they lead to strengthened pollution control measures.

**Biodiversity Impact**

- **Tolerance Level:** **Low**
- **Won't Tolerate:** Actions that significantly harm local biodiversity or lead to the destruction of critical habitats.
- **Will Tolerate:** Minor, temporary impacts on biodiversity that are carefully managed and mitigated, ensuring long-term protection of ecosystems and resulting in improved biodiversity conservation practices.

**Sustainable Practices**

- **Tolerance Level:** **Low**
- **Won't Tolerate:** Neglect of sustainability initiatives or actions that undermine our sustainability goals.
- **Will Tolerate:** Small, infrequent lapses in sustainable practices that are promptly corrected and lead to reinforced commitment to sustainability initiatives.

**6.2 Finance****Appetite Rating:** **Moderate**

**Context:** The Shire's financial assets and practices are fundamental to sustaining our business operations and delivering services to our community. Therefore, Council adopts a cautious approach to managing financial risks, ensuring transparency, compliance, and sustainability. Our goal is to maintain robust financial health through prudent budgeting, effective investment strategies, and comprehensive financial controls. Additionally, we will foster a culture of financial accountability and continuous improvement in our financial management practices. While the Shire is cautious in its financial management, we maintain a moderate appetite for calculated financial risks that drive innovation and strategic growth.

**The following sub-categories outline specific risk tolerances within Finance:**

**Financial Reporting**

- **Tolerance Level:** **Low**
- **Won't Tolerate:** Significant inaccuracies in financial reporting that lead to material misstatements, non-compliance, or misinforming stakeholders.
- **Will Tolerate:** Minor and infrequent errors in financial reports that are quickly identified and corrected without materially affecting the financial statements or compliance with regulations.

**Budget Management**

- **Tolerance Level:** **Moderate**
- **Won't Tolerate:** Significant budget overruns or underspends that could impact our financial stability or the delivery of key services.
- **Will Tolerate:** Minor variances in budget performance that are within acceptable thresholds and do not compromise our financial objectives or operational effectiveness.

**Fraud Prevention**

- **Tolerance Level:** **Low**
- **Won't Tolerate:** Any form of fraudulent activity, embezzlement, or corruption.
- **Will Tolerate:** Isolated, low-impact incidents that are unintentional and swiftly investigated and addressed, provided they do not indicate systemic issues and result in strengthened controls.

**Investment Risk**

- **Tolerance Level:** **Moderate**
- **Won't Tolerate:** High-risk investments that could jeopardize our financial position or lead to substantial losses.
- **Will Tolerate:** Investments with moderate risk profiles that align with our strategic objectives and are backed by thorough risk assessments.

**Compliance**

- **Tolerance Level:** **Low**
- **Won't Tolerate:** Non-compliance with financial regulations, laws, and standards.
- **Will Tolerate:** Minor compliance issues that are promptly corrected and do not result in regulatory penalties or significant operational impacts.

**Third-Party Financial Management**

- **Tolerance Level:** **Low**
- **Won't Tolerate:** Inadequate financial performance or risk management by third-party providers that could impact our financial health.
- **Will Tolerate:** Minor performance issues or delays from third-party financial service providers that are swiftly rectified and do not affect critical financial operations.

### 6.3 Information Technology

**Appetite Rating: Moderate**

**Context:** The Shire's assets, including information, are vital in maintaining our business practices. Therefore, Council has a cautious approach to safeguarding these assets from both external and internal threats, misuse, modification, and unintended damage. Council's aim is to protect our assets contained within our IT systems and services. We will be successful through the application of appropriate internal controls, fostering a cyber-aware workforce, implementing effective governance, and ensuring timely remediation of identified control weaknesses. Additionally, we will persistently review the external threat landscape and consistently manage our third-party providers. While the Shire has a cautious stance towards protecting its IT systems, we maintain an open appetite for exploring innovative risks associated with Information Technology Systems to enhance our operational capabilities and service delivery.

**The following sub-categories outline specific risk tolerances within Information Technology:**

**Cybersecurity**

- **Tolerance Level:** Low
- **Won't Tolerate:** We are not willing to accept risks that could lead to significant data breaches, unauthorised access, or compromise of our critical systems. Investments in advanced cybersecurity measures, continuous monitoring, and incident response plans are prioritised to maintain high levels of security.
- **Will Tolerate:** Minor and infrequent cybersecurity incidents that do not compromise sensitive information or critical systems. Such incidents should be swiftly identified and mitigated.

**Data Management**

- **Tolerance Level:** Low
- **Won't Tolerate:** We have a low tolerance for risks associated with data management, including data loss, corruption, or unauthorised disclosure. Stringent data protection protocols, regular backups, and strict access controls are enforced to ensure the integrity and confidentiality of our data.
- **Will Tolerate:** Occasional minor data integrity issues or small-scale data inaccuracies that are quickly corrected without significant impact on operations or compliance.

**IT System Downtime**

- **Tolerance Level:** Low
- **Won't Tolerate:** We have a low tolerance for prolonged IT system downtime. High availability and reliability of IT services are critical, and we employ robust disaster recovery and business continuity plans to minimize downtime and ensure rapid recovery from any disruptions.
- **Will Tolerate:** Short, infrequent periods of downtime for non-critical systems during scheduled maintenance windows or unexpected minor outages that are resolved within established recovery time objectives (RTOs).

**Innovation and Digital Transformation**

- **Tolerance Level:** **Moderate**
- **Won't Tolerate:** We have a moderate tolerance for risks associated with adopting new technologies and digital transformation initiatives. While we encourage innovation and the use of cutting-edge technologies to improve service delivery, these initiatives must be carefully evaluated and managed to ensure they do not introduce unacceptable levels of risk.
- **Will Tolerate:** Controlled pilot projects and phased rollouts of new technologies that may involve minor disruptions or learning curves, provided they are well-managed and do not jeopardize overall operations.

**Third-Party Management**

- **Tolerance Level:** **Low**
- **Won't Tolerate:** We have a low tolerance for risks arising from third-party providers. Thorough due diligence, continuous monitoring, and strict contractual obligations are required to ensure that third-party vendors meet our security and performance standards.
- **Will Tolerate:** Minor performance issues or delays from third-party providers that are swiftly rectified and do not affect critical services or data security.

**User Access Control**

- **Tolerance Level:** **Low**
- **Won't Tolerate:** We have a low tolerance for inadequate user access controls. Ensuring that only authorized personnel have access to specific systems and data is critical. Strong authentication mechanisms and regular reviews of access rights are enforced.
- **Will Tolerate:** Occasional minor access control issues that are quickly identified and resolved without leading to unauthorized access or data breaches.

**Incident Response**

- **Tolerance Level:** **Low**
- **Won't Tolerate:** We have a low tolerance for delayed or ineffective responses to IT incidents. A well-defined incident response plan, regular drills, and swift action in the event of an incident are essential to mitigate impacts and restore normal operations quickly.
- **Will Tolerate:** Minor delays in incident response that do not significantly impact operations or data security, provided they lead to process improvements and enhanced readiness for future incidents.

## 6.4 Infrastructure

### **Appetite Rating: Moderate**

**Context:** The Shire is committed to developing and maintaining robust infrastructure that supports the community's needs and promotes sustainable growth. Therefore, Council adopts a balanced approach to managing risks associated with infrastructure. Our goal is to ensure the safety, reliability, and efficiency of our infrastructure assets while accommodating necessary improvements and innovations. While the Shire is cautious in its approach to infrastructure risks, we accept moderate levels of risk in pursuit of enhanced infrastructure capabilities and resilience.

**The following sub-categories outline specific risk tolerances within Infrastructure:**

#### **Maintenance and Upkeep**

- **Tolerance Level: Low**
- **Won't Tolerate:** Deferred maintenance or neglect that leads to significant deterioration or failure of critical infrastructure.
- **Will Tolerate:** Short-term, minor delays in non-critical maintenance activities, provided they are managed effectively and do not compromise long-term infrastructure integrity.

#### **Infrastructure Resilience**

- **Tolerance Level: Moderate**
- **Won't Tolerate:** Significant vulnerabilities that leave infrastructure susceptible to major disruptions or failures.
- **Will Tolerate:** Identified vulnerabilities that are actively being addressed through resilience-building initiatives, provided they do not pose immediate critical risks.

#### **Project Management**

- **Tolerance Level: Moderate**
- **Won't Tolerate:** Major project overruns in time, cost, or scope that significantly impact strategic objectives or community needs.
- **Will Tolerate:** Moderate deviations in project timelines and budgets that are effectively managed and do not compromise overall project success or strategic alignment.

#### **Innovation and Improvement**

- **Tolerance Level: Moderate**
- **Won't Tolerate:** High-risk infrastructure innovations that could lead to significant failures or inefficiencies.
- **Will Tolerate:** Controlled, moderate-risk infrastructure improvement projects that are thoroughly evaluated and managed to enhance capabilities and performance.

#### **Compliance with Standards**

- **Tolerance Level: Low**
- **Won't Tolerate:** Non-compliance with statutory, regulatory, or industry standards for infrastructure development and maintenance.

- **Will Tolerate:** Minor, unintentional deviations from standards that are promptly corrected and ensure no significant impact on infrastructure quality or compliance.

## 6.5 People and Safety

### Appetite Rating: **Low**

**Context:** The safety and well-being of our employees and the community are paramount to the Shire. Therefore, Council adopts a highly cautious approach to managing risks associated with people and safety. Our goal is to create a safe and healthy work environment, comply with all relevant health and safety regulations, and foster a culture of safety awareness and continuous improvement. While the Shire is cautious in its approach to people and safety risks, we maintain a minimal appetite for risks that could compromise the safety or well-being of our employees and the public.

**The following sub-categories outline specific risk tolerances within People and Safety:**

#### Workplace Health and Safety

- **Tolerance Level:** **Low**
- **Won't Tolerate:** Any violations of health and safety regulations, or actions that could result in serious injury or illness to employees or the public.
- **Will Tolerate:** Minor safety incidents that are promptly reported, investigated, and addressed, provided they do not indicate systemic safety issues and result in enhanced safety measures. These incidents must be non-recurring, cause no significant harm, and lead to a review and improvement of safety protocols.

#### Employee Well-being

- **Tolerance Level:** **Low**
- **Won't Tolerate:** Practices that negatively impact employee well-being, such as excessive workloads, workplace harassment, or discrimination.
- **Will Tolerate:** Isolated, minor well-being concerns that are swiftly resolved through appropriate support and interventions, provided they do not reflect broader issues within the organization and lead to improved well-being initiatives.

#### Training and Compliance

- **Tolerance Level:** **Low**
- **Won't Tolerate:** Failure to comply with mandatory training requirements or neglecting safety training programs.
- **Will Tolerate:** Occasional lapses in training attendance that are quickly rectified, ensuring all employees complete required training and any gaps are promptly filled without impacting overall compliance.

#### Incident Response (Safety)

- **Tolerance Level:** **Low**
- **Won't Tolerate:** Delayed or inadequate responses to safety incidents that could exacerbate risks or harm.



- **Will Tolerate:** Minor delays in incident response that do not significantly impact safety outcomes, provided they lead to process improvements and enhanced readiness for future incidents.

## 6.6 Reputation

**Appetite Rating:** Low

**Context:** The Shire places a high value on maintaining a positive reputation and public trust. Therefore, Council adopts a highly cautious approach to managing reputational risks. Our goal is to uphold the Shire's integrity, transparency, and accountability in all our activities. While the Shire is cautious in its approach to reputational risks, we recognise the need to engage in activities that may involve minimal risk but contribute to our strategic objectives and community engagement.

**The following sub-categories outline specific risk tolerances within Reputation:**

### Public Trust

- **Tolerance Level:** Low
- **Won't Tolerate:** Actions or behaviours that significantly undermine public trust or damage the Shire's reputation, such as unethical conduct, lack of transparency, or significant breaches of trust.
- **Will Tolerate:** Minor, isolated incidents that do not significantly impact public trust and are promptly addressed with transparency and corrective actions to restore confidence.

### Media Relations

- **Tolerance Level:** Low
- **Won't Tolerate:** Negative media coverage resulting from miscommunication, misinformation, or unresponsiveness that significantly harms the Shire's reputation.
- **Will Tolerate:** Occasional, minor negative media coverage that is managed proactively with clear communication and remedial actions to mitigate any potential damage.

### Ethical Conduct

- **Tolerance Level:** Low
- **Won't Tolerate:** Any form of unethical behaviour, corruption, or misconduct by employees or representatives of the Shire.
- **Will Tolerate:** Isolated, minor ethical lapses that are immediately addressed, ensuring no systemic issues and resulting in strengthened ethical standards and training.

### Social Responsibility

- **Tolerance Level:** Low
- **Won't Tolerate:** Neglect of social responsibility initiatives or actions that could negatively impact the Shire's social standing and community relationships.
- **Will Tolerate:** Small, infrequent lapses in social responsibility efforts that are promptly corrected and enhance the Shire's commitment to social responsibility and community engagement.

**Crisis Management**

- **Tolerance Level:** Low
- **Won't Tolerate:** Ineffective management of crises or public relations issues that exacerbate reputational damage.
- **Will Tolerate:** Minor delays or inefficiencies in crisis management that are swiftly rectified, provided they lead to improved crisis response strategies and preparedness for future incidents.

**6.7 Service Delivery****Appetite Rating:** Moderate

**Context:** The Shire is dedicated to providing high-quality services to our community. Therefore, Council adopts a balanced approach to managing risks associated with service delivery. Our goal is to ensure reliable, efficient, and effective service delivery that meets the needs and expectations of our residents. While the Shire is committed to minimising disruptions and maintaining service standards, we recognise the need for innovation and improvement, which may involve accepting moderate levels of risk.

The following sub-categories outline specific risk tolerances within Service Delivery:

**Service Quality**

- **Tolerance Level:** Low
- **Won't Tolerate:** Significant declines in service quality that fail to meet established standards or result in widespread dissatisfaction.
- **Will Tolerate:** Minor, temporary reductions in service quality during periods of change or improvement, provided they are promptly addressed and lead to long-term enhancements.

**Customer Satisfaction**

- **Tolerance Level:** Low
- **Won't Tolerate:** Persistent customer complaints or dissatisfaction resulting from systemic issues or neglect of service delivery commitments.
- **Will Tolerate:** Occasional, isolated customer complaints that are promptly resolved and lead to improved customer service practices.

**Innovation and Improvement**

- **Tolerance Level:** Moderate
- **Won't Tolerate:** High-risk initiatives that could significantly disrupt service delivery or fail to deliver intended benefits.
- **Will Tolerate:** Controlled, moderate-risk projects aimed at service innovation and improvement, provided they are carefully managed, monitored, and evaluated for effectiveness.

**Continuity of Services**

- **Tolerance Level:** **Low**
- **Won't Tolerate:** Prolonged or widespread disruptions to critical services that negatively impact the community.
- **Will Tolerate:** Short, infrequent disruptions to non-critical services during planned maintenance or upgrades, provided they are communicated in advance and managed effectively to minimise impact.

**Resource Allocation**

- **Tolerance Level:** **Moderate**
- **Won't Tolerate:** Misallocation of resources that significantly impairs the ability to deliver key services.
- **Will Tolerate:** Minor, temporary imbalances in resource allocation that are quickly corrected and lead to optimised resource management and service delivery efficiency.

**Partnership and Collaboration**

- **Tolerance Level:** **Moderate**
- **Won't Tolerate:** Partnerships or collaborations that compromise service delivery quality or fail to align with our service objectives.
- **Will Tolerate:** Moderate-risk partnerships that offer potential for improved service delivery and innovation, provided they are managed with clear agreements and oversight.

**7. Revision Record**

Date	Version	Revision details	Officer	Next Review
Jul 2024	1.0	Initial Document	Justin Hellmuth	July 2027

## **7.7 Draft Service Review Report Stores'**

**File Reference:** NA

### **Delivery Program**

**Goal:** 5. Organisational management

**Outcome:** 5.1 Corporate management

**Strategy:** 5.1.5 Provision of responsible internal governance

**Author:** Justin Hellmuth, Business Improvement & IT Manager

### **STAFF DISCLOSURE OF INTEREST Nil**

### **IN BRIEF/SUMMARY RECOMMENDATION**

This report recommends that the Service Review Report relating to the operation of the Council's Stores' process is noted.

### **TABLED ITEMS Nil**

### **OFFICER RECOMMENDATION**

**THAT the Stores' Service Review Report is noted.**

### **ATTACHMENTS**

1. Draft - Service Review Report - Stores [7.7.1 - 27 pages]



Gwydir Shire Council

# Service Review Report - Stores

Department: Business Improvement

Responsible Manager: Business Improvement & IT Manager

Author: Justin Hellmuth

File Ref: 24/5907

Date: June 2024

Pages: 27

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## Introduction

Local councils are responsible for delivering a wide range of services to their communities and exercising an extensive suite of service, regulatory, revenue, administrative, enforcement and ancillary functions under the *Local Government Act 1993* ("the Local Government Act") and other legislation.

Under the Integrated Planning and Reporting ("IP&R") framework provisions of the Local Government Act, all local councils are required to plan holistically for the future and must develop a suite of interrelated strategies to guide their long-term planning and decision-making in relation to service delivery and resources. All plans, policies, programs, and activities developed and undertaken by local councils must directly relate to their respective IP&R frameworks.

The IP&R framework is designed to support local councils in establishing service levels, monitoring service performance, improving service delivery and encouraging continuous improvement across their organisations and operations.

The *Integrated Planning and Reporting Guidelines for Local Government in NSW* ("the Guidelines") published by the NSW Office of Local Government ("the OLG") and prescribed under the Local Government Act provide that local councils must, via their Delivery Program, "*identify areas of service that the council will review during its term, and how the council will engage with the community and other stakeholders to determine service level expectations and appropriate measures*".

In turn, local councils must specify which service delivery reviews they will undertake each year via their annual Operational Plan, and report on the results of such reviews in their Annual Report. Importantly, councils must disclose in their Annual Report any changes they have made to services in response to the findings of service delivery reviews undertaken in the previous year.

The service review process asks local councils to consider the following questions when reviewing services:

1. Should this service be delivered to the community?
2. If so, how should it be delivered?
3. Is this service delivering on community needs and Council's goals?
4. Is the service being delivered using the most appropriate service delivery mechanisms?
5. Is the service being delivered as efficiently and effectively as possible?
6. Is the service resourced appropriately?
7. Is the service meeting current service standards and levels?
8. What are the current and future issues affecting the service, and what should be done about them?

A service delivery review is a vital process for local councils and will ensure that their service functions are:

- Appropriate – that is, services meet current community needs and wants, and can be adapted to meet future needs and wants,
- Effective – that is, councils deliver targeted, better-quality services in new ways,
- Efficient – that is, councils improve resource use (people, materials, equipment, infrastructure) and redirect savings to finance new or improved services, and
- Affordable – that is, the community is able to afford the current and any proposed future service levels.

## 1. Executive Summary

This Service Review Report evaluates the current state of the Gwydir Shire Council's Stores service, identifies key issues, and proposes recommendations for improvement. The review aims to enhance the effectiveness, efficiency, and sustainability of the Stores service, ensuring it aligns with the Council's strategic goals and operational needs.

The review revealed several critical insights. While the service aligns well with the Council's strategic goals, there are no formal service levels established. Further, there is an absence of clear criteria for stock maintenance.

The Stores service currently consists of a single Storeman reporting directly to the CFO. This structure has experienced frequent changes in responsibility, leading to instability in management. Further, there is a lack of integration between Procurement, Stores, and Fleet Management, resulting in fragmented operations and inefficiencies. Therefore, it is proposed to amalgamate these services. The proposal includes a shift of responsibility for these services by restructuring the depot operations into a single line of responsibility.

Inefficient invoice handling processes and retention of redundant stock have been identified as significant financial issues. Manual data entry and lack of validation controls contribute to potential errors and financial discrepancies. Additionally, some departments bypass the Stores system, leading to suboptimal inventory management and increased costs.

The review concludes Council should look at realigning Stores, whilst investigating and implementing the 20 improvement recommendations outlined.

No.	Improvement Opportunity	Priority
<b>Strategic Direction</b>		
1	Introduce a formal process for going to market to compare prices and services from different suppliers. Regularly review and update supplier lists to ensure the best purchasing options are being utilised.	High
2	Establish service levels for stores, including clear criteria for what items should be kept in stock within Stores.	High
3	Standardise procurement, fleet purchasing, and stores under unified management to optimise purchasing and reduce redundancies.	High
4	Establish actions in the Operational Plan that encompass the day-to-day operations of Stores.	Low
<b>Governance and Management</b>		
5	Encourage other services to utilise the Stores system rather than keeping their own stock. This can lead to better inventory management and cost savings.	High
6	Develop specific, measurable objectives and key performance indicators (KPIs).	Medium

7	Consider the Procurement service for a service review in the coming delivery plan (if not merged).	Medium
<b>Financial</b>		
8	Revise the current process of invoice handling to ensure proper validation and delegation controls.	High
9	Write off redundant stock that has been sitting in stores for years.	High
<b>Policies and Procedures</b>		
10	Define clear criteria for what items should be kept in stock within Stores. Establish a standardised process for ordering items that fall outside of these criteria to ensure consistent and efficient inventory management.	High
11	Ordering of project materials should be aligned with stores/procurement as standard procedure.	High
12	Review the documentation for Authority inventory control and ensure that the Store processes are utilising the program as intended.	Medium
13	Implement a systematic organisation for the stock for ease of tracking and locating items efficiently.	Medium
14	Automate the fuel system to minimise manual data entry and reduce polling issues, particularly in locations like Bingara.	Medium
15	Stock needs to be properly categorised to be able to efficiently report.	Low
<b>Staff</b>		
16	Consider a restructure with a Depot Supervisor role that oversees the workshops and stores functions.	High
17	Cross-train staff to handle the Storeman's duties, ensuring that stock can be checked out and managed efficiently during absences.	Medium
<b>General</b>		
18	Review and update the uniform requirements to ensure they are suitable for the job and weather conditions. Incorporate safety features such as reflective strips to enhance worker safety.	Medium
19	Revise the current fuel system software to see if there are other suppliers providing a more cost effective and productive program.	Medium
20	Investigate the possibility of a controlled self-service system where authorised personnel can check out stock themselves. This can improve efficiency while maintaining control over inventory.	Medium

## 2. Objectives and Scope

### 2.1 Background

The Council elected to originally conduct a service review of Visitor Information Services for the 2023/24 IP&R reporting period. However, as the service will be delivered differently due to the changes with the Bingara Office rebuild, any recommendations made now would most likely be redundant. As a result, the Executive Team decided to change the nominated review to Stores.

This review was carried out internally, with Morrison Low enlisted by the Council to offer guidance and insights as this marks the initial implementation of the Service Review Framework.

### 2.2 Scope

This Service Review Report will focus on the evaluation of the current state of Stores service for Gwydir Shire Council. The aim is to assess the effectiveness, efficiency, and sustainability of the services provided, and to identify areas for improvement.

### 2.3 Limitations

The review is based on the data and information available at the time of the study. Any gaps, inaccuracies, or outdated data within the inventory management system or other sources could affect the conclusions drawn.

The insights and feedback collected from stakeholders are limited to those who participated in the review process. As a result, the perspectives of some stakeholders may not be fully represented, potentially leading to incomplete understanding of the issues.

This review focuses on the Stores service and does not extend to a detailed analysis of all related functions such as Procurement and Fleet Management, except where directly relevant. Consequently, some interconnected issues may not be fully explored.

### 2.4 The Stakeholders

Stores is an internal service that operates to ensure stock is available for other services within the Shire. As a result, the stakeholders are confined to Council internal staff and the suppliers of stock.

The service review process engaged in direct communications with a subset of people to get a range of perspectives. These stakeholders included:

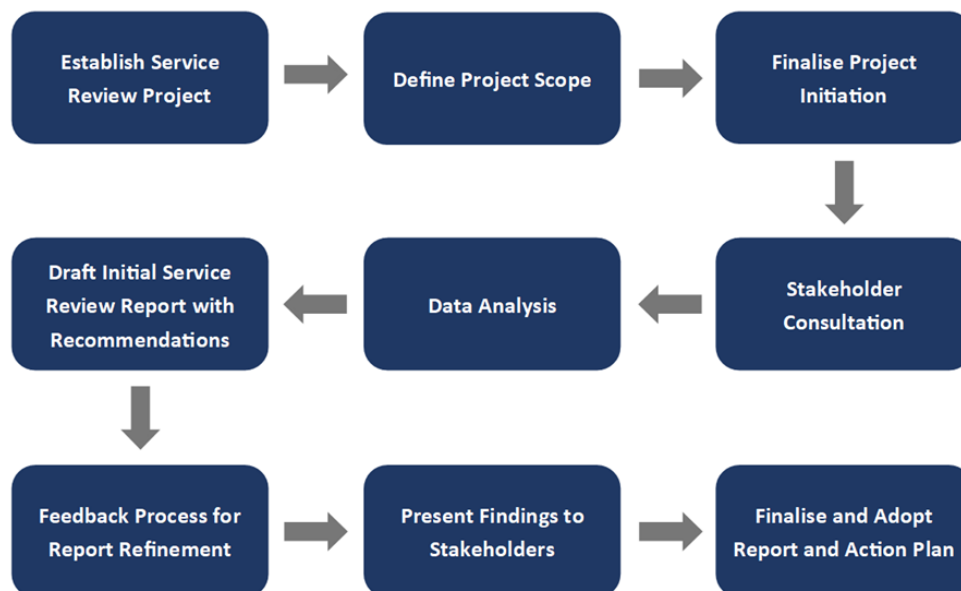
- Executive Leadership Team
- Stores Staff
- Town Utilities Team

Collaboration and communication among these diverse stakeholders are essential for effective decision-making and the successful management of Stores operations.

## 2.5 Methodology

The diagram below provides a detailed overview of the methodology applied by the Service Review Team in undertaking the service review of Stores.

**Figure 1: Methodology in undertaking the service review of Stores.**



### 3. Service Overview

The Stores Service is a key operational function of the Council, dedicated to the procurement, management, and issuance for inventory of stock. The service ensures the smooth operation of Council operations by ensuring necessary materials are available when needed.

Key tasks performed by the Stores Service include:

- Maintaining an accurate and up-to-date inventory of all goods and materials owned by Council. This includes tracking the quantity and location of each item.
- The issuance of stock to ensure that the requested items are available and issuing them in a controlled manner.
- Implementing measures to prevent stockouts and overstocking. This involves forecasting demand, setting reorder points, and determining optimal order quantities.

#### 3.1 Strategic Alignment

The Gwydir Shire community has identified several priorities and future aspirations, as detailed in the Community Strategic Plan 2017/2027. These priorities emphasise the importance of effective organisational management to achieve maximum outputs with minimal resources and effort. Consequently, the Community Strategic Plan includes "Outcome 5.1 Corporate Management," which aligns with the Stores service's goal of ensuring financial efficiency and facilitating the Council's functions. The Council's 2022-26 Delivery Program actions are outlined in the table below.

**Table 1: Council Delivery Plan Strategic Actions**

Strategy	Actions
<b>Financial management and accountability systems</b>	Align financial function with business strategy to assist developing long-term growth and financial security.
<b>Administrative and support functions</b>	Create formal structure and support to assist in the facilitation of Council's key functions to achieve core objectives.

The Stores service is thus aligned with the community's aspirations and the Council's strategic plans. However, there are no specific actions related to the Stores service in the 2023-24 Operational Plan. As a result, the day-to-day operations of the Stores service are not explicitly captured in the Council's strategy.

#### 3.2 Legislative Considerations

The following laws and regulations are applicable to the Stores service:

- **Competition and Consumer Act 2010 (Cth):** This federal legislation impacts procurement processes by promoting fair trading and competition. Councils must ensure that their purchasing practices comply with this Act to prevent anti-competitive behaviour.
- **Disability Inclusion Act 2014 (NSW):** This Act mandates that all public facilities, including stores, be accessible to people with disabilities, ensuring inclusive practices in the management and operation of stores.

- **Environmental Planning and Assessment Act 1979 (NSW):** This Act may impact the storage and handling of materials, especially if they involve hazardous substances or if the stores are located in areas requiring special environmental considerations.
- **Local Government Act 1993 (NSW):** This Act defines the roles and functions of local councils, granting them the authority to manage public spaces, including parks and gardens, to promote the social, economic, and environmental well-being of the community. Councils can make local laws concerning the use and maintenance of these areas.
- **Local Government (General) Regulation 2021 (NSW):** This regulation includes provisions on tendering, procurement, and disposal of council property. It mandates that councils follow certain procedures for purchasing and managing inventories to ensure fairness and value for money.
- **Public Finance and Audit Act 1983 (NSW):** This Act outlines the requirements for financial management and accountability in public sector entities, including local councils. It ensures that financial practices, including those related to inventory and stores, are conducted with integrity and transparency.
- **State Records Act 1998 (NSW):** This Act requires councils to manage and keep records of their activities, including procurement and inventory records, in an accountable and systematic manner.
- **Work Health and Safety Act 2011 (NSW):** This legislation requires that all workplaces, including local government stores, provide a safe working environment. It includes provisions for handling hazardous materials, operating machinery, and other safety considerations relevant to stores operations.



## 4. Service Delivery and Performance

### 4.1 Service Levels

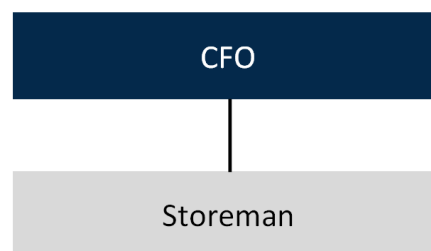
At present, there are no formally established service levels for the Stores service. This lack of defined service levels creates several challenges for the effective management and operation of the service. Additionally, there are no clear guidelines on what constitutes stock that should be kept in inventory, leading to inconsistencies and inefficiencies in inventory management.

### 4.2 Resources Consumed

#### 4.2.1 Workforce

The current organisational structure includes only the Storeman, who reports directly to the CFO. Over time, there has been considerable fluctuation in who holds responsibility for the service. This report aims to propose recommendations that will bring stability and clarity to the management of the Stores service.

**Figure 2: Organisation structure of the Stores service.**



#### 4.2.2 Financial

The actual costs for the last two completed financial years are summarised in Table 2 below. These figures are derived from the budgeting software in BIS, encompassing all costs associated with the Stores program level of the budget.

Table 2: Financial breakdown of Stores service.

Stores	2022-23	2021-22
<b>Income</b>		
Overhead Recovery	(41,542)	(35,400)
<b>Total Income</b>	<b>(41,542)</b>	<b>(35,400)</b>
<b>Expenditure</b>		
Employee Costs	82,230	104,832
Office Administration	239	1,143
Plant Hire	25,835	11,923
Overheads	21,328	13,746
<b>Total Expenses</b>	<b>129,632</b>	<b>131,644</b>
<b>Net Cost</b>	<b>88,090</b>	<b>96,244</b>

#### 4.2.3 Inventory

It should be noted that the current information on inventory is limited due to the lack of proper categorisation, which hampers the ability to extract meaningful data from reports. This lack of detailed categorisation makes it challenging to conduct a comprehensive analysis of inventory usage and performance.

Table 3 below provides a breakdown of the value of stock currently held in inventory. The majority of items are stored in Warialda, with a significant portion of the inventory consisting of fuel and materials for road repairs, which account for nearly the entirety of the Bingara Stores.

Table 3: Inventory held in stock currently.

Location	Current (At June 2024)
Warialda Store	224,794
Bingara Store	116,576
Weeds	4,897
Water Fund Store	23,579
<b>Total Expenses</b>	<b>369,846</b>

An analysis of the inventory movement revealed that there are 43 items, totalling \$25,708.60, that have not been issued or seen any movement this financial year. This indicates potential issues with overstocking or holding items that may no longer be needed or are slow-moving. Proper categorisation and regular review of inventory can help identify such items and improve overall inventory management.

#### 4.3 Stakeholder Perceptions and Feedback

Below is a summary of the feedback gathered from stakeholder interviews. These do not reflect the opinions of the Service Review Team but are a summation of the stakeholders' input.

- **Succession Planning:** There is a need for planning around succession and covering for leave.
- **System Improvement:** The current system needs a revamp, and processes need to be improved.
- **Stock Access:** It is difficult to find and check out stock when the Storeman is on leave.
- **Stock Organisation:** The organisation of stock is not systematic.
- **Invoice Handling:** Staff are handing in invoices for the Storeman to process, which is time-consuming and bypasses validation and delegation controls.
- **Supplier Selection:** Suppliers are chosen based on familiarity, and there is rarely an effort to go to market to compare options.
- **Old Stock Write-off:** There is an issue with writing off old stock due to budget concerns, even when it is clear the stock will never be used.
- **Uniform Suitability:** The uniforms ordered are not suitable for the job, are not summer-friendly, and lack reflective strips for worker safety.
- **Stock Availability:** Most of the needed stock is available when required.
- **Service Utilisation:** Services are not utilising Stores and are purchasing and keeping their own stock through preferred suppliers.
- **Standardisation Issues:** Standardisation and optimisation of purchasing are hindered by separate management of fleet purchasing, procurement, and stores.
- **Stock Issue Process:** There should be an opportunity for individuals to check out stock themselves, under controlled conditions.
- **Project Ordering:** Ordering for projects should be managed by procurement or stores.
- **Responsibility Shifts:** The responsibility for Stores has shifted around the organisation, leading to a lack of proper understanding and oversight.
- **Fuel System Issues:** The fuel system requires a lot of manual data entry and has consistent polling issues, particularly in Bingara.

#### 4.4 Industry Comparisons

Conducting industry comparisons enables Gwydir Shire Council to benchmark the performance of its Stores service against similar services offered by other councils and industry standards. Due to the challenge of finding direct metric data and comparisons specific to council stores, industry guidelines, case studies, and articles were used to validate best practices in inventory management. The following points highlight key best practices for comparison to Council's current operations.

- **Procurement Practices:** Other councils typically have formal procurement processes that involve regular market testing and supplier evaluations to ensure the best value for money. In contrast, Gwydir Shire Council's current practice of relying on familiar suppliers without regular market comparisons may not always yield the best purchasing outcomes.

- **Stock Organisation and Accessibility:** Effective councils often employ systematic stock organisation methods, such as barcode scanning and automated retrieval systems, which ensure that stock items are easily accessible and accurately tracked. Gwydir Shire Council's reported difficulties in locating and checking out stock, especially during the Storeman's absence, highlight a need for improved organisational methods and technologies.
- **Old Stock Management:** Other councils have clear policies for writing off obsolete stock and regularly review inventory to dispose of items that are no longer useful. This prevents clutter and reduces holding costs. Council's hesitance to write off old stock due to budget concerns suggests a need for a more proactive approach to inventory management.
- **Staff Safety and Uniforms:** Councils with robust safety policies ensure that staff uniforms and equipment are suitable for the job and comply with safety standards, including features like reflective strips for visibility. The concerns raised about the suitability and safety of current uniforms at Council suggest a need to review and update staff uniforms to meet these standards.

#### 4.5 Business Analysis

During this service review, the Service Review team and the staff that were interviewed identified the key strengths, weaknesses, opportunities, and threats confronting Council's Store Service. Table 4 below presents the summation of the key strengths, weaknesses, opportunities, and threats identified.

**Table 4: SWOT Analysis.**

Strengths	Weaknesses	Opportunities	Threats
<p><b>Dedicated Staff:</b> The Stores service benefits from a team of dedicated and knowledgeable staff who understand the operational requirements and maintain a high standard of service.</p> <p><b>Reliable Stock Availability:</b> Most of the necessary stock is available when required, ensuring minimal disruptions to other services and operations within the council.</p> <p><b>Strong Internal Relationships:</b> Good working relationships with internal stakeholders, which facilitate communication and collaboration.</p>	<p><b>Lack of Systematic Organisation:</b> The current stock organisation is not systematic, leading to difficulties in locating and checking out stock, especially during the Storeman's absence.</p> <p><b>Manual Processes:</b> Reliance on manual data entry and processes, particularly in the fuel system, which leads to inefficiencies and increased potential for errors.</p> <p><b>Supplier Dependence:</b> Suppliers are often chosen based on familiarity rather than competitive market comparisons, potentially resulting in less favourable pricing and terms.</p> <p><b>Inadequate Invoice Handling:</b> The process of staff handing in invoices for the Storeman to process circumvents proper validation and delegation controls.</p>	<p><b>Implementation of Technology:</b> Assessment and realignment of the inventory management system, to improve accuracy and efficiency.</p> <p><b>Regular Supplier Evaluations:</b> Introducing regular supplier evaluations to ensure competitive pricing and high-quality services.</p> <p><b>Cross-Training Staff:</b> Developing cross-training programs to ensure continuity of service during staff absences and to improve overall operational resilience.</p> <p><b>Policy and Procedure Updates:</b> Establishing clear criteria for stock management and standardised processes for ordering and inventory control.</p>	<p><b>Lack of Succession:</b> Potential disruptions caused by absence of key personnel, which can affect service continuity and operational efficiency.</p> <p><b>Resistance to Change:</b> Possible resistance from staff towards adopting new technologies and processes, which could hinder the implementation of improvements.</p> <p><b>Budget Constraints:</b> Financial limitations that may restrict the ability to invest in new technologies or additional training programs.</p> <p><b>Regulatory Compliance:</b> Ensuring ongoing compliance with local government regulations and industry standards, which may require continuous updates to policies and procedures.</p>

## 5. Service Analysis and Findings

### 5.1 Strategic Direction

#### *Key Findings*

- Procurement, Stores, and Fleet Management should be unified into a cohesive service.
- There is a need to establish formal service levels and definitions for stock to be kept in inventory.
- The Stores service is fundamentally aligned with the Council's strategic direction, though there are no actions in the operational plan relating to Stores.

#### *Issues and Commentary*

There appears to be a reluctance to utilise Stores for project material purchasing, and procurement processes are often not adhered to. Unifying Procurement, Stores, and Fleet Management into a cohesive service would streamline operations, reduce redundancies, and optimise purchasing processes. Rather than creating confusion about which department to approach for purchasing arrangements, a single unified area could follow a consistent process. This integration would ensure more efficient use of resources and improve the overall performance of these services. Standardised processes and centralised management would lead to better inventory control, cost savings, and enhanced service delivery.

There is little guideline on what constitutes items that should be kept within inventory and what should be purchased as needed. Without formal service levels and clear definitions for inventory stock, it is challenging to maintain consistency and efficiency in the Stores service. Establishing these service levels and definitions will ensure that only necessary items are kept in stock, reducing waste and optimising inventory management. This will improve accountability and make it easier to measure performance against defined standards, ultimately enhancing the efficiency and reliability of the Stores service.

The absence of specific actions for the Stores service in the operational plan indicates a gap in the strategic documentation. To fully leverage the alignment with the Council's strategic goals, it is crucial to include specific actions and initiatives for the Stores service in future operational plans. This inclusion will ensure that the day-to-day operations and contributions of the Stores service are recognised and strategically directed. Additionally, it will provide a clear reference point for any KPIs that need to be reported.

### 5.2 Governance and Management

#### *Key Findings*

- Other services within the Council often bypass the Stores system, preferring to maintain their own stock. This results in suboptimal inventory management and increased costs.
- Procurement is highly interconnected with Stores and should be evaluated in the next delivery plan cycle, or consideration given to potentially merging them into a single, unified service.

#### *Issues and Commentary*

When consulting with stakeholders in other departments, it was discussed that some prefer to order and manage stock through their preferred suppliers, rather than utilising Stores. The tendency of different services within the Council to bypass the centralised Stores system results in fragmented inventory management. Each service maintaining its own stock leads to duplication of efforts, increased inventory holding costs, and a lack of standardised processes. This fragmentation makes it challenging to achieve economies of scale and can result in overstocking or stockouts. To address

this issue, it is crucial to encourage the utilisation of the Stores system across all services, demonstrating the benefits of centralised inventory management, such as cost savings, improved stock availability, and better resource allocation. Implementing a controlled self-service system for authorised personnel to check out stock could also increase efficiency while maintaining inventory control.

It is evident that the challenges faced by the Stores service are not isolated but are indicative of broader issues affecting the entire procurement processes within the Council. The fragmentation and inefficiencies observed in Stores management reflect systemic problems that extend across procurement and fleet management operations. Addressing these issues holistically is crucial for achieving significant improvements.

If the recommendation to merge Stores, Procurement, and Fleet Management into a single, unified service is not adopted, it is imperative to include Procurement for a comprehensive service review in the next delivery plan cycle. Such a review should aim to identify and rectify inefficiencies, standardise processes, and ensure alignment with the Council's strategic objectives.

### **5.3 Financial**

#### ***Key Findings***

- Staff hand in invoices to the Storeman, leading to time-consuming manual processing, bypassing of validation controls, and potential errors.
- There is an issue with retaining redundant stock that has been sitting in the Stores for years.

#### ***Issues and Commentary***

There appears to be a shift of invoice processing responsibilities onto the Stores service. Staff are handing invoices directly to the Storeman for processing, rather than handling them themselves. This practice leads to a lack of accountability for the stock received, as the Storeman does not validate the actual receipt of goods. Further, it utilises their financial delegations which could exceed the person they are processing for, and appropriate approval is not followed. This circumvents established validation and delegation controls, thereby increasing the risk of misappropriation and financial discrepancies. Additionally, this process is disruptive to the Storeman's regular duties.

To address this issue, it is essential to clearly reinforce the responsibilities for invoice processing among staff. If Stores is to continue to process invoices on behalf of others, a formal system must be established. This system should include immediate verification steps upon receipt of goods, ensuring adherence to validation controls and reducing the administrative burden on the Storeman. Implementing such a system will enhance the overall efficiency and accuracy of financial transactions within the Stores service, safeguarding against potential financial risks and improving operational workflow.

It was mentioned that there has been stock that has been flagged for years to be written off as it has not been utilised for many years. There has been a lack of ownership for getting these processes, particularly due to the financial burden that would be incurred by Council. The prolonged retention of redundant stock in the Stores is a significant problem, leading to inefficiencies in inventory management. Stock that remains unused for extended periods occupies valuable storage space, contributes to clutter, and ties up financial resources that could be better utilised elsewhere. The reluctance to write off obsolete items due to budgetary concerns exacerbates this issue, preventing effective inventory turnover and optimisation. To mitigate this problem, it is crucial to establish and enforce clear policies for the regular review and disposal of outdated stock. Conducting periodic audits will help identify items that are no longer needed and facilitate their timely removal.



## 5.4 Policies and Procedures

### *Key Findings*

- There are no clear criteria defining what items should be kept in stock within the Stores service.
- The ordering process for project materials is not aligned with the Stores and procurement procedures, leading to inefficient purchasing.
- It is unclear whether Authority is being utilised for inventory control as intended by the system.
- Stock is not properly categorised, making it challenging to report efficiently and accurately on inventory levels and usage.
- The organisation of stock within the Stores is not systematic, making it difficult to track and locate items efficiently.

### *Issues and Commentary*

It is evident that there are no guidelines on which stock that is to be kept in inventory. The absence of well-defined criteria for stock maintenance results in an ad hoc approach to inventory management. This inconsistency can lead to overstocking, tying up financial resources unnecessarily, or stockouts, which can disrupt operations. Establishing clear criteria will ensure that essential items are kept in stock, optimising inventory levels and improving the efficiency of the Stores service.

Other departments are not coordinating with Procurement and Stores when ordering for projects. This oversight fails to leverage existing inventory, supplier expertise, and purchasing efficiencies that Stores can provide, resulting in a fragmented approach to inventory management. Such misalignment leads to inefficiencies and increased costs. By aligning the ordering process for project materials with established Stores and procurement procedures, the Council can achieve a cohesive and efficient approach to inventory management.

The uncertainty surrounding the proper utilisation of Authority for inventory control indicates potential gaps in system usage and understanding. This lack of clarity can lead to inefficiencies and inaccuracies in inventory management, as the system's full capabilities may not be leveraged. To address this issue, it is essential to review the current use of Authority in inventory management.

Stock is findable by the Storeman. However, if anyone is covering, it can lead to calls to the Storeman to find stock. A lack of systematic organisation in the Stores leads to time wasted searching for items and increases the risk of errors in inventory tracking. Implementing a systematic organisation for stock will streamline the process of tracking and locating items when there is cover for the role.

When looking through inventory for this report, it was evident that stock was not categorised in any meaningful way that any useful reports would generate. This lack of specificity can obscure important details and complicate inventory management. Refining the reporting categories to be more detailed and specific will improve the accuracy and efficiency of inventory reporting.

## 5.5 Staff

### *Key Findings*

- There is some cover for stores when the Storeman is away, but it is unstable and could be resolved with a depot restructure.
- There is no formal succession planning in place, which poses a risk to the continuity of the Stores service.

### *Issues and Commentary*

The current arrangements for covering the Storeman's duties during absences are reliant on staff who may not always be available. To address this issue, it is proposed that the Warialda Depot implements a restructure. This restructure would introduce a Depot Supervisor role, responsible for overseeing the operations of Stores and Workshops (and potentially Procurement and Fleet Management if that recommendation is adopted). The Depot Supervisor would manage depot operations, and either be trained to provide cover for the Storeman or organise relief when necessary. This role is expected to become increasingly valuable as the proposed restructure of the Bingara and Warialda Depots is implemented. Appendix B shows the proposed restructure.

## 5.6 General

### *Key Findings*

- The fuel system data is captured through manual data entry, leading to inefficiencies, and has frequent hardware issues, particularly in Bingara.
- Staff are unhappy with the current uniforms and could be improved for both weather suitability and job safety.
- The investigation of implementing self-service for authorised personnel to check out stock should be investigated.

### *Issues and Commentary*

Datafuel is the current system used for fuel data capture. However, the process of transferring data from Datafuel to Authority is manual and labour-intensive, requiring one line to be entered at a time. Although the Authority documentation mentions an import feature, it is not currently utilised and should be investigated for potential use.

Additionally, there are polling issues at the Bingara depot, where data is not sent until the Datafuel system is reset. This problem is attributed to the unreliable wireless technology in use. Therefore, the fuel system should be evaluated, and alternative software options should be explored, as other suppliers might offer more cost-effective and efficient solutions. Upgrading the fuel system software could result in significant improvements in operational efficiency.

It was expressed by staff that the current uniforms are uncomfortable and lack breathability, particularly in summer. A thorough review of the current uniform standards should be conducted and update them to ensure they are suitable for the job and weather conditions. This should include incorporating safety features such as reflective strips to enhance worker safety. The suppliers for uniforms should be reviewed and expanded if necessary.

An investigation should be conducted to assess the feasibility of implementing a controlled self-service system, allowing authorised personnel to check out stock independently. This could involve utilising the existing Authority system or potentially integrating a third-party add-on. Such a system would maintain inventory control while enhancing efficiency by providing quick and easy access to necessary materials. This approach could streamline operations, reduce the Storeman's workload, and improve overall service delivery, ensuring compliance with financial processes and delegations.

## 6. Assessment Against Service Review Questions

### ***Should this service be delivered to the community?***

The Stores service is an integral part to Council's operations. This service involves the efficient management and distribution of resources and supplies that are essential for the various functions and services of the Council.

The Stores service contributes significantly to the smooth functioning of the Council's operations. By ensuring that all departments within the Council have the necessary resources when they need them, the Stores service helps prevent delays and disruptions in service delivery to the community.

Moreover, the Stores service has an economic impact as well. Efficient resource management can lead to cost savings, which can then be redirected to other essential services. Also, by maintaining an inventory of supplies, the Stores service can help the Council respond quickly to unexpected situations, thereby reducing potential costs and disruptions.

### ***If so, how should it be delivered?***

The Stores service should be realigned to a sub-service of Procurement, along with Fleet Management. This integrated service should utilise standardised processes for inventory management, ordering, and procurement to ensure efficiency and consistency across all operations. Additionally, leveraging technology such as inventory management software and automated systems can further streamline processes and reduce manual workload.

### ***Is this service delivering on community needs and Council's goals?***

Yes, the Stores service is delivering on community needs and Council's goals by ensuring the availability of necessary materials and resources for various Council operations. By maintaining an effective inventory and supply chain, the Stores service supports the smooth functioning of essential services provided by the Council, contributing to the overall well-being and satisfaction of the community. Although, processes will need to be changed to ensure effective inventory control and supply chain management.

### ***Is the service being delivered using the most appropriate service delivery mechanisms?***

Currently, the service is not utilising the most appropriate delivery mechanisms in all areas. Manual processes for fuel data entry, inefficient invoice handling, and lack of systematic stock organisation indicate areas for improvement. By reevaluating systems and incorporating systematic approaches, the service delivery mechanisms can be significantly enhanced.

### ***Is the service being delivered as efficiently and effectively as possible?***

The Stores service is not being delivered as efficiently and effectively as possible due to several identified inefficiencies. Implementing the recommended improvements, such as evaluating technology, standardising procedures, and restructuring services, will improve the overall efficiency and effectiveness of the service.

### ***Is the service resourced appropriately?***

In terms of staff, it is adequately serviced and there is potential for more capacity with the realignment of services. The service is currently under-resourced in terms of staff training, succession planning, and technological tools. Addressing these gaps by providing appropriate training, establishing a formal succession plan, and investing in technological upgrades will ensure that the service is adequately resourced to meet its operational demands and future challenges.

***Is the service meeting current service standards and levels?***

The service is meeting basic service standards and levels but lacks formalised benchmarks and criteria for inventory management. Establishing clear service levels and performance metrics will help ensure that the service consistently meets and exceeds the required standards.

***What are the current and future issues affecting the service, and what should be done about them?***

Current issues include:

- Manual data entry processes, particularly in fuel data management.
- Inefficient invoice handling and validation controls.
- Lack of systematic stock organisation and categorisation.
- Absence of formal succession planning and staff cross-training.
- Inadequate integration between Procurement, Stores, and Fleet Management.

Future issues may involve adapting to new technologies, maintaining compliance with evolving regulations, and ensuring continuous improvement in service delivery.

## 7. Risk Analysis

Following completion of the service review, we have analysed some of the issues to Council, evaluating each to consider potential risks significance. The risk consideration is based on inherent risk, without any mitigation actions.

The results of that analysis are detailed in Table 5, below.

**Table 5: Risk analysis.**

Issue	Risk Consideration			Mitigation
	Probability	Impact	Significance of Risk	
<b>Strategic Direction</b>				
Lack of integration between Procurement, Stores, and Fleet Management	H	M	H	Integrate Procurement, Stores, and Fleet Management under a unified management structure to streamline operations and improve resource utilisation.
<b>Governance and Management</b>				
Departments bypassing the Stores system	H	H	H	Encourage utilisation of the Stores system across all departments by demonstrating its benefits and implementing controlled self-service systems.
<b>Financial</b>				
Inefficient invoice handling and retention of redundant stock	M	H	H	Revise invoice handling processes to ensure proper validation and reduce the administrative burden on the Storeman. Implement regular audits and clear policies for the disposal of outdated stock.

<b>Policies and Procedures</b>				
Absence of clear criteria for stock maintenance	M	H	H	Establish clear criteria and service levels for stock maintenance to ensure consistency and efficiency.
Underutilisation of the Authority inventory control system	M	M	M	Review and fully utilise the Authority inventory control system to enhance accuracy and efficiency.
Lack of systematic stock organisation	M	M	M	Implement systematic organisation methods for stock to improve tracking and locating items.
<b>Staff</b>				
No formal succession planning and unstable coverage for Storeman absences	H	M	M	Develop formal succession plans and cross-train staff to ensure continuity during absences.
<b>General</b>				
Inadequate staff uniforms	M	H	M	Review and update uniform standards to ensure suitability for job conditions and safety.

## 8. Improvement Recommendations

Following the conclusion of the service review, there have been 20 identified improvement opportunities for Council to consider and implement. An implementation plan will be developed upon final endorsement of this report.

Table 6, below. Each improvement opportunity has been prioritised utilising the following definitions:

**High** priority improvement opportunities are those which, if implemented, could immediately positively impact the efficacy and effectiveness of the service delivery or overall performance of the service. These improvement opportunities should be given immediate attention and prioritised for implementation as quickly as possible.

**Medium** priority improvement opportunities are those which, if implemented, could positively impact the efficacy and effectiveness of the service or overall performance of the service. These improvement opportunities should be implemented after all high priority opportunities have been actioned.

**Low** priority improvement opportunities are those which, if implemented, may positively impact the efficacy and effectiveness of the service delivery or overall performance of the service. These improvement opportunities should be considered for implementation after all other opportunities have been actioned.

**Table 6: Improvement opportunities.**

No.	Improvement Opportunity	Priority
<b>Strategic Direction</b>		
1	Introduce a formal process for going to market to compare prices and services from different suppliers. Regularly review and update supplier lists to ensure the best purchasing options are being utilised.	High
2	Establish service levels for stores, including clear criteria for what items should be kept in stock within Stores.	High
3	Standardise procurement, fleet purchasing, and stores under unified management to optimise purchasing and reduce redundancies.	High
4	Establish actions in the Operational Plan that encompass the day-to-day operations of Stores.	Low
<b>Governance and Management</b>		
5	Encourage other services to utilise the Stores system rather than keeping their own stock. This can lead to better inventory management and cost savings.	High
6	Develop specific, measurable objectives and key performance indicators (KPIs).	Medium
7	Consider the Procurement service for a service review in the coming delivery plan (if not merged).	Medium



<b>Financial</b>		
<b>8</b>	Revise the current process of invoice handling to ensure proper validation and delegation controls.	<b>High</b>
<b>9</b>	Write off redundant stock that has been sitting in stores for years.	<b>High</b>
<b>Policies and Procedures</b>		
<b>10</b>	Define clear criteria for what items should be kept in stock within Stores. Establish a standardised process for ordering items that fall outside of these criteria to ensure consistent and efficient inventory management.	<b>High</b>
<b>11</b>	Ordering of project materials should be aligned with stores/procurement as standard procedure.	<b>High</b>
<b>12</b>	Review the documentation for Authority inventory control and ensure that the Store processes are utilising the program as intended.	<b>Medium</b>
<b>13</b>	Implement a systematic organisation for the stock for ease of tracking and locating items efficiently.	<b>Medium</b>
<b>14</b>	Automate the fuel system to minimise manual data entry and reduce polling issues, particularly in locations like Bingara.	<b>Medium</b>
<b>15</b>	Stock needs to be properly categorised to be able to efficiently report.	<b>Low</b>
<b>Staff</b>		
<b>16</b>	Consider a restructure with a Depot Supervisor role that oversees the workshops and stores functions.	<b>High</b>
<b>17</b>	Cross-train staff to handle the Storeman's duties, ensuring that stock can be checked out and managed efficiently during absences.	<b>Medium</b>
<b>General</b>		
<b>18</b>	Review and update the uniform requirements to ensure they are suitable for the job and weather conditions. Incorporate safety features such as reflective strips to enhance worker safety.	<b>Medium</b>
<b>19</b>	Revise the current fuel system software to see if there are other suppliers providing a more cost effective and productive program.	<b>Medium</b>
<b>20</b>	Investigate the possibility of a controlled self-service system where authorised personnel can check out stock themselves. This can improve efficiency while maintaining control over inventory.	<b>Medium</b>

## Appendix A – Proposed Stores Service Levels

It is proposed to classify the Store's inventory as follows, after further refinement and analysis:

**Table 7: Proposed store inventory categories.**

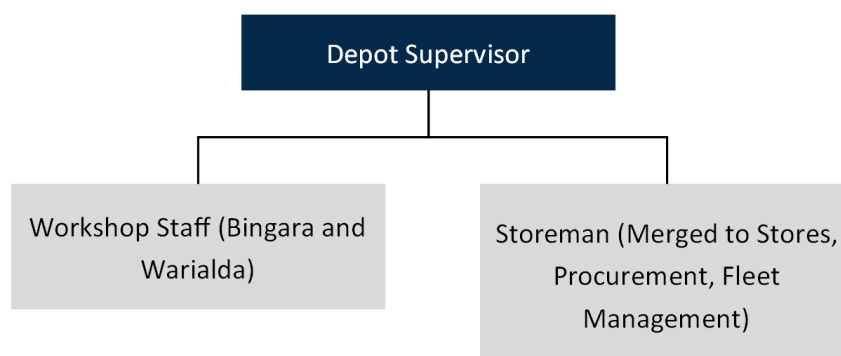
Item Category	Description	Example Items
<b>Essential Operational Items</b>	<p>Items that are critical for the day-to-day operations of the Council's various departments.</p> <p><b>Reorder Point:</b> Set based on average usage rate and lead time. For example, reorder when stock falls below a two-week supply.</p> <p><b>Minimum Stock Level:</b> Maintain a minimum of one month's supply.</p>	Office supplies, maintenance tools, safety equipment, and essential repair parts.
<b>High-Frequency Usage Items</b>	<p>Items that are frequently used and require constant availability to avoid disruptions in service.</p> <p><b>Reorder Point:</b> Set when inventory falls to a three-week supply.</p> <p><b>Maximum Stock Level:</b> Maintain no more than a two-month supply to avoid overstocking.</p>	Fuel, cleaning supplies, vehicle parts, and commonly used construction materials.
<b>Long Lead-Time Items</b>	<p>Items that have a long procurement lead time and need to be available on short notice.</p> <p><b>Reorder Point:</b> Trigger reorder at a three-month supply level to account for long lead times.</p>	Specialised machinery parts, bulk materials for infrastructure projects, and certain types of equipment.
<b>Emergency Supplies</b>	<p>Items required for emergency response and disaster management.</p> <p><b>Safety Stock Level:</b> Maintain a three-month supply for emergency items.</p> <p><b>Reorder Point:</b> Reorder when inventory falls to a two-month supply.</p>	First aid kits, sandbags, emergency signage, and temporary fencing.
<b>Regulatory and Compliance Items</b>	<p>Items mandated by regulatory requirements to be kept in stock.</p> <p><b>Reorder Point:</b> Reorder at a four-month supply level to ensure reserves are maintained.</p> <p><b>Minimum Stock Level:</b> Ensure at least three months of reserve items are always available.</p>	Personal protective equipment (PPE), hazardous material handling supplies, and safety equipment.

<b>Project-Specific Items</b>	<p>Items required for specific ongoing projects that need to be readily available to avoid project delays. Kept during the project lifecycle only.</p> <p><b>Maximum Stock Level:</b> Maintain no more than what is required for the project duration to avoid excess.</p>	Project-specific tools, materials, and equipment that have been identified as critical to project timelines.
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## Appendix B – Proposed Restructure

Figure 3 below incorporates the proposed changes to the depot, aligned with the shift of Warialda being the central base of operations for works crews. This restructure would introduce a Depot Supervisor role, responsible for overseeing the operations of Stores and Workshops (and potentially Procurement and Fleet Management if that recommendation is adopted). The Depot Supervisor would manage depot operations, and either be trained to provide cover for the Storeman or organise relief when necessary. It is not specified which directorate this is to sit under. This decision can be made as it is deemed appropriate.

**Figure 3: Proposed restructure.**



## **7.8 Draft Service Review Report - Parks and Gardens**

**File Reference:** NA

### **Delivery Program**

**Goal:** 5. Organisational management

**Outcome:** 5.1 Corporate management

**Strategy:** 5.1.5 Provision of responsible internal governance

**Author:** Justin Hellmuth, Business Improvement & IT Manager

### **STAFF DISCLOSURE OF INTEREST Nil**

### **IN BRIEF/SUMMARY RECOMMENDATION**

This report recommends that the Service Review Report relating to the operation of the Council's Parks and Gardens area is noted.

### **TABLED ITEMS Nil**

### **OFFICER RECOMMENDATION**

**THAT the Parks and Gardens' Service Review Report is noted.**

### **ATTACHMENTS**

1. Draft - Parks and Gardens - Service Review - Service Review Report [7.8.1 - 42 pages]



Gwydir Shire Council

## Service Review Report - Parks and Gardens

Department: Business Improvement

Responsible Manager: Business Improvement & IT Manager

Author: Justin Hellmuth

File Ref: 24/4729

Date: June 2024

Pages: 42

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## Introduction

Local councils are responsible for delivering a wide range of services to their communities and exercising an extensive suite of service, regulatory, revenue, administrative, enforcement and ancillary functions under the *Local Government Act 1993* ("the Local Government Act") and other legislation.

Under the Integrated Planning and Reporting ("IP&R") framework provisions of the Local Government Act, all local councils are required to plan holistically for the future and must develop a suite of interrelated strategies to guide their long-term planning and decision-making in relation to service delivery and resources. All plans, policies, programs, and activities developed and undertaken by local councils must directly relate to their respective IP&R frameworks.

The IP&R framework is designed to support local councils in establishing service levels, monitoring service performance, improving service delivery and encouraging continuous improvement across their organisations and operations.

The *Integrated Planning and Reporting Guidelines for Local Government in NSW* ("the Guidelines") published by the NSW Office of Local Government ("the OLG") and prescribed under the Local Government Act provide that local councils must, via their Delivery Program, "*identify areas of service that the council will review during its term, and how the council will engage with the community and other stakeholders to determine service level expectations and appropriate measures*".

In turn, local councils must specify which service delivery reviews they will undertake each year via their annual Operational Plan, and report on the results of such reviews in their Annual Report. Importantly, councils must disclose in their Annual Report any changes they have made to services in response to the findings of service delivery reviews undertaken in the previous year.

The service review process asks local councils to consider the following questions when reviewing services:

1. Should this service be delivered to the community?
2. If so, how should it be delivered?
3. Is this service delivering on community needs and Council's goals?
4. Is the service being delivered using the most appropriate service delivery mechanisms?
5. Is the service being delivered as efficiently and effectively as possible?
6. Is the service resourced appropriately?
7. Is the service meeting current service standards and levels?
8. What are the current and future issues affecting the service, and what should be done about them?

A service delivery review is a vital process for local councils and will ensure that their service functions are:

- Appropriate – that is, services meet current community needs and wants, and can be adapted to meet future needs and wants,
- Effective – that is, councils deliver targeted, better-quality services in new ways,
- Efficient – that is, councils improve resource use (people, materials, equipment, infrastructure) and redirect savings to finance new or improved services, and
- Affordable – that is, the community is able to afford the current and any proposed future service levels.

## 1. Executive Summary

The Gwydir Shire Council conducted a comprehensive service review of the Parks and Gardens department. This review aimed to evaluate the department's current state, assessing the effectiveness, efficiency, and sustainability of the services provided while identifying areas for improvement.

The review revealed several critical insights. While the service aligns well with the Council's strategic goals, there are no formal service levels established. This lack of defined service levels has led to growing community expectations without corresponding increases in resources. Defining service levels will temper expectations, enable conversations for the cost of services, and ensure that the service will be adequately manned at current staffing levels.

Financial analysis highlighted discrepancies due to the current data structure, resulting in potential misalignments in budgeting and operational costs. It is difficult to determine any true insights into the current financial state of the area. It is suspected that this will be consistent across most services in Council.

Stakeholder feedback varied, with internal staff expressing pride in their high standards but noting challenges from disruptive service requests and a lack of formalized procedures. External stakeholders perceived the service as potentially overserved, suggesting opportunities for efficiency improvements, such as reducing task frequency and reassigning certain duties.

Comparatively, Gwydir Shire maintains a higher proportion of passive spaces than metro and regional councils, at a lower cost per resident than similar sized rural Councils.

The review established several opportunities for improvement, focusing on establishing formal service levels, better financial tracking, restructuring teams, and exploring technological enhancements to increase efficiency and meet community expectations effectively.

The review concludes Council should continue to service Parks and Gardens internally, whilst investigating and implementing the 17 improvement recommendations outlined.

No.	Improvement Opportunity	Priority
<b>Strategic Direction</b>		
1	Establish service levels for open spaces and asset maintenance by categorising them to reflect the expected standard of upkeep (see appendix A for proposed service levels).	High
2	Establish/update an asset management plan to set asset expectations, priorities, and capital spend.	Medium
3	Establish a reporting mechanism to show that Parks and Gardens are meeting the defined service levels.	Medium
<b>Governance and Management</b>		
4	Ensure that insurances, event management plans, and other critical documents are collected and captured from community groups that use Parks and Gardens facilities.	High

5	Develop specific, measurable objectives and key performance indicators (KPIs).	Medium
6	Develop high-level Operational Plan actions that cover all activities across the department.	Low
<b>Financial</b>		
7	Conduct a review of the number of public toilets, evaluating their necessity to identify underutilised or redundant facilities.	Medium
8	Restructure Work Orders/General Ledgers to be able to better reflect the true cost of Parks and Gardens.	Medium
9	Identify opportunities to recover costs for services such as line marking and additional mowing. Implement fee structures where appropriate to offset expenses.	Low
<b>Policies and Procedures</b>		
10	To schedule certain activities, such as tree maintenance, on a specific range of days to address the disruption from service requests.	Medium
11	Capture existing assets into the GIS and Authority systems and establish practices for capturing new assets to ensure comprehensive records that can be used for future planning.	Medium
12	Update the mapping layers to visually reflect Parks and Gardens assets and new service level categorisation.	Low
<b>Staff</b>		
13	Break down the North and South focus to create a unified Parks & Gardens team. Promote collaboration through joint work programs.	High
14	Investigate outsourcing maintenance to a local contractor or establishing volunteer programs in smaller communities for park maintenance and improvement projects. This can foster a sense of ownership and reduce maintenance costs.	Medium
<b>General</b>		
15	Refocus areas to be 'regenerative' and plant native species that are low maintenance to reduce the effort required to maintain the area. Potential to associate with The Living Classroom.	High
16	Investigate the cost viability of installing devices for automation of watering and maintenance activities.	Medium
17	Investigate the cost viability and use of digital tools (primarily IOT) to assist with maintenance schedules and activities (such as bin sensors). This can improve efficiency.	Medium

## 2. Objectives and Scope

### 2.1 Background

The Council elected to conduct a service review of Parks and Gardens for the 2023/24 IP&R reporting period. This review was carried out internally, with Morrison Low enlisted by the Council to offer guidance and insights as this marks the initial implementation of the Service Review Framework.

### 2.2 Scope

This Service Review Report will focus on the evaluation of the current state of the Parks and Gardens department for Gwydir Shire Council. The aim is to assess the effectiveness, efficiency, and sustainability of the services provided, and to identify areas for improvement.

### 2.3 Limitations

During the interview process, input from the North Parks and Gardens team was limited as only one staff member was available; the others had recently left the Council.

The Council's current data structure does not support accurate or timely access for financial and asset analysis, potentially leading to inaccuracies in these datasets.

### 2.4 The Stakeholders

Due to the nature of the upkeep of public spaces by Parks and Gardens, the stakeholders encompass a broad spectrum of individuals and groups. These stakeholders often include residents and community members who frequent these areas for leisure, recreation, and social activities. Local businesses are vested as the condition and attractiveness of these spaces can impact their commercial viability. Council staff and contractors responsible for day-to-day operations are integral stakeholders, ensuring that the services provided align with community needs and expectations.

Due to the considerable number of stakeholders for Parks and Gardens, the service review process engaged in direct communications with a subset of people to get a range of perspectives. These stakeholders included:

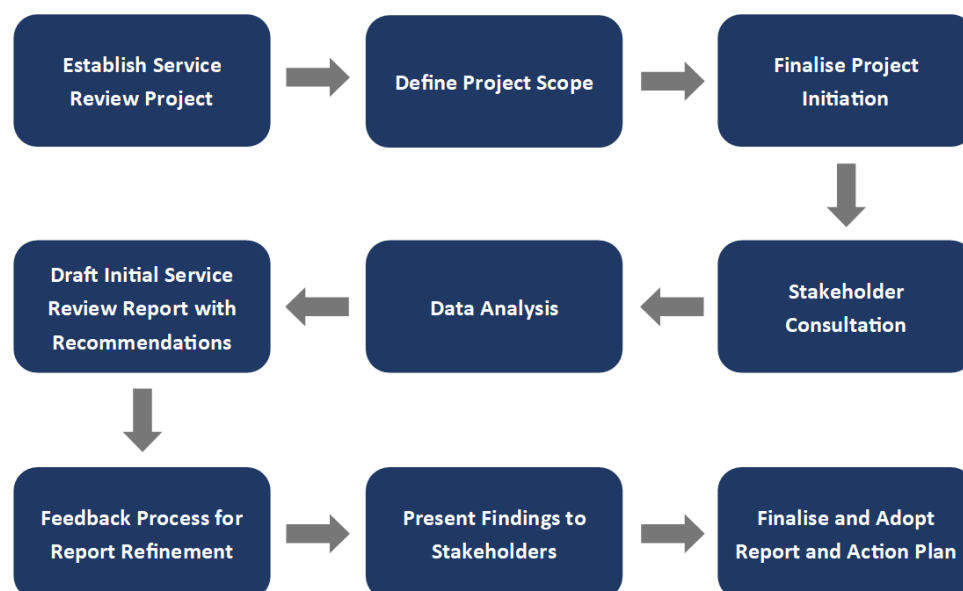
- Parks and Gardens Staff
- Parks and Gardens Management
- Executive Leadership Team
- Councillors
- Other Council Staff

Collaboration and communication among these diverse stakeholders are essential for effective decision-making and the successful management of parks and gardens within the Shire.

### 2.5 Methodology

The diagram below provides a detailed overview of the methodology applied by the Service Review Team in undertaking the service review of Parks and Gardens:

Figure 1: Methodology in undertaking the service review of Parks and Gardens



### 3. Service Overview

The Parks and Gardens Service is a key function of the Council, dedicated to the maintenance, development, and enhancement of the public green spaces within our jurisdiction. Our mission is to provide safe, clean, and beautiful parks and gardens that enhance the quality of life for residents and visitors alike.

Key tasks performed by the Parks and Gardens Service include:

- Regular maintenance of parks, gardens, and green spaces, including landscaping, mowing, pruning, litter collection, and facility repair.
- Planning and implementation of new parks and garden projects, including playgrounds, picnic areas, walking trails, and botanical displays.
- Organization of community events and educational programs in parks and gardens, fostering a sense of community and promoting the benefits of outdoor activities.
- Ensuring all parks and gardens comply with safety standards and regulations, providing a safe environment for all users.

#### 3.1 Strategic Alignment

The Gwydir Shire community identified a number of priorities and future aspirations for the area that are outlined in the Community Strategic Plan 2017/2027. These highlighted the importance for a sense of community, the appearances of our towns and villages, and tourism and economic development. As a result, the Community Strategic Plan includes the following target outcomes:

- **Outcome 1.1** We have healthy and inviting spaces and places.
- **Outcome 1.2** Our community is an inviting and vibrant place to live.
- **Outcome 2.1** Our economy is growing and supported.

These outcomes are supported by a number of strategies and the Parks and Gardens department contribute by providing and maintaining recreational infrastructure and green spaces that the community can utilise.

The Council's 2022-26 Delivery program and 2023-24 Operational Plan outline Council's contribution to achieving the Community Strategic Plan objectives in the table below.

**Table 1: Council Strategic Actions**

Strategy	Actions
<b>Provide the right places, spaces, and activities.</b>	Annual tree planting program.
	Bingara skate park project – 2021-2022 Open Spaces Program.
	Hope Street Warialda CBD park construction – Local Roads and Community Infrastructure Program Phase 3.
	Landscaping Improvements – Warialda Street Tree Upgrade – Local Roads and Community Infrastructure Program Phase 3.

	COVID-19 Economic Stimulus Package – Phase 1 – Batterham Lookout Makeover.
	Gravesend Recreation Ground Irrigation System – LRCI Phase 3 Project.
<b>Encourage and enable healthy lifestyle choices.</b>	Provision of infrastructure for all aspects of recreation and sport from grass-root participation through to talent development, ranging from children to older people and recognising the needs of our diverse community.

The services of Parks and Gardens are therefore aligned with community aspirations, Council's strategic plans and its Integrated Planning and Reporting documents. Although, the actions should incorporate a higher-level approach to ensure that all the Parks and Gardens activities are reflected in the reporting.

### 3.2 Legislative Considerations

The following laws and regulations are applicable to the Parks and Gardens service:

- **Local Government Act 1993 (NSW):** This Act defines the roles and functions of local councils, granting them the authority to manage public spaces, including parks and gardens, to promote the social, economic, and environmental well-being of the community. Councils can make local laws concerning the use and maintenance of these areas.
- **Environmental Planning and Assessment Act 1979 (NSW):** This legislation controls development activities, requiring councils to obtain development approvals for significant changes to parks and gardens.
- **Crown Land Management Act 2016 (NSW):** For parks and gardens located on Crown land, councils must comply with this Act, ensuring the land is managed in accordance with community needs and environmental sustainability principles.
- **Work Health and Safety Act 2011 (NSW):** This Act requires councils to ensure the health and safety of employees and visitors to parks and gardens. This includes the safe use of equipment, handling of chemicals, and overall risk management.
- **Water Management Act 2000 (NSW):** This Act regulates the use of water resources, which is essential for the irrigation and maintenance of parks and gardens. It promotes water conservation and sustainable usage practices.
- **Public Health Act 2010 (NSW):** Councils must maintain parks and gardens in a manner that promotes public health, including proper waste management and pest control to ensure hygiene and safety for all users.
- **Disability Inclusion Act 2014 (NSW):** This Act mandates that parks and gardens be accessible to people with disabilities, requiring compliance with standards for pathways, facilities, and services to ensure inclusivity.



## 4. Service Delivery and Performance

### 4.1 Service Levels

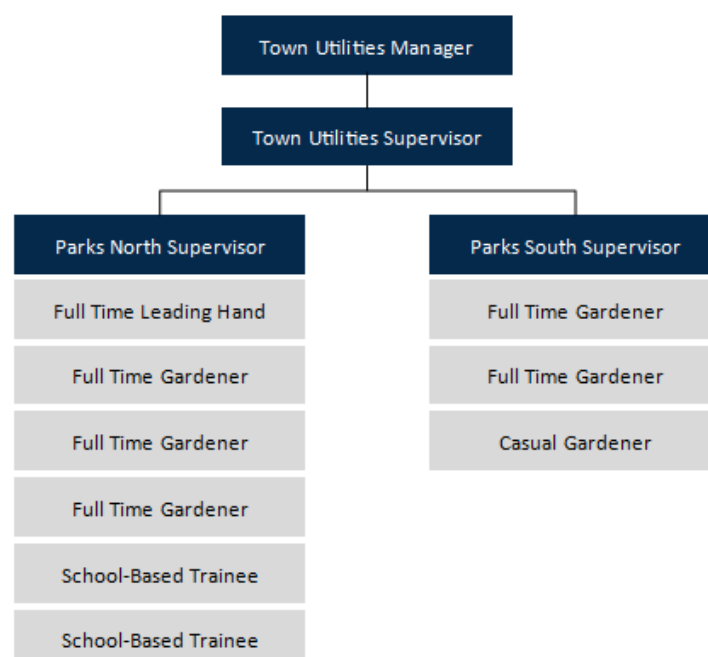
At present, it is important to note that there are no active service levels for the Parks and Gardens Service. Work is guided by experience and feedback of staff and supervisors. However, this means that there are currently no formal benchmarks, requirements, or standards in place to measure performance or prioritise work against. It is important to note that this is not unique to the Parks and Gardens service and is consistent across the organisation.

### 4.2 Resources Consumed

#### 4.2.1 Workforce

The current organisational structure divides the Parks and Gardens operations into North and South crews, each overseen by a supervisor. The team consists of 8 full-time staff, 1 casual worker, and 2 school-based trainees dedicated to Parks and Gardens operations. Management is led by the Town Utilities Manager, who oversees Parks and Gardens, Water and Sewer, and Workshops, with support from the Town Utilities Supervisor.

**Figure 2: Organisation structure of the Parks and Gardens service.**



#### 4.2.2 Financial

The actual costs for the last two completed financial years are summarized in Table 2 below. These figures are derived from the budgeting software in BIS, encompassing all costs associated with the Parks and Gardens program level of the budget. However, it is important to note that these figures may not fully reflect the true cost of the Parks and Gardens program. Some work orders may not be accurately classified in the Authority system, resulting in potential misalignment in the budget.

Further financial details are broken down by open space area in each town and village in Appendix C. These figures represent only the operational costs associated with each open space. It is important to note that the operational costs for these open spaces exceed the costs summarised below, highlighting inaccuracies in the data. This discrepancy indicates a need to realign work orders and the general ledger structure for future analysis and planning to ensure an accurate representation of the Parks and Gardens program.

When analysing Appendix C, it may be a misrepresentation that the budget of Bingara and Warialda is imbalanced in favour of Bingara. This is not accurate, as the North Crew staff are charging to work orders that are allocated to Shire Wide spaces. When taking this into consideration, there is almost parity between both towns.

The maintenance and renewal of assets for Parks & Gardens spaces have largely relied on grant funding in recent years. However, it is unrealistic to expect that this source of funding will remain available indefinitely to sustain the service's assets.

**Table 2: Financial breakdown of Parks & Gardens service.**

Parks and Gardens	2022-23	2021-22
<b>Income</b>		
Capital Grants/Subsidies/Contributions	(264,825)	(123,407)
Operating Income	(5,143)	(7,865)
<b>Total Income</b>	<b>(269,967)</b>	<b>(131,272)</b>
<b>Expenses</b>		
Capital Expenditure	170,195	190,276
Employee Costs	198,088	210,240
Other Operational Expenditure	210,661	245,506
<b>Total Expenses</b>	<b>578,943</b>	<b>646,023</b>
<b>Net Cost</b>	<b>308,976</b>	<b>515,000</b>

#### 4.2.3 Assets

The asset data is sourced from the Capital Value Asset Register managed by Authority. The Service Review Team has ensured the accuracy of the captured assets to the best of their knowledge.

Table 3 below breaks down the assets by type. Parks and Gardens currently \$15,301,211 in assets by the current value and has a yearly depreciation figure of \$280,159. All depreciation is calculated using the “straight line” method.

Buildings account for approximately half of the asset value, primarily consisting of public amenities, sports facility buildings, showground buildings, and various other structures throughout the Council.

Other structures mainly include signage, shelters and seating, sports equipment, playground equipment, and lighting.

Land is held over 47 different assets, primarily consisting of parks, showgrounds, sportsgrounds, reserves, cemeteries, resting places.

**Table 3: Assets cost summary by type.**

Asset Type	Cost Value	Depreciation for Current Year	Depreciation to Date	Current Value
<b>Buildings</b>	11,746,197	(136,708)	(4,428,703)	7,317,494
<b>Land</b>	3,508,200	0	0	3,508,200
<b>Other Structures</b>	6,400,279	(143,451)	(1,924,762)	4,475,517
<b>Grand Total</b>	<b>21,654,676</b>	<b>(280,159)</b>	<b>(6,353,465)</b>	<b>15,301,211</b>

Table 4 below breaks down the assets by condition. The overall picture shows that most assets are in “near perfect” or “superficial deterioration” condition. This is largely due to the unprecedented grant funding that has been available in recent years. Although, there is still over \$3.5 million at current value that is at “serious deterioration” or worse. This suggests there may be a need for strategic planning in asset management to plan for the replacement or reduction of these assets in the future. It cannot be assumed that grant funding will continue to be available to accommodate asset upkeep.

**Table 4: Assets cost summary by condition.**

Asset Condition	Cost Value	Depreciation for Current Year	Depreciation to Date	Current Value
<b>Near Perfect</b>	11,269,166	(132,415)	(1,484,729)	9,784,437
<b>Superficial Deterioration</b>	3,228,399	(59,399)	(1,336,369)	1,892,030
<b>Serious Deterioration</b>	4,078,860	(54,510)	(1,943,181)	2,135,679

<b>Require Major Reconstruction</b>	2,639,676	(30,620)	(1,254,238)	1,385,437
<b>Asset Unserviceable</b>	438,575	(3,214)	(334,948)	103,627
<b>Grand Total</b>	<b>21,654,676</b>	<b>(280,159)</b>	<b>(6,353,465)</b>	<b>15,301,211</b>

#### 4.3 Stakeholder Perceptions and Feedback

Below is a summary of the feedback gathered from stakeholder interviews. These do not reflect the opinions of the Service Review Team but are a summation of the stakeholders' input. This section outlines the engagement with staff both within and outside of the service to highlight contrasting perceptions.

##### Service Staff:

- The staff takes great pride in their work and upholds a high standard.
- Service requests present significant challenges as they are disruptive and take priority, especially those related to tree maintenance.
- All tasks are completed on a fortnightly schedule.
- The council bears numerous costs for the community, such as line marking paint and mowing time, which are not reimbursed.
- It is unclear how Parks and Gardens Staff could reduce their service areas any further.
- The demand for the level of service has only ever increased, never decreased.
- The towns collaborate when necessary to complete work.
- Bin cleaning is a major source of complaints.

##### External Stakeholders:

- This area of Council is overserved, and the frequency of jobs could be reduced.
- To save costs, the cleaning of toilets outside town limits should be reassigned to Parks & Gardens.
- Teams like Parks & Gardens should eliminate the North and South focus and collaborate as one under Gwydir Shire Council, moving past the split Council mentality.
- It seems that promises to complete tasks are made but not actually followed through.
- Warialda does not receive the same level of effort as Bingara, which is being noted by Councillors.
- A noticeable difference to the public would require a significant downgrade in the level of service.
- There is no apparent collaboration between the North and South crews. Recently, during staffing issues in the North, no efforts were made to redeploy staff to assist.
- Maintaining a high volume of public amenities incurs extra costs and demands on staff time.
- Efficiencies could be achieved by remotely controlling the watering system, particularly in Warialda.

## 4.4 Industry Comparisons

In this section is a comparative analysis of the Gwydir Shire Council's performance relative to other Councils participating in the Local Government Performance Excellence Program for the 2022-2023 financial year. It is important to note that the financial data provided by the Council for this program may contain inaccuracies, as highlighted in the limitations and financial sections of this document.

### 4.4.1 Area and Costs

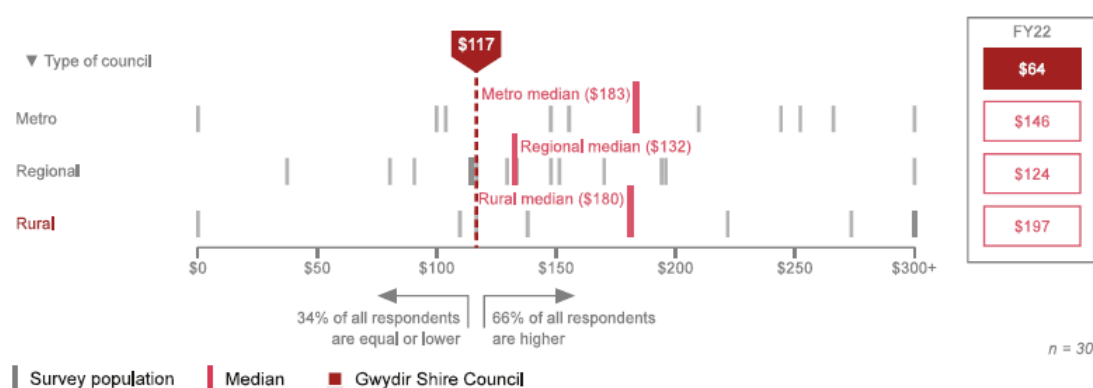
The report highlights that rural councils, including Gwydir Shire, maintain a higher proportion of passive space (54%) compared to metro and regional councils.

Gwydir Shire Council has 378.6 hectares of parks, gardens, and sporting grounds per 10,000 residents (scaled up for comparison), with a cost of \$3,078 per hectare, which is significantly lower compared to metro (\$10,679) and regional (\$6,480) councils. Although not all financials for open spaces were captured in this data, the actual cost to the Council is likely higher than reported.

### 4.4.2 Operational Expenses

The annual operating expense per resident for parks, gardens, and sporting grounds in Gwydir Shire Council is \$117, which is lower than the median for rural councils (\$180) and significantly lower than metro (\$183) and regional (\$132) councils.

**Figure 3: Annual operating expenditure per resident FY 23.**



### 4.4.3 Staff Turnover

The staff turnover rate for parks, gardens, and sporting grounds in Gwydir Shire is relatively high at 24.4%, compared to the median for rural councils (13.2%). However, this statistic can be easily skewed due to the small size of the team.

## 4.5 Business Analysis

During this service review, the Service Review team and the staff that were interviewed identified the key strengths, weaknesses, opportunities, and threats confronting Council's Parks and Gardens Service. Table 5 below presents the summation of the key strengths, weaknesses, opportunities, and threats identified.

Table 5: SWOT analysis.

Strengths	Weaknesses	Opportunities	Threats
<p><b>High Standards and Pride:</b> Service staff exhibit a strong sense of pride in their work, maintaining high standards.</p> <p><b>Fortnightly Schedule:</b> The commitment to a consistent fortnightly schedule ensures regular maintenance and upkeep.</p> <p><b>Council Support:</b> The council absorbs many costs for community services, showing strong support for maintaining public amenities.</p> <p><b>High Servicing:</b> The Council operates at a high level of service.</p> <p><b>Positive Community Impact:</b> Contributes to community well-being by providing recreational spaces and enhancing the quality of life.</p>	<p><b>Disruptive Service Requests:</b> Frequent service requests, particularly for tree maintenance, disrupt regular schedules and are challenging to manage.</p> <p><b>Cost Absorption:</b> Many costs, such as line marking paint and mowing, are not recovered, potentially straining the budget.</p> <p><b>Major Source of Complaints:</b> Bin cleaning is a significant issue, indicating a need for improved waste management practices.</p> <p><b>Lip Service:</b> Perceived lack of follow-through on promised tasks affects trust and credibility.</p> <p><b>Split Council Mentality:</b> A lack of unity between the North and South teams leads to inefficiencies and a perception of unequal service distribution.</p>	<p><b>Service Efficiency Improvements:</b> Extending job frequencies and reassigning toilet cleaning duties back to Parks &amp; Gardens can reduce costs and improve efficiency.</p> <p><b>Unified Team Approach:</b> Merging the North and South teams into a single cohesive unit can enhance collaboration and service delivery across the shire.</p> <p><b>Remote Control:</b> Implementing a remotely controlled watering system, especially in Warialda, can save time and resources. Further, IOT devices could be used to efficiently service amenities.</p> <p><b>Addressing Staffing Issues:</b> Improving staff allocation during shortages, such as redeploying staff across regions, can maintain service consistency.</p>	<p><b>Increasing Service Level:</b> The demand for the level of service has only ever been to increase, never decrease.</p> <p><b>Unequal Service Levels:</b> Feedback from Councillors indicates a disparity in service levels between Warialda and Bingara, which could lead to community discontent.</p> <p><b>Public Perception of Overservice:</b> There is a perception that the area is overserved, and extending job frequencies might lead to dissatisfaction.</p> <p><b>High Maintenance Volume:</b> There is a high volume of public amenities that contribute to extra cost and staff time to maintain.</p> <p><b>Resistance to Change:</b> There may be resistance from both staff and the public to changes in service levels or operational restructuring.</p>

## 5. Service Analysis and Findings

### 5.1 Strategic Direction

#### *Key Findings*

- Parks and Gardens appears largely compatible with the strategic direction of Council.
- As there is no formal service level agreement, the community expectation from Parks and Gardens has only ever grown.
- An asset management plan should be considered to ensure that the ongoing maintenance and replacement of assets is structured and aligned with Council's strategy.

#### *Issues and Commentary*

The Parks and Gardens service is fundamentally aligned with the Council's strategic direction, as outlined in the Community Strategic Plan 2017-2027, and supported by the Delivery Program and Operational Plan. However, the community's expectations for the Parks and Gardens service have continually increased, often without a corresponding increase in resources. This puts pressure on the service to maintain or enhance service quality with limited means.

The department supports the Council's objectives of creating healthy and inviting spaces, enhancing the community's vibrancy, and supporting economic growth. However, there is a lack of formal service levels, leading to increasing community expectations without corresponding resource adjustments.

An asset management plan is recommended to structure ongoing maintenance and align with Council strategies. The maintenance and renewal of assets for Parks & Gardens spaces has been significantly funded by grants in recent years. However, it is unrealistic to expect this funding source to remain available indefinitely to sustain the service's assets. By implementing a robust asset management plan, the Council can ensure that Parks and Gardens assets are maintained effectively, and renewal of assets is efficiently costed.

### 5.2 Governance and Management

#### *Key Findings*

- Insurances and event management plans are not collected and captured from community groups in Council's Electronic Document Record Management System (EDRMS).
- The current lack of a formalised procedures for community group interactions poses potential risks.
- There are differing perceptions among Parks and Gardens staff and external stakeholders regarding the equitable service distribution.

#### *Issues and Commentary*

The governance framework for Parks and Gardens requires improvements, particularly in the collection and documentation of insurances and event management plans from community groups. The absence of formalised procedures for interacting with these groups exposes Council to significant risk.

Additionally, there are differing perceptions among staff and external stakeholders about equitable service distribution. External stakeholders, including Councillors and community members, have expressed concerns about the perceived imbalance in service distribution. For example, there is a notable sentiment that areas such as Warialda receive less attention and resources compared to



Bingara. These perceptions contribute to community dissatisfaction and political pressure on the Council to address the perceived inequities.

Further, the current Operational Plan actions focus solely on specific projects, neglecting the full range of activities performed by Parks and Gardens. It is essential to incorporate high-level actions that encompass all departmental activities. This broader approach will facilitate the establishment and reporting of KPIs, enabling the measurement of the service's performance and effectiveness.

### 5.3 Financial

#### *Key Findings*

- There are a high number of public toilet facilities to service.
- Council absorbs the cost of incidentals and hiring costs of facilities.

#### *Issues and Commentary*

The Council consciously absorbs the cost of hiring fees and incidentals to encourage the use of facilities and support community groups in the area. For example, sporting groups typically use the grounds at no charge, as the hiring fee is waived, and line marking is provided at no cost for labour or materials. It will be up to the Council to determine whether this practice is sustainable and if it should continue as policy. It may be worth considering at minimum of recouping the cost of materials.

Warialda, in particular, has an excessive number of public toilets compared to other areas, leading to disproportionate maintenance costs. These facilities require regular cleaning, restocking of supplies, and periodic repairs to ensure they meet health and safety standards. The cost of maintaining these toilets includes not only direct expenses such as cleaning materials and labour but also indirect costs like utility charges and depreciation of the assets.

Additionally, the current structure of work orders and general ledgers has led to financial misalignments and inaccuracies in reporting. Many work orders are not accurately classified, resulting in potential misrepresentations of actual costs associated with the Parks and Gardens program. For example, certain costs charged to shire-wide work orders might skew the financial data, making it appear that some areas receive more resources than others.

### 5.4 Policies and Procedures

#### *Key Findings*

- Customer requests are disruptive as they are being addressed as they come in, regardless of urgency.
- Asset capture is missing from GIS systems. The addition of these could assist in future planning and decision making.

#### *Issues and Commentary*

Currently, staff are addressing customer requests, such as tree maintenance issues, as they come in, regardless of their urgency. The goal is to resolve issues promptly for the customer and avoid complaints. However, this approach disrupts the team's ability to adhere to their work schedules. There is a need for better management of customer requests to ensure they are triaged, appropriately planned, and integrated into existing work schedules. For example, scheduling tree maintenance for the last Thursday of each month would allow customers to receive formal timeframes and expectations for job completion, while minimising disruptions and enhancing efficiency for staff.

Another crucial aspect is the capture and management of existing assets within the Geographic Information System (GIS) and the Authority systems. Currently, the asset data needs to be thoroughly documented and integrated into these systems. This integration will ensure comprehensive records are maintained and can be used for future planning and decision-making.

## 5.5 Staff

### **Key Findings**

- There are sufficient staff to maintain Council's assets if expectations are realigned with newly defined service levels.
- Currently the Parks and Gardens team aims to service all open space areas fortnightly, regardless of the significance of the area.
- Combining the North and South teams into a single cohesive unit would eliminate the town-based mentality and ensure more evenly serviced towns and villages across the Council.

### **Issues and Commentary**

The Parks and Gardens department does appear to be resourced sufficiently if service levels are redefined to reduce the fortnightly maintenance schedule for all open space areas in the Shire, moving to a priority-based servicing. In some villages, there is an agreement with residents to assist voluntarily with area maintenance. Council should seek similar voluntary assistance in other villages to help reduce maintenance time and costs. If volunteers are not available, exploring a financial agreement with residents may be worth considering.

The prevailing view suggests that the North and South regions receive unequal services, especially noticeable during the recent staff scarcity in the North team. It might be beneficial to contemplate restructuring into a unified entity, potentially incorporating team rotation and role-based functions. In case of future staff shortages, the impact on service levels would be less noticeable as it wouldn't be confined to one area. This approach would foster a unified Council that transcends town or regional boundaries.

Besides the public's view of the existing high-quality service, it might be challenging to secure staff buy-in on the idea of lowering the service level. The staff take great pride in the appearance of the Council's open space areas. During discussions about the fortnightly maintenance schedule across the Shire, department staff assumed we were seeking an even higher level of service, without considering that we might actually view the current frequency as overly frequent.

## 5.6 General

### **Key Findings**

- There is opportunity to reduce service levels via establishing regenerative areas.
- The investigation of implementing automation technologies could reduce staff time for basic activities.

### **Issues and Commentary**

One strategic initiative to address resource challenges and improve service efficiency is the creation of regenerative areas within the Parks and Gardens network. Regenerative areas focus on using native species and low-maintenance plants that require less frequent upkeep. This approach not only reduces the effort and cost involved in maintenance but also supports local biodiversity and environmental sustainability. This could closely align with the strategic direction of The Living Classroom.

The adoption of automation systems and Internet of Things (IoT) technology can significantly enhance the efficiency of maintenance operations. Implementing automated watering systems, for instance, can ensure that parks and gardens receive the optimal amount of water without manual intervention, reducing water wastage and labour costs. These systems can be programmed to operate during off-peak hours, minimising disruption to park users and ensuring that plants receive water when it is most effective. This would be most beneficial in Warialda, where it was stated that it can consume a staff members entire day to ensure the Warialda streetscapes are watered.

IoT devices offer numerous opportunities to streamline maintenance activities further. For example, installing sensors in public amenities such as bins, toilets, and irrigation systems can provide real-time data on their status and usage. These sensors can alert maintenance teams when bins are full, toilets need cleaning, or irrigation systems require adjustment. This proactive approach allows for timely interventions, reducing downtime and improving the overall user experience. However, the cost viability of these will require further investigation.

## 6. Assessment Against Service Review Questions

### ***Should this service be delivered to the community?***

The provision of Parks and Gardens is a fundamental service within any Council. It is the Council's duty to establish and maintain public spaces, a task that is integral to urban planning and development. The Community Strategic Plan further emphasises this by identifying outcomes such as "we have healthy and inviting spaces and places" and "our community is an inviting and vibrant place to live". Achieving these outcomes necessitates the continuation of the Parks and Gardens service.

These spaces not only contribute to the aesthetic appeal of the Council but also hold significant economic value. They attract tourism, increase property values, and stimulate the local economy. Furthermore, these serviced spaces often host community events, fostering a sense of community among residents. Therefore, the ongoing delivery of Parks and Gardens is not just beneficial, but necessary for the community's well-being.

### ***If so, how should it be delivered?***

The location of Gwydir Shire Council limits the service delivery options for this service.

Council currently delivers this service in-house using Council employees. There is an insufficient contractor market in Gwydir Shire to create a competitive and sustainable outsourcing option for the delivery of the service.

### ***Is this service delivering on community needs and Council's goals?***

The Parks and Gardens service aligns with community needs and Council's strategic goals by enhancing public spaces and contributing to the overall quality of life. However, the lack of formal service levels means that community expectations have grown without corresponding increases in resources. While the service generally meets the needs of the community, the informal nature of service delivery standards can lead to inconsistencies and unmet expectations.

### ***Is the service being delivered using the most appropriate service delivery mechanisms?***

Yes, as Council has few service delivery options. There is a small contractor market in Gwydir Shire, and this is unlikely to create a competitive and sustainable outsourcing option for the delivery of the service. The budget and location are unlikely to provide incentive for new or larger contractors to relocate to the area.

### ***Is the service being delivered as efficiently and effectively as possible?***

The Parks & Gardens service exhibits notable strengths, particularly in maintaining a high standard of service. However, there are inconsistencies in service delivery across different areas, and the demand for services seems to be surpassing the reasonable capacity of Parks and Gardens staff. There are opportunities for enhancement to improve efficiency and effectiveness further.

Implementing strategies such as optimising resource allocation, streamlining operational processes, investing in technology and innovation, and enhancing community engagement can contribute to delivering a more efficient and effective service that meets the needs of the community effectively. Ongoing monitoring, evaluation, and continuous improvement efforts are essential to ensure that the Parks & Gardens service remains responsive to evolving needs and delivers high-quality services in a cost-effective manner.

### ***Is the service resourced appropriately?***

The Parks and Gardens department appears to be adequately resourced if service levels are redefined and expectations realigned. The workforce, consisting of 8 full-time staff, 1 casual worker, and 2 school-based trainees, is sufficient for maintaining the Council's assets, provided that the maintenance schedule is adjusted to a priority-based system rather than a strict fortnightly schedule. This realignment, coupled with community volunteer programs, could further optimise resource utilisation.

***Is the service meeting current service standards and levels?***

Currently, there are no established service standards or levels. However, the service provided is perceived to exceed industry standards, driven by the informal yet growing community expectation for high-quality service. This expectation stretches the Parks and Gardens staff to capacity. Establishing clear and formal service levels will help manage these expectations and ensure sustainable service delivery.

***What are the current and future issues affecting the service, and what should be done about them?***

The main issues impacting the service include:

- Lack of Agreed Service Levels: Establishing clear service levels is crucial to define community expectations and manage the growing demand for services without additional funding or resources.
- High Maintenance Costs: Particularly in areas like Warialda, the excessive number of public toilets contributes to high maintenance costs. Rationalising these assets and optimising maintenance schedules can help reduce costs.
- Inconsistent Service Delivery: The division between North and South teams has led to perceptions of unequal service distribution. Creating a unified team approach can enhance service consistency across the Shire.
- Data and Financial Management: Restructuring work orders and general ledgers to reflect accurate costs and implementing a robust asset management plan, including capturing all existing assets into GIS, will support better financial planning and resource allocation.
- Technological Integration: Exploring the use of automation systems and IoT devices can improve efficiency in maintenance operations and resource management.

By addressing these issues through strategic planning, resource optimization, and technological integration, the Parks and Gardens department can enhance its service delivery and better meet the needs of the community.

## 7. Risk Analysis

Following completion of the service review, we have analysed some of the issues to Council, evaluating each to consider potential risks significance. The risk consideration is based on inherent risk, without any mitigation actions.

The results of that analysis are detailed in Table 6, below.

**Table 6: Risk analysis.**

Issue	Risk Consideration			Mitigation
	Probability	Impact	Significance of Risk	
Strategic Direction				
Lack of agreed service levels.	H	H	H	Implement standardised service levels across all areas to ensure that areas are serviced appropriately to prevent over and under servicing.
The division between North and South teams can lead to inefficiencies and a perception of unequal service distribution. This can cause frustration among residents and staff.	H	M	H	Foster a unified team approach through regular team-building activities and clear communication strategies. Promote a single vision and set of goals for the entire council to ensure cohesive service delivery.
Feedback from councillors indicates that some areas, such as Warialda, feel they receive less attention and resources compared to others, like Bingara. This can lead to community dissatisfaction and political pressure.	H	H	H	Implement standardised service levels across all areas to ensure fairness. Regularly review and adjust resource distribution based on actual needs and community feedback to address any disparities.
Governance and Management				
Failing to comply with relevant laws, regulations, and policies can result in legal penalties, financial losses, and reputational damage.	M	H	M	Maintain up-to-date knowledge of all relevant laws and regulations. Implement regular compliance audits and provide ongoing training for staff to ensure adherence

				to legal and policy requirements.
Changes in local, state, or federal regulations can impose new requirements or restrictions on park operations, potentially increasing costs, and complexity.	M	M	M	Stay informed about regulatory changes and engage in advocacy efforts. Develop flexible policies that can be easily adapted to comply with new regulations, minimising disruptions.
Without effective performance monitoring and evaluation, it can be difficult to measure success, identify areas for improvement, and demonstrate accountability to stakeholders.	H	M	M	Develop key performance indicators (KPIs) and regular reporting mechanisms. Implement continuous improvement processes and ensure that performance data is used to inform decision-making and strategic planning.
<b>Financial</b>				
The council absorbs many costs for community services, such as line marking and mowing, which are not recovered. This can strain the budget and limit the ability to fund other necessary services.	H	L	L	Develop a strategy to recover some of these costs, such as introducing fees for specific services or seeking sponsorships and donations from local businesses. This can help offset expenses and ensure financial sustainability.
<b>Policies and Procedures</b>				
Policies that are outdated or inadequate may not reflect current best practices, legal requirements, or the evolving needs of the community. This can lead to inefficiencies, non-compliance, and suboptimal service delivery.	M	M	M	Conduct regular reviews and updates of all policies to ensure they are current and aligned with best practices and legal requirements. Engage stakeholders in the review process to ensure policies meet the community's needs.
Without clear and detailed procedures, staff may be unsure of how to carry out their tasks, leading to inefficiencies, errors, and safety issues. This can also hinder new staff training and integration.	M	H	M	Develop and document clear, detailed procedures for all tasks and activities. Ensure these procedures are easily accessible to all staff and regularly reviewed and updated as needed.



<b>Staff</b>				
Potential health and safety risks to both staff and the public can arise from equipment usage, hazardous substances, and environmental factors. Ensuring safety is critical to prevent injuries and legal liabilities.	M	H	H	Provide comprehensive safety training for all staff and regularly update safety protocols. Conduct routine safety audits to identify and address potential hazards promptly.
Without adequate training, staff may lack the skills and knowledge needed to perform their duties effectively. This can result in errors, inefficiencies, and safety issues.	M	H	M	Provide comprehensive and ongoing training programs for all staff. Include training on new technologies, safety procedures, and best practices. Encourage professional development and continuous learning.
Staff may resist changes to policies, procedures, or new technologies, which can hinder the implementation of improvements and innovations. This can lead to stagnation and reduced competitiveness.	M	M	M	Involve staff in the change process by seeking their input and providing clear explanations for changes. Offer training and support to help staff adapt to new systems and practices. Highlight the benefits of change to gain buy-in.
<b>General</b>				
The implementation of automation systems and IoT technology may face resistance from staff or budget constraints.	M	M	L	Provide clear information on the benefits of these technologies, offer training to staff, and seek external funding or partnerships to offset initial costs.

## 8. Improvement Recommendations

Following the conclusion of the service review, there have been 17 identified improvement opportunities for Council to consider and implement. An implementation plan will be developed upon final endorsement of this report.

Table 7, below. Each improvement opportunity has been prioritised utilising the following definitions:

**High** priority improvement opportunities are those which, if implemented, could immediately positively impact the efficacy and effectiveness of the service delivery or overall performance of the service. These improvement opportunities should be given immediate attention and prioritised for implementation as quickly as possible.

**Medium** priority improvement opportunities are those which, if implemented, could positively impact the efficacy and effectiveness of the service or overall performance of the service. These improvement opportunities should be implemented after all high priority opportunities have been actioned.

**Low** priority improvement opportunities are those which, if implemented, may positively impact the efficacy and effectiveness of the service delivery or overall performance of the service. These improvement opportunities should be considered for implementation after all other opportunities have been actioned.

**Table 7: Improvement opportunities.**

No.	Improvement Opportunity	Priority
<b>Strategic Direction</b>		
1	Establish service levels for open spaces and asset maintenance by categorising them to reflect the expected standard of upkeep (see appendix A for proposed service levels).	High
2	Establish/update an asset management plan to set asset expectations, priorities, and capital spend.	Medium
3	Establish a reporting mechanism to show that Parks and Gardens are meeting the defined service levels.	Medium
<b>Governance and Management</b>		
4	Ensure that insurances, event management plans, and other critical documents are collected and captured from community groups that use Parks and Gardens facilities.	High
5	Develop specific, measurable objectives and key performance indicators (KPIs).	Medium
6	Develop high-level Operational Plan actions that cover all activities across the department.	Low

<b>Financial</b>		
<b>7</b>	Conduct a review of the number of public toilets, evaluating their necessity to identify underutilised or redundant facilities.	<b>Medium</b>
<b>8</b>	Restructure Work Orders/General Ledgers to be able to better reflect the true cost of Parks and Gardens.	<b>Medium</b>
<b>9</b>	Identify opportunities to recover costs for services such as line marking and additional mowing. Implement fee structures where appropriate to offset expenses.	<b>Low</b>
<b>Policies and Procedures</b>		
<b>10</b>	To schedule certain activities, such as tree maintenance, on a specific range of days to address the disruption from service requests.	<b>Medium</b>
<b>11</b>	Capture existing assets into the GIS and Authority systems and establish practices for capturing new assets to ensure comprehensive records that can be used for future planning.	<b>Medium</b>
<b>12</b>	Update the mapping layers to visually reflect Parks and Gardens assets and new service level categorisation.	<b>Low</b>
<b>Staff</b>		
<b>13</b>	Break down the North and South focus to create a unified Parks & Gardens team. Promote collaboration through joint work programs.	<b>High</b>
<b>14</b>	Investigate outsourcing maintenance to a local contractor or establishing volunteer programs in smaller communities for park maintenance and improvement projects. This can foster a sense of ownership and reduce maintenance costs.	<b>Medium</b>
<b>General</b>		
<b>15</b>	Refocus areas to be 'regenerative' and plant native species that are low maintenance to reduce the effort required to maintain the area. Potential to associate with The Living Classroom.	<b>High</b>
<b>16</b>	Investigate the cost viability of installing devices for automation of watering and maintenance activities.	<b>Medium</b>
<b>17</b>	Investigate the cost viability and use of digital tools (primarily IOT) to assist with maintenance schedules and activities (such as bin sensors). This can improve efficiency.	<b>Medium</b>

## Appendix A – Open Space and Streetscape Hierarchy & Service Levels

It is proposed to classify open space and streetscape assets in the following way:

**Table 8: Open space and streetscape proposed classifications.**

Rating	Type	Description	Example Location
1	High	High profile, well used space and main town entrances including grassed areas, trees, landscaping, public toilets, park furniture, rubbish bins, playground equipment, lighting. District Sports Grounds. Assets maintained in good or better condition operationally and aesthetically to show case the Shire.	e.g. the main streets of Bingara and Warialda and the assets along these streets plus main oval or destination park of each town.
2	Standard	Used space, small villages, local sporting fields, community small sites, cemeteries, grassed areas, trees, landscaping, public toilets, park furniture, rubbish bins, playground equipment, lighting. Asset maintained in fair condition operationally and aesthetically.	e.g. assets and parks in the rest of Bingara and Warialda and the villages
3	Low	Less used local spaces, town verges and street trees, often small, minimal infrastructure. Health and safety issues addressed.	e.g. general street verges and small plantings and parks in the rest of Bingara and Warialda and the villages
4	Natural Areas	Relatively undisturbed bush land, may have conservation value or cultural significance.	e.g. native open space regeneration areas etc.

To define service levels, services need to be broken down into the activities that they are made up of. For each activity within each type of open space asset, service levels were developed that describe a quality factor and, where appropriate, a frequency factor.

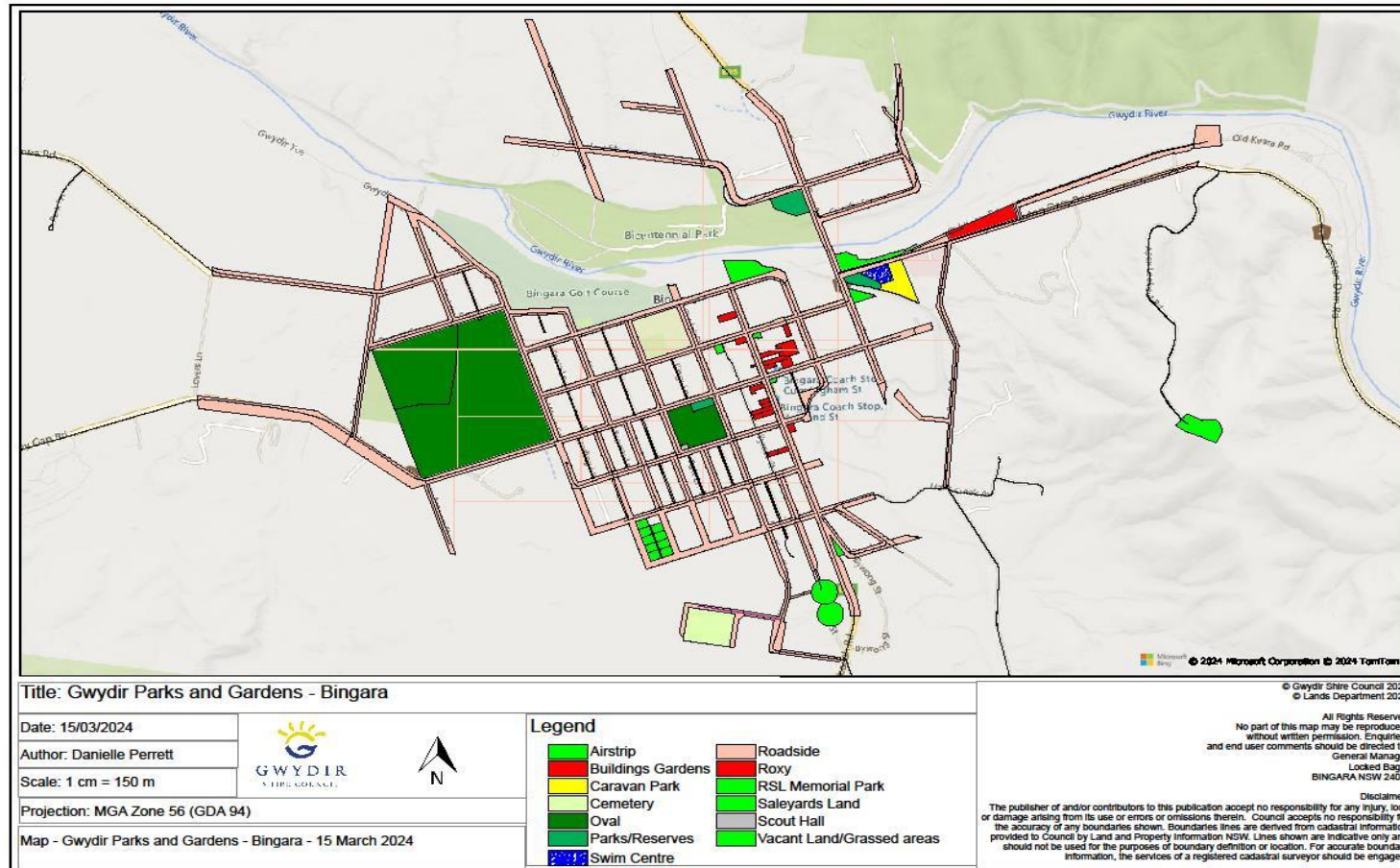
Service levels are intended to create a service outcome i.e. 'assets maintained in good or better condition operationally and aesthetically to show case the Shire'. Supervisors monitor these outcomes and adjust the frequency of activity up or down to depending on the season, special events, etc to achieve the desired outcome.

Table 9: Open space and streetscape proposed maintenance levels.

Activity	1	2	3	4
	High	Standard	Low	Natural Areas
<b>Grass mowing and edging</b>	Grass is well maintained with 100% grass cover, grass height low, no seed heads, no scalping. Typically, weekly mowing.	Grass is well maintained to a medium height (generally less than 150mm). Typically, fortnightly mowing.	Grass is maintained as required to a height generally not exceeding 300mm. Typically, monthly mowing.	Grass is not maintained, mown as required for hazard reduction only
<b>Litter collection</b>	Litter collected daily	Litter collected at least weekly	Litter collected as required prior to mowing or via contract	Litter removed prior to mowing or via contract
<b>Garden bed maintenance</b>	Garden beds are weed free, mulched and plants replaced as required.	Garden beds are generally weed free, mulched annually and dead plants replaced annually as required.	N/A	N/A
<b>Planting trees, shrubs, ornamental plants</b>	New plants or replacement plants to improve aesthetics, generally annually	As planned or as funding available	N/A	N/A
<b>Playgrounds</b>	Inspected daily and made safe with 12 hours	Inspected weekly and made safe within 24 hours	N/A	N/A
<b>Trees maintenance</b>	Trees inspected monthly and maintained to be safe and aesthetically attractive.	Trees inspected annually and work is programmed to ensure trees are safe and aesthetically attractive.	Trees inspected annually and work is programmed to ensure trees are safe and aesthetically attractive.	N/A

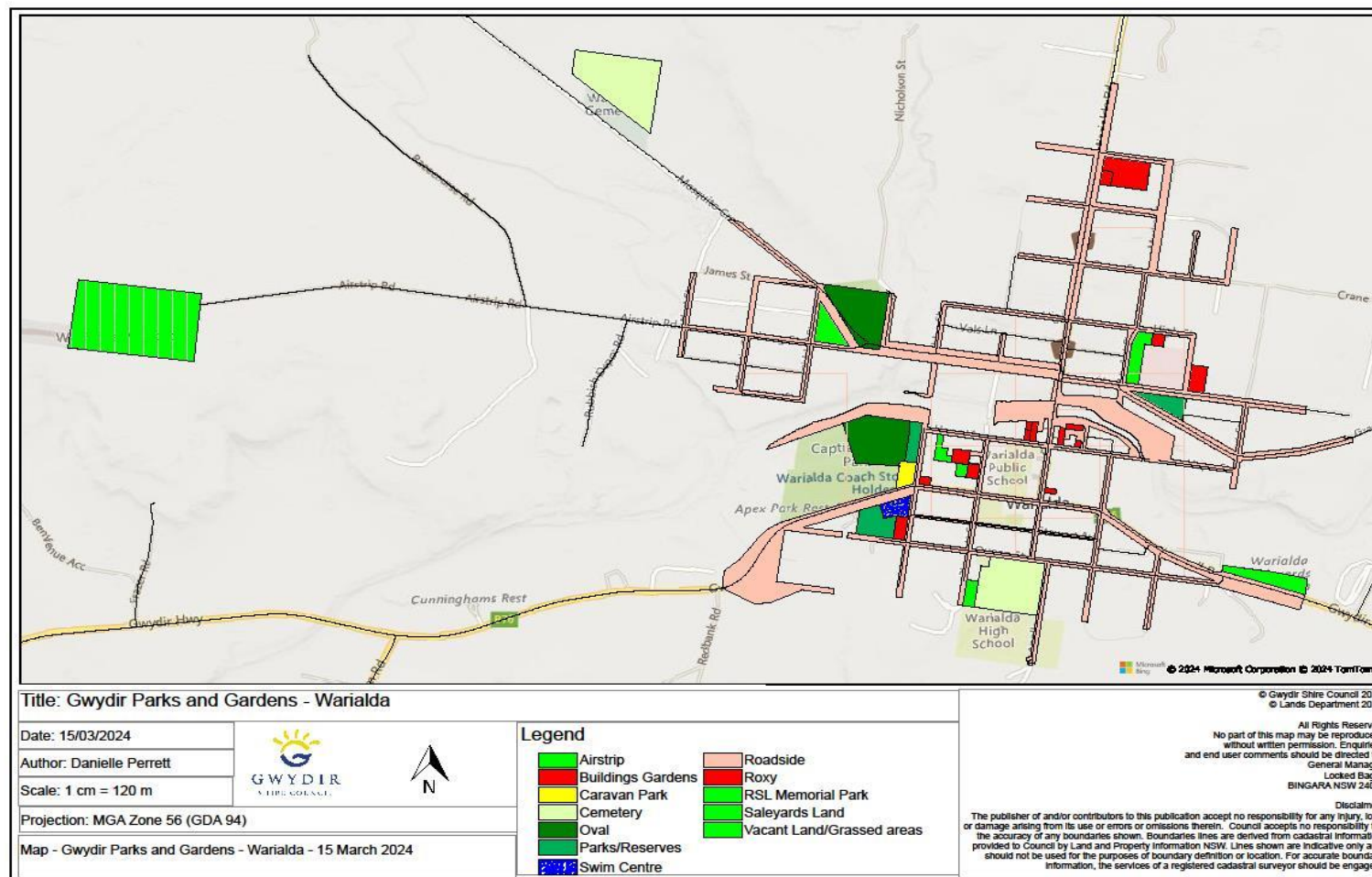
## Appendix B – Parks and Gardens Maintenance Mapping

Figure 4: Bingara Parks & Gardens maintenance map.





**Figure 5: Warialda Parks & Gardens maintenance map.**





**Figure 6: Coolatai and Gravesend Parks & Gardens maintenance map.**

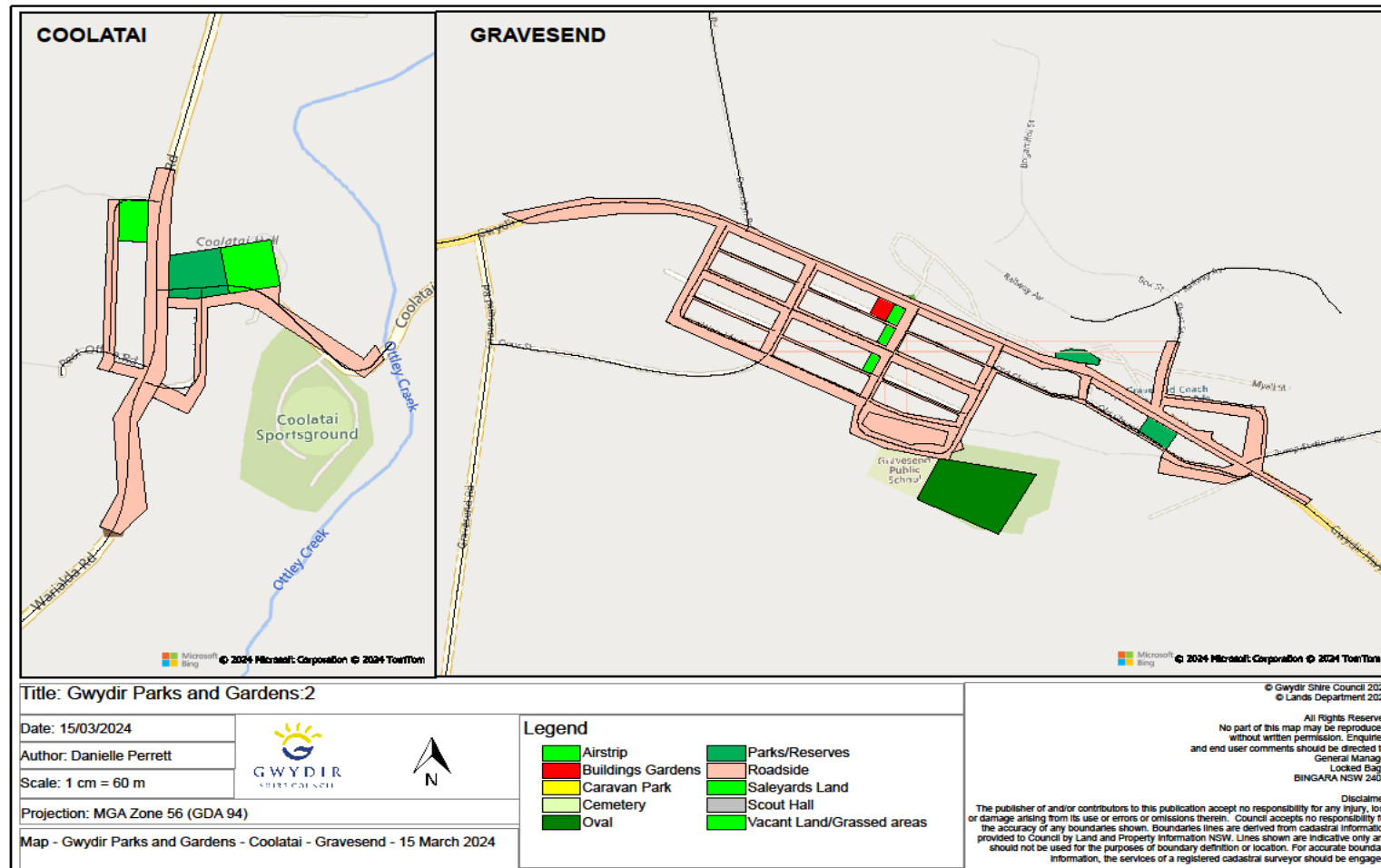


Figure 7: North Star and Croppa Creek Parks & Gardens maintenance map.

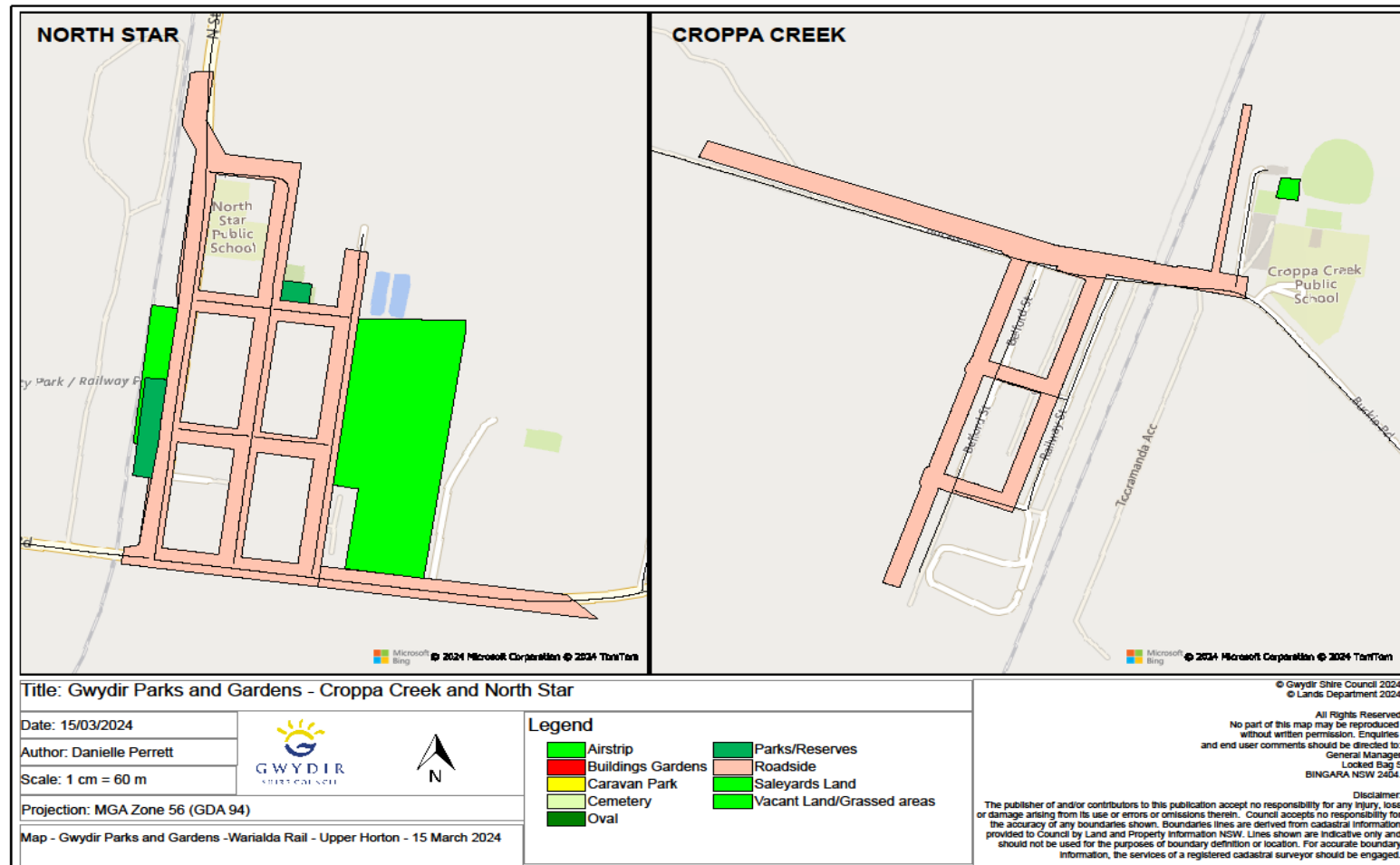
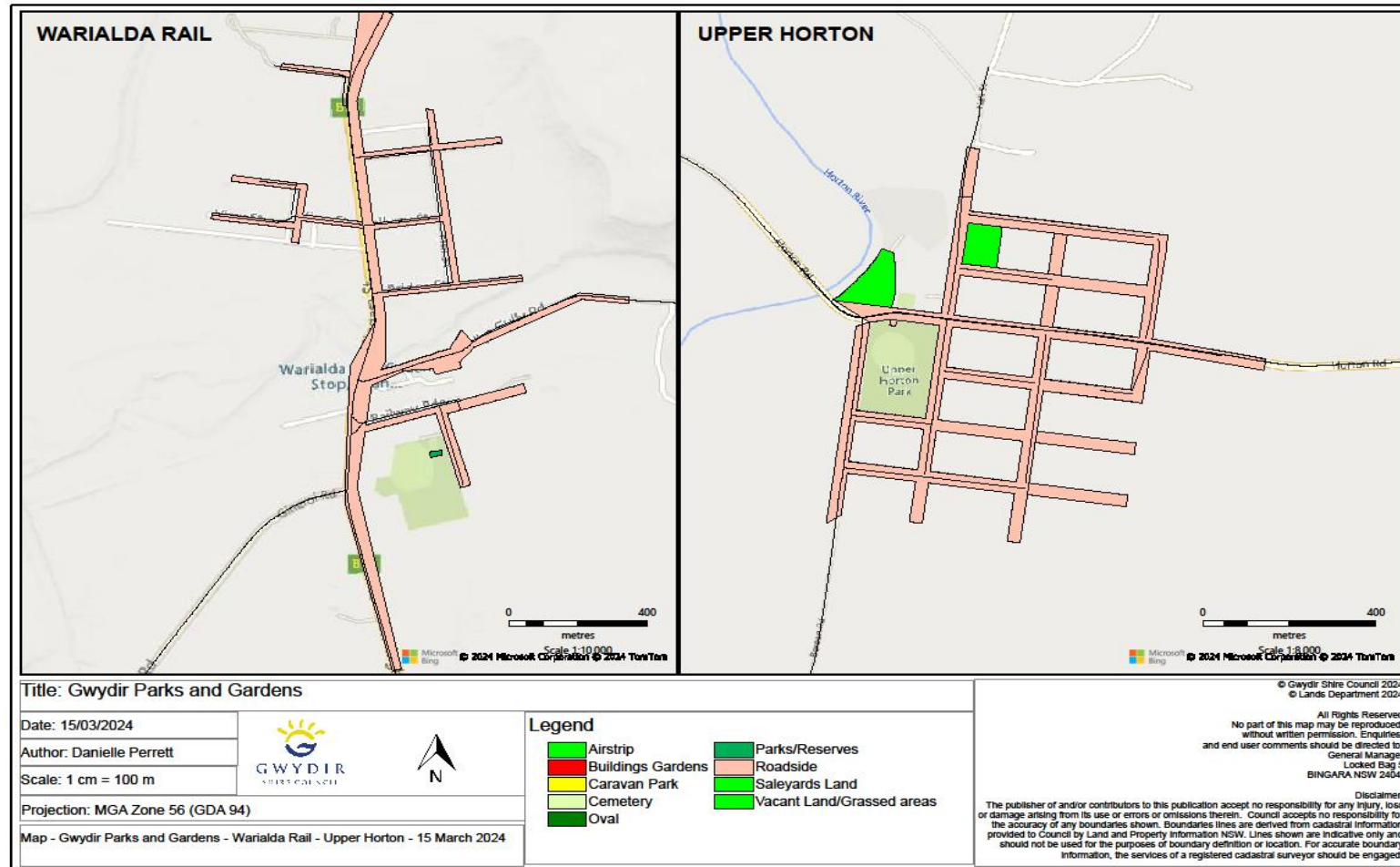


Figure 8: Warialda Rail and Upper Horton Parks & Gardens maintenance map.



## Appendix C – Costing by Open Space

Table 10: Shire wide operational costs by open space.

Open Space Area	Cost Type	2022-23	2021-22
<b>Shire Wide</b>			
<b>Unallocated to an Open Space</b>	Salaries & Wages	22342.23	14264.25
	Plant Hire - Internal Usage		94.1
	<b>Total</b>	<b>22342.23</b>	<b>14358.35</b>
<b>Graffiti Removal</b>	Overtime	124.93	
	Plant Hire - Internal Usage	45.29	
	<b>Total</b>	<b>170.22</b>	<b>0</b>
<b>Street Trees</b>	Salaries & Wages	28738.43	29971.01
	Casual Wages	6037.44	8766.32
	Materials Purchased	5895.17	6762.7
	Plant Hire - Internal Usage	11588.18	13489.95
	<b>Total</b>	<b>52259.22</b>	<b>58989.98</b>
<b>Bingara and Warialda Town Streets Beautification</b>	Salaries & Wages	1949.54	1407.97
	Casual Wages		1146.41
	Materials Purchased	13143.6	8293.7
	Plant Hire - Internal Usage	886.55	295.9
	<b>Total</b>	<b>15979.69</b>	<b>11143.98</b>
	<b>Grand Total</b>	<b>90751.36</b>	<b>84492.31</b>

Table 11: Bingara operational costs by open space.

Open Space Area	Cost Type	2022-23	2021-22
<b>Bingara</b>			
<b>Unallocated to an Open Space</b>	Salaries & Wages	25951.18	29843.97
	Casual Wages	8266.54	1405.31
	Overtime	85.34	244.97
	Contractors	623.7	2449.44
	Materials Purchased	5158.15	22027.39
	Plant Hire - Internal Usage	6215.32	5799.5
	Internal Water Charges	9236.35	2747.1
	Overheads Allocated	3192.35	0
	<b>Total</b>	<b>58728.93</b>	<b>64517.68</b>
<b>All Nations Hill</b>	Salaries & Wages	66.64	53.4
	Casual Wages	113.16	902.78
	Materials Purchased		131.04
	Plant Hire - Internal Usage	34.05	258.88
	<b>Total</b>	<b>213.85</b>	<b>1346.1</b>
<b>Batterham's Lookout</b>	Salaries & Wages	420.96	125.18
	Plant Hire - Internal Usage	288.04	
	<b>Total</b>	<b>709</b>	<b>125.18</b>
<b>Bicentennial Park</b>	Salaries & Wages	1491.7	2773.09
	Casual Wages	1034.13	850.56

	Materials Purchased		60.07
	Plant Hire - Internal Usage	521.65	1422.8
	Internal Water Charges		2659.8
	<b>Total</b>	<b>3047.48</b>	<b>7766.32</b>
<b>Cemetery</b>	Cemetery/crematoria fees	-25735.68	-26868.51
	Other User Charges (Sundry)	-696	-187
	Sales - Other General	-23597.71	-12392.93
	Salaries & Wages	12022.51	11256.41
	Overtime	276.71	374.46
	Casual Wages	3833.28	4971.07
	Contractors	1335.27	1227.27
	Materials Purchased	1080.53	119.12
	Plant Hire - Internal Usage	6441.54	6801.76
	<b>Total</b>	<b>-25039.55</b>	<b>-14698.35</b>
<b>Cunningham Park</b>	Salaries & Wages	5293.98	16964.49
	Casual Wages	697.97	3327.54
	Contractors	1374.56	736.36
	Materials Purchased	23.63	459.92
	Inventory Issued From Store		156.07
	Plant Hire - Internal Usage	982.84	6561.31
	Internal Rates	4498.2	4612.05
	Internal Water Charges	4702.25	2588.8
	<b>Total</b>	<b>17573.43</b>	<b>35406.54</b>
<b>CWA Park</b>	Salaries & Wages	2151.05	3663.76
	Overtime	63.66	
	Casual Wages	647.79	1107.29
	Materials Purchased	900.26	1541.26
	Plant Hire - Internal Usage	683.81	1369.56
	<b>Total</b>	<b>4446.57</b>	<b>7681.87</b>
<b>Fay's Park</b>	Salaries & Wages	967.29	2375.69
	Casual Wages	332.93	1331.37
	Materials Purchased		65.26
	Plant Hire - Internal Usage	232.92	1373.63
	<b>Total</b>	<b>1533.14</b>	<b>5145.95</b>
<b>Glacial Area</b>	Salaries & Wages	1281.53	2706.06
	Overtime	0	
	Contractors		1242
	Materials Purchased		35.83
	Inventory Issued From Store	62.59	52.42
	Plant Hire - Internal Usage	163.05	287.34
	<b>Total</b>	<b>1507.17</b>	<b>4323.65</b>
<b>Gwydir Oval</b>	Other User Charges (Sundry)		-287.28
	Other Sundry Income	-771.91	
	Salaries & Wages	26218.36	22166.61
	Overtime	197.13	
	Casual Wages	7158.2	1812.08
	Contractors	1333.31	
	Other External Services	259.46	
	Materials Purchased	11937.76	6781.71

	Inventory Issued From Store	75.89	111.88
	Electricity	1692.02	2889.71
	Gas Charges	260.92	
	Plant Hire - Internal Usage	7660.55	6556.66
	Overheads Allocated	14137.53	9111.53
	Internal Rates	1297	1278
	Internal Water Charges	19597.1	14895.05
	<b>Total</b>	<b>91053.32</b>	<b>65315.95</b>
<b>Junction Park</b>	Salaries & Wages	536.75	2154.87
	Casual Wages	132.02	961.5
	Materials Purchased		90.51
	Plant Hire - Internal Usage	127.81	1824.22
	Internal Water Charges	458.8	
	<b>Total</b>	<b>1255.38</b>	<b>5031.1</b>
<b>Maitland Street Garden</b>	Salaries & Wages	18440.57	14221.26
	Overtime	113.38	
	Casual Wages	4569.32	3161.93
	Materials Purchased	4373.4	2126.96
	Inventory Issued From Store	78.8	
	Plant Hire - Internal Usage	5666.87	4480.59
	Internal Water Charges	4440.65	3923.8
	<b>Total</b>	<b>37682.99</b>	<b>27914.54</b>
<b>Riverside Operations</b>	Salaries & Wages		1719.41
	Plant Hire - Internal Usage		3060.7
	Internal Water Charges		52.7
	<b>Total</b>	<b>0</b>	<b>4832.81</b>
<b>RSL Park</b>	Salaries & Wages	1942.04	2251.88
	Casual Wages	980.58	1479.27
	Materials Purchased	94.39	
	Plant Hire - Internal Usage	460.52	1353.18
	<b>Total</b>	<b>3477.53</b>	<b>5084.33</b>
<b>Showground</b>	Admission Fees	-14198.9	
	Other Facility Hire	-1580.92	-1378.17
	Other User Charges (Sundry)	-17328.92	-513.64
	Donations Received	-7864.9	
	Salaries & Wages	19277.51	14383.96
	Overtime	979.18	
	Casual Wages	4531.36	5846.68
	Contractors	11345.87	1041.71
	Materials Purchased	5320.99	3723.1
	Inventory Issued From Store		85.13
	Gas Charges	1222.11	300.71
	Plant Hire - Internal Usage	25748.36	19459.41
	<b>Total</b>	<b>27451.74</b>	<b>42948.89</b>
<b>Telstra Park</b>	Salaries & Wages	1069.48	929.77
	Casual Wages	168.68	369.86
	Plant Hire - Internal Usage	264.04	384.02
	<b>Total</b>	<b>1502.2</b>	<b>1683.65</b>

<b>Town Streets - Mowing Verges, Cleaning, Street Furniture, Trees</b>	Salaries & Wages	67113.95	56702.46
	Overtime	3642.09	3643.99
	Casual Wages	37961.94	40162.44
	Other External Services	358.69	
	Materials Purchased	8585.91	13410.01
	Inventory Issued From Store	54.34	121.34
	Plant Hire - Internal Usage	22586.97	27052.13
	Mobile Phone Charges		288
	<b>Total</b>	<b>140303.89</b>	<b>141380.37</b>
	<b>Grand Total</b>	<b>365447.07</b>	<b>405806.58</b>

Table 12: Warialda operational costs by open space.

Open Space Area	Cost Type	2022-23	2021-22
<b>Warialda</b>			
<b>Unallocated to an Open Space</b>	Salaries & Wages	6419.18	7682.65
	Overtime	141.06	35
	Contractors	4883.57	
	Materials Purchased	1393.5	85.2
	Inventory Issued From Store	27.33	
	Plant Hire - Internal Usage	1682.46	2720.06
	Internal Water Charges	11218.73	9209.45
	<b>Total</b>	<b>25765.83</b>	<b>19732.36</b>
<b>Apex Park</b>	Salaries & Wages	413.57	282.38
	Inventory Issued From Store	38.89	
	Plant Hire - Internal Usage	84.29	24.97
	Materials Purchased	432	285.35
	Internal Water Charges	105.3	285.35
	<b>Total</b>	<b>1074.05</b>	<b>878.05</b>
<b>Captain Cook Park</b>	Salaries & Wages	2779.1	2277.74
	Contractors		2816.64
	Materials Purchased	445.02	445.61
	Electricity	561.78	513.93
	Inventory Issued From Store		10.55
	Plant Hire - Internal Usage	480.7	529.69
	<b>Total</b>	<b>4266.6</b>	<b>6594.16</b>
<b>Cemetery</b>	Cemetery/crematoria fees	-21554.1	-21435.03
	Other User Charges (Sundry)	-348	-170
	Sales - Other General	-22565.43	-14269.75
	Salaries & Wages	15998.03	13421.96
	Overtime	364.92	448.03
	Contractors	2336.69	5289.42
	Materials Purchased	952.97	263.41



	Inventory Issued From Store	214.69	127.37
	Plant Hire - Internal Usage	3615.34	3752.64
	<b>Total</b>	<b>-20984.89</b>	<b>-12571.95</b>
<b>Hospital Park</b>	Salaries & Wages	5343.95	1397.88
	Overtime	56.95	
	Contractors	1026.01	1836
	Materials Purchased	1768.66	145.76
	Electricity	856.25	826.11
	Plant Hire - Internal Usage	971.31	227.28
	<b>Total</b>	<b>10023.13</b>	<b>4433.03</b>
<b>Nicholson Oval</b>	Salaries & Wages	3041.2	5084.85
	Overtime	42.93	694.09
	Other External Services	243.4	
	Plant Short term External Hire	294.55	
	Materials Purchased	0	2356.24
	Electricity	1013.18	
	Plant Hire - Internal Usage	132.93	2616.62
	Internal Water Charges	2391.7	2142
	<b>Total</b>	<b>7159.89</b>	<b>12893.8</b>
<b>Reedy Creek</b>	Salaries & Wages	2457.14	2346.59
	Materials Purchased	91.8	
	Plant Hire - Internal Usage	606.8	330.8
	<b>Total</b>	<b>3155.74</b>	<b>2677.39</b>
<b>Recreation Grounds</b>	Salaries & Wages	6652.09	4052.2
	Overtime	109.07	
	Contractors	192	1827.9
	Materials Purchased	5811.95	1060.95
	Inventory Issued From Store	12.65	30.55
	Electricity	3008.72	1961.85
	Gas Charges	378	
	Plant Hire - Internal Usage	1559.68	355.74
	Internal Rates	2475	2430
	Internal Water Charges	9525.63	6112.6
	<b>Total</b>	<b>29724.79</b>	<b>17831.79</b>
<b>Town Streets</b>	Salaries & Wages	131004.55	165209.58
	Overtime	904.21	1386.71
	Casual Wages	792.11	
	Contractors	29016.65	2336.74
	Other External Services	716.04	557.28
	Materials Purchased	4867.82	5653.32
	Inventory Issued From Store	240.59	233.5
	Plant Hire - Internal Usage	22852.25	34650.09
	Mobile Phone Charges		288
	Internal Water Charges	3133.65	2797.75
	<b>Total</b>	<b>193527.87</b>	<b>213112.97</b>
	<b>Grand Total</b>	<b>253713.01</b>	<b>265581.6</b>

Table 13: Warialda Rail operational costs by open space.

Open Space Area	Cost Type	2022-23	2021-22
<b>Warialda Rail</b>			
<b>Unallocated to an Open Space</b>	Salaries & Wages		295.55
	Materials Purchased		1728
	Plant Hire - Internal Usage		52.48
	<b>Total</b>	<b>0</b>	<b>2076.03</b>
<b>Town Streets</b>	Salaries & Wages	10003.78	14746.3
	Overtime		50.03
	Contractors		432
	Materials Purchased		347.42
	Inventory Issued From Store		54.06
	Plant Hire - Internal Usage	2296.84	5084.68
	<b>Total</b>	<b>12300.62</b>	<b>20714.49</b>
	<b>Grand Total</b>	<b>12300.62</b>	<b>22790.52</b>

Table 14: Gravesend operational costs by open space.

Open Space Area	Cost Type	2022-23	2021-22
<b>Gravesend</b>			
<b>Unallocated to an Open Space</b>	Materials Purchased	74.95	
	<b>Total</b>	<b>74.95</b>	<b>0</b>
<b>Moffat Park</b>	Salaries & Wages	2090.86	179.28
	Plant Hire - Internal Usage	439.11	46.55
	Internal Rates	697	688
	Internal Water Charges	7814.55	1664.45
	<b>Total</b>	<b>11041.52</b>	<b>2578.28</b>
<b>Gravesend Recreation Ground</b>	Salaries & Wages	668.04	279.85
	Materials Purchased	1256.71	49.09
	Gas Charges	129.64	
	Plant Hire - Internal Usage	95.2	28.56
	Donations Paid	1035.18	
	Internal Rates		947.3
	Internal Water Charges	1274.1	1321.49
	<b>Total</b>	<b>4458.87</b>	<b>2626.29</b>
<b>Town Streets</b>	Salaries & Wages	13045.74	19613.91
	Overtime		45.1
	Casual Wages	339.47	943.02
	Materials Purchased		212.55
	Plant Hire - Internal Usage	2744.57	6492.17
	<b>Total</b>	<b>16129.78</b>	<b>27306.75</b>
	<b>Grand Total</b>	<b>31705.12</b>	<b>32511.32</b>

Table 15: Coolatai operational costs by open space.

Open Space Area	Cost Type	2022-23	2021-22
<b>Coolatai</b>			
<b>Unallocated to an Open Space</b>	Salaries & Wages	6173.58	8277.4
	Contractors	589.09	
	Plant Hire - Internal Usage	1480.93	1795.19
	<b>Total</b>	<b>8243.6</b>	<b>10072.59</b>
<b>Sportsground</b>	Salaries & Wages	1741.16	
	Materials Purchased	1470.96	
	Plant Hire - Internal Usage	1016.9	
	<b>Total</b>	<b>4229.02</b>	<b>0</b>
	<b>Grand Total</b>	<b>12472.62</b>	<b>10072.59</b>

Table 16: North Star operational costs by open space.

Open Space Area	Cost Type	2022-23	2021-22
<b>North Star</b>			
<b>Anzac Park</b>	Salaries & Wages	47.03	1557.83
	Materials Purchased	23.57	560.74
	Inventory Issued From Store		94.74
	Plant Hire - Internal Usage	11.35	1003.49
	<b>Total</b>	<b>81.95</b>	<b>3216.8</b>
<b>Railway Park</b>	Salaries & Wages	339.78	1524.57
	Materials Purchased	850.2	2563.58
	Plant Hire - Internal Usage	172.47	157.99
	Internal Water Charges	538.05	417.3
	<b>Total</b>	<b>1900.5</b>	<b>4663.44</b>
<b>Town Streets</b>	Salaries & Wages	47705.48	37493.15
	Overtime	1198.5	763.34
	Materials Purchased	4626.9	341.71
	Plant Hire - Internal Usage	15785.73	17110.04
	<b>Total</b>	<b>69316.61</b>	<b>55708.24</b>
	<b>Grand Total</b>	<b>71299.06</b>	<b>63588.48</b>

Table 17: Upper Horton operational costs by open space.

Open Space Area	Cost Type	2022-23	2021-22
<b>Upper Horton</b>			
<b>Unallocated to an Open Space</b>	Salaries & Wages	978.39	2629.38
	Casual Wages		314.34
	Plant Hire - Internal Usage	195.85	754.91
	<b>Total</b>	<b>1174.24</b>	<b>3698.63</b>
<b>Playground</b>	Salaries & Wages	182.82	444.19
	Plant Hire - Internal Usage	38.08	76.16
	<b>Total</b>	<b>220.9</b>	<b>520.35</b>
<b>Town Streets</b>	Salaries & Wages		1436.19
	Plant Hire - Internal Usage	2233.11	5453.68
	<b>Total</b>	<b>2233.11</b>	<b>6889.87</b>
	<b>Grand Total</b>	<b>3628.25</b>	<b>11108.85</b>

Table 18: Croppa Creek operational costs by open space.

Open Space Area	Cost Type	2022-23	2021-22
<b>Croppa Creek</b>			
<b>Town Streets</b>	Salaries & Wages	8035.47	5451.35
	Overtime	288.03	143.02
	Materials Purchased	244.27	
	Plant Hire - Internal Usage	2122.75	3743.05
	<b>Grand Total</b>	<b>10690.52</b>	<b>9337.42</b>

## 7.9 Draft Organisation Structure

<b>File Reference:</b>	NA
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### Delivery Program

**Goal:** 5. Organisational management

**Outcome:** 5.1 Corporate management

**Strategy:** 5.1.4 Workforce Planning

**Author:** Max Eastcott, General Manager

**STAFF DISCLOSURE OF INTEREST** Nil

### IN BRIEF/SUMMARY RECOMMENDATION

For discussion

**TABLED ITEMS** Nil

### BACKGROUND

One of the early tasks of the incoming Council will be to review the Organisation Structure.

As the new Council will have at least 6 new Councillors the incoming Council may welcome the views of the outgoing Council.

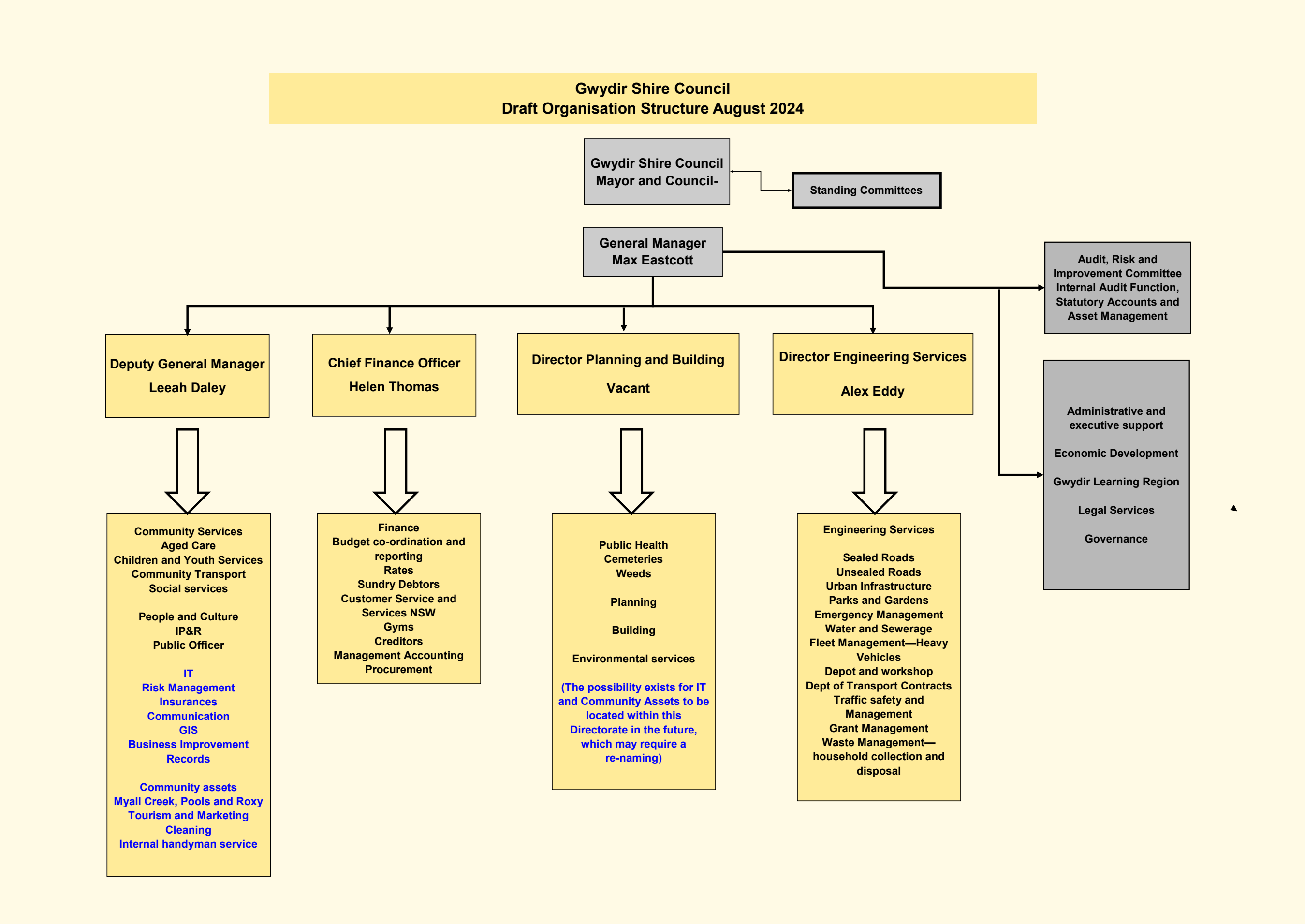
Therefore, this draft is being presented for your comments, which will be conveyed to the incoming Council and endorsement.

### OFFICER RECOMMENDATION

**THAT the attached draft Organisation Structure is endorsed.**

### ATTACHMENTS

1. Draft Organisation Chart [7.9.1 - 1 page]



**7.10 July 2024 ARIC Meeting & Audit Minutes****File Reference:** NA**Delivery Program****Goal:** 5. Organisational management**Outcome:** 5.1 Corporate management**Strategy:** 5.1.1 Financial Management and accountability systems**Author:** Helen Thomas, Chief Financial Officer**STAFF DISCLOSURE OF INTEREST Nil****IN BRIEF/SUMMARY RECOMMENDATION**

This report recommends the notation and reception of the attached Minutes of the Audit Risk and Improvement Committee (ARIC) Meeting held on Monday 8<sup>th</sup> July 2024. The Minutes, with all the attachments, are tabled at this meeting but the Minutes attached to this report are without attachments.

**TABLED ITEMS** ARIC Minutes including all attachments**OFFICER RECOMMENDATION**

**THAT the Minutes of the Audit Risk and Improvement Committee (ARIC) Meeting held on Monday 8<sup>th</sup> July 2024. Are received.**

**ATTACHMENTS**

1. ARI C\_- 8 July 2024 Minutes No Attachments [7.10.1 - 14 pages]





## MINUTES OF AUDIT RISK AND IMPROVEMENT COMMITTEE

**Held on Monday 8 July 2024**

**Commencing at 9:00 am**

**in the Roxy Conference Room**

### Present

<b>Committee:</b>	Mr Jack O'Hara and Cr John Coulton (Mayor) - Observer Cr Catherine Egan (Deputy Mayor)
<b>Staff:</b>	Leeah Daley (Deputy General Manager), Helen Thomas (Manager Finance), Justin Hellmuth (IT and Business Improvement Coordinator), Graham Cutmore (Finance Manager), Penny Goodwin (Assets and Data Analysis Officer) and Kaylea Perry (Risk and Safety Officer)
<b>Public:</b>	Nil
<b>Visitors:</b>	Nil

ARIC - 8 July 2024

Gwydir Shire Council

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<b>2 Apologies .....</b>	<b>3</b>
<b>3 Call for the Declarations of Interests, Gifts Received and Conflicts of Interest .....</b>	<b>3</b>
<b>5 Officers' Reports.....</b>	<b>3</b>
5.1 Audit Office Teams Meeting to discuss the Interim Management Letter and Annual Engagement Plan .....	3
5.2 Roads Update .....	5
5.3 WHS/Risk Update .....	6
5.4 Policies Update .....	7
5.5 Service Review Update .....	9
5.6 Fraud Control Assessment .....	11
5.7 Final IPR Documents .....	13
<b>6 Closure .....</b>	<b>14</b>

ARIC - 8 July 2024

Gwydir Shire Council

**1 OFFICIAL OPENING AND WELCOME - CHAIR**

Welcome by the Independent Chair Mr Jack O'Hara

The Chair welcomed all present to the meeting.

**2 APOLOGIES**

Apologies have been received from Rod Smith, Max Eastcott and Alex Eddy

**COMMITTEE RESOLUTION:**

**THAT the apologies received from Rod Smith, Max Eastcott and Alex Eddy are accepted.**

**Moved Jack O'Hara, Seconded Cr J Coulton**

**CARRIED**

**For: Cr J Coulton and Jack O'Hara**

**Against: Nil**

**3 CALL FOR THE DECLARATIONS OF INTERESTS, GIFTS RECEIVED AND CONFLICTS OF INTEREST**

Nil

**5 OFFICERS' REPORTS****5.1 Audit Office Teams Meeting to discuss the Interim Management Letter and Annual Engagement Plan**

<b>File Reference:</b>	NA
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**Delivery Program**

**Goal:** 5. Organisational management

**Outcome:** 5.1 Corporate management

**Strategy:** 5.1.1 Financial Management and accountability systems

**Author:** CFO

**STAFF DISCLOSURE OF INTEREST Nil**

**IN BRIEF/SUMMARY RECOMMENDATION**

This report recommends that the attached Interim Management Letter and Annual Engagement Plan is noted.

**TABLED ITEMS Nil**

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ARIC - 8 July 2024

Gwydir Shire Council

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**OFFICER RECOMMENDATION**

**THAT the attached Interim Management Letter and Annual Engagement Plan is noted.**

**ATTACHMENTS**

1. 01 Interim Management letter - GSC 2024 [5.1.1 - 12 pages]
2. 02 F A 1736 Annual Engagement Plan 2024 [5.1.2 - 27 pages]

Forsyth's and the Audit Office joined via Teams' meeting to discuss the Interim Management Letter and the Annual Engagement plan items as listed in the documents.

**COMMITTEE RESOLUTION:**

**THAT the staff be congratulated on all the work involved to address previous issues and have them resolved.**

**FURTHER that Forsyth's and the Audit Office be thanked for their time in presenting the reports.**

**FURTHER that the reports be received.**

**(Moved Jack O'Hara, Seconded Cr J Coulton)**

**CARRIED**

**For: Cr J Coulton and Jack O'Hara**

**Against: Nil**

ARIC - 8 July 2024

Gwydir Shire Council

**5.2 Roads Update**

<b>File Reference:</b>	NA
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**Delivery Program**

<b>Goal:</b>	5. Organisational management
<b>Outcome:</b>	5.1 Corporate management
<b>Strategy:</b>	5.1.1 Financial Management and accountability systems
<b>Author:</b>	CFO

**STAFF DISCLOSURE OF INTEREST** Nil**IN BRIEF/SUMMARY RECOMMENDATION**

A verbal update will be provided by the Director Engineering Services

**TABLED ITEMS** Nil**OFFICER RECOMMENDATION****THAT the update is noted****ATTACHMENTS**

Nil

A verbal update was given by the CFO. It is to be noted the given the significant level of outstanding funding from the Flood Damage funding bodies, all flood damage works were put on hold for the remainder of the financial year to ensure Council's cash position was not further affected.

**COMMITTEE RESOLUTION:****THAT the update is received.****(Moved Jack O'Hara, Seconded Cr J Coulton)****CARRIED****For: Cr J Coulton and Jack O'Hara****Against: Nil**

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Gwydir Shire Council

### 5.3 WHS/Risk Update

**File Reference:** NA

#### **Delivery Program**

**Goal:** 5. Organisational management

**Outcome:** 5.1 Corporate management

**Strategy:** 5.1.1 Financial Management and accountability systems

**Author:** CFO

**STAFF DISCLOSURE OF INTEREST** Nil

#### **IN BRIEF/SUMMARY RECOMMENDATION**

Council's Risk and Safety Officer, Kaylea Perry, will provide an update to the Committee.

**TABLED ITEMS** Nil

#### **OFFICER RECOMMENDATION**

**THAT** the update is noted.

#### **ATTACHMENTS**

Nil

Information was provided for the new software that has been implemented. There is also a continuous improvement plan being developed that will be presented when available.

An update on our current claim position was also given.

#### **COMMITTEE RESOLUTION:**

**THAT** the update is received.

(Moved Jack O'Hara, Seconded Cr J Coulton)

#### **CARRIED**

**For:** Cr J Coulton and Jack O'Hara

**Against:** Nil

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Gwydir Shire Council

**5.4 Policies Update**

<b>File Reference:</b>	NA
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**Delivery Program**

<b>Goal:</b>	5. Organisational management
<b>Outcome:</b>	5.1 Corporate management
<b>Strategy:</b>	5.1.1 Financial Management and accountability systems
<b>Author:</b>	CFO

**STAFF DISCLOSURE OF INTEREST Nil****IN BRIEF/SUMMARY RECOMMENDATION**

This report recommends the noting of the attached Police Documents.

**TABLED ITEMS Nil****OFFICER RECOMMENDATION**

**THAT the following Policy documents are noted:**

**Asset Management Plans;  
Asset Management Strategy;  
Risk Management Framework; and;  
Legislative Compliance.**

**ATTACHMENTS**

1. 03 Asset Management Policy v1 [5.4.1 - 5 pages]
2. 04 GSC Asset Management Strategy [5.4.2 - 34 pages]
3. 05 Risk Management Framework [5.4.3 - 33 pages]
4. 06 Legislative Compliance Policy and Procedure [5.4.4 - 7 pages]

Penny Goodwin provided information for the Asset Management Plan noting that the strategy within the plans tie in with Council's IPR documents. It was also noted that the Asset Backlog was unable to be quantified due to the extensive flood damage.

Justin Hellmuth provided information for the Risk Management Framework and the Legislative Compliance Policy. It was noted that these are required under the IPR framework and must be attested to by June 2025. These documents are yet to be reviewed and comments received from the Executive Team.

**COMMITTEE RESOLUTION:**

**THAT the following Policy documents are received:**

**Asset Management Plans;  
Asset Management Strategy;  
Risk Management Framework; and;  
Legislative Compliance**



**ARIC - 8 July 2024**

**Gwydir Shire Council**

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**FURTHER** that the staff involved be congratulated on the work involved in getting these and other outstanding policies up to date..

**(Moved Jack O'Hara, Seconded Cr J Coulton)**

**CARRIED**

**For: Cr J Coulton and Jack O'Hara**

**Against: Nil**

ARIC - 8 July 2024

Gwydir Shire Council

## 5.5 Service Review Update

**File Reference:** NA

### Delivery Program

**Goal:** 5. Organisational management

**Outcome:** 5.1 Corporate management

**Strategy:** 5.1.1 Financial Management and accountability systems

**Author:** CFO

**STAFF DISCLOSURE OF INTEREST** Nil

### IN BRIEF/SUMMARY RECOMMENDATION

This report recommends that the attached Service Reviews are noted.

**TABLED ITEMS** Nil

### OFFICER RECOMMENDATION

**THAT the following Service Reviews are noted:**  
Parks and Gardens; and;  
Stores.

### ATTACHMENTS

1. 07 Draft - Parks and Gardens - Service Review - Service Review Report [5.5.1 - 42 pages]
2. 08 Draft - Stores - Service Review - Service Review Report [5.5.2 - 27 pages]

The Service Review reports for Parks and Gardens and Stores were tabled. These are the first reviews to be conducted by Council and will be reviewed by the Executive Team to implement those actions that will provide benefits. Updates on the progress of implanting changes will be provided to the committee as available.

The next service review will focus around the Section 355 Committees of Council.

### COMMITTEE RESOLUTION:

**THAT the following Service Reviews are received:**  
Parks and Gardens; and;  
Stores.

(Moved Jack O'Hara, Seconded Cr J Coulton)

### CARRIED

**For: Cr J Coulton and Jack O'Hara**

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Gwydir Shire Council

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Against: Nil

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Gwydir Shire Council

## 5.6 Fraud Control Assessment

**File Reference:** NA

### Delivery Program

**Goal:** 5. Organisational management

**Outcome:** 5.1 Corporate management

**Strategy:** 5.1.1 Financial Management and accountability systems

**Author:** CFO

**STAFF DISCLOSURE OF INTEREST** Nil

### IN BRIEF/SUMMARY RECOMMENDATION

This report recommends the noting of the attached documentation relating to Fraud Control within the Council.

**TABLED ITEMS** Nil

### OFFICER RECOMMENDATION

**THAT the attached information is noted.**

### ATTACHMENTS

1. 09 Fraud Control Assessment Report [5.6.1 - 9 pages]
2. 10 Risk Assessment [5.6.2 - 10 pages]
3. 11 GSC Fraud Control Plan Adopted [5.6.3 - 23 pages]
4. Appendix A Risk Assessment [5.6.4 - 28 pages]
5. 13 Appendix B - Health Check Questionnaire [5.6.5 - 3 pages]
6. 14 Appendix C Gwydir Shire Fraud and Corruption Policy [5.6.6 - 9 pages]

Penny Goodwin provided further clarification around the process and the reports attached to this meeting. From this it was noted that Council must work on ensuring awareness for staff is improved. While the questionnaire was only completed by a small number of staff it does give a starting point to show monitoring of improvement within staff. The appendix also provided examples of how areas of fraud can be treated.

### COMMITTEE RESOLUTION:

**THAT the attached information is received.**

**(Moved Jack O'Hara, Seconded Cr J Coulton)**

### CARRIED

**For: Cr J Coulton and Jack O'Hara**

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Against: Nil

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## 5.7 Final IPR Documents

**File Reference:** NA

### **Delivery Program**

**Goal:** 5. Organisational management

**Outcome:** 5.1 Corporate management

**Strategy:** 5.1.1 Financial Management and accountability systems

**Author:** CFO

**STAFF DISCLOSURE OF INTEREST** Nil

### **IN BRIEF/SUMMARY RECOMMENDATION**

This report recommends the notation of of 2025 Financial Year documentation.

**TABLED ITEMS** The suite of IP & R documents was tabled

### **OFFICER RECOMMENDATION**

**THAT** the IP & R documentation is noted.

### **ATTACHMENTS**

Nil

### **COMMITTEENCIL RESOLUTION:**

**THAT** the IP & R documentation is received.

(Moved Jack O'Hara, Seconded Cr J Coulton)

### **CARRIED**

**For:** Cr J Coulton and Jack O'Hara

**Against:** Nil

**ARIC - 8 July 2024**

**Gwydir Shire Council**

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**6 CLOSURE**

Next Meeting Dates

**General Business**

**Update on the Sale for Unpaid Rates**

This is being handled by our contractor and a report on final figures will be provided at the next Council meeting.

**Update on the Bingara Administration Building**

The plans for the building will go to the next Regional Planning Panel on 23<sup>rd</sup> July 2024 for approval. From there, contracts will be signed and it is expected that building should commence shortly after this with an estimated build time of 44 weeks.

**Next ARIC meeting**

The date for the next ARIC meeting will be finalized once the Local Government Election has been declared and a new Mayor has been elected. At this next meeting the Chair, Jack O'Hara, will provide an overview and purpose of the role of the ARIC committee.

The meeting closed at 11.05 am.

## **7.11 Monthly Action Progress Report June 2024**

**File Reference:** NA

### **Delivery Program**

**Goal:** 5. Organisational management

**Outcome:** 5.1 Corporate management

**Strategy:** 5.1.2 Information Management Systems

**Author:** Casey McClymont, Public Officer, IP&R, Government Elections

### **STAFF DISCLOSURE OF INTEREST Nil**

### **IN BRIEF/SUMMARY RECOMMENDATION**

That the report be noted.

### **TABLED ITEMS Nil**

### **BACKGROUND**

The Office of Local Government requires regular progress reports to be presented at council meetings regarding the 2023-24 Operational Plan.

### **OFFICER RECOMMENDATION**

**THAT** the report be received.

### **ATTACHMENTS**

1. Monthly Action Progress Report June 2024 [7.11.1 - 28 pages]





## Monthly Action Progress Report June 2023/2024



## Goal 1: A healthy and cohesive community

A liveable community has pride of place, ease of access, community harmony, a mobile and healthy population that participates in community life, a feeling of safety and security, a strong vibrant cultural base, and places to relax, study and play.

### 1.1: We have healthy and inviting spaces and places

We have access to a range of high-quality health care services. All residents are supported in living a healthy and active life through the opportunity to participate in recreation activities.

#### 1.1.1: Improve local access to health services

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
1.1.1.2	Support Gwydir Shire's health initiatives	Community Assets Manager	Completed	0%	Both medical centres continue to provide exceptional health services to our community.	✓

#### 1.1.2: Encourage and enable healthy lifestyle choices

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
1.1.2.1	Oversee the operation of Council's Aquatic Centres	GLR & Communications Team Leader	In Progress	70%		●
1.1.2.3	Conduct Council's Category B Enforcement agency functions under the Food Act 2003 (NSW) by the specified due dates	Planning & Environment Team Leader	In Progress	90%		●



In Progress



Complete





Deferred






Not Updated







Not Started






Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
1.1.2.4	Implement a strong Wellness and Enablement plan within the Gwydir Shire Council through the CHSP program	Manager of Aged Care	In Progress	5%	The wellness and enablement program is core business. Recent activities have been exercise programs at both CHSP services and we are looking at offering Art classes.	
1.1.2.7	Warialda Memorial Swimming Pool Improvements - Local Roads and Community Infrastructure Program Phase 3 (LRCI)	GLR & Communications Team Leader	In Progress	45%		








**1.1.3: Provide the right places, spaces, and activities**






Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
1.1.3.1	Big River Dreaming - Wellness and Interpretive Centre	General Manager	In Progress	30%		
1.1.3.2	Be a centre of leadership in child development, education, and care as well as support for families and community	Social Services Manager	Completed	100%		
1.1.3.3	Annual Tree Planting Program	Road Maintenance Council Contracts Project Manager	In Progress	50%		

 In Progress
  Complete
  Deferred
  Not Updated
  Not Started

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
1.1.3.4	Bingara Footpath Program - Local Roads and Community Infrastructure Program Phase 3 (LRCI) - Construction/replacement of non-compliant walking/cycle paths	Road Maintenance Council Contracts Project Manager	Completed	100%		✓
1.1.3.5	Bingara Skate Park project - 2021-2022 Open Spaces Program	Town Utilities and Plant Manager	In Progress	70%		●
1.1.3.6	Build our reputation as 'best choice' for families, children, and young people to discover their abilities and reach their potential in life	Social Services Manager	Completed	100%		✓
1.1.3.7	Enhance the overall Resident experience at Naroo Frail Aged Hostel by embedding an active Leisure and Lifestyle program with residents focusing on wellness	Manager of Aged Care	Completed	100%	Recent resident survey has shown poor comments on the Activities and Leisure program delivered at Naroo. The workload for one Activity Officer for 36 residents is a real challenge. ACM is recruiting more care staff and may be able to increase some hours dependent on availability of staff and budget.	✓
1.1.3.8	Hope Street Warialda CBD Park Construction - Local Roads and Community Infrastructure Program Phase 3 (LRCI)	Engineering Services Director	In Progress	75%	Finn Valley Civil contractors have laid all stormwater, kerb and gutter, footpath, and pavement. Following successful compaction tests, the carpark area will be sealed and works on phase 2 (greenspace beautification) can commence.	●

 In Progress
  Complete
  Deferred
  Not Updated
  Not Started

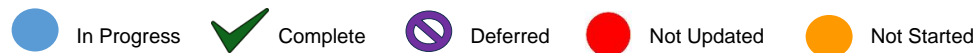
Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
1.1.3.9	Landscaping Improvements - Warialda Street Tree Upgrade - Local Roads and Community Infrastructure Program Phase 3 (LRCI)	Engineering Assets Coordinator	In Progress	30%	Project still in design phase.	
1.1.3.11	Progress Gwydir Shire Council Disability Action plan with committee.	Manager of Aged Care	In Progress	30%	Meetings scheduled	
1.1.3.12	Provide exceptional care, embracing authentic partnerships with families and ensuring the 'voice of the child' is central to our service processes	Social Services Manager	Completed	100%		
1.1.3.13	Provide high levels of hygiene to council's community assets	Community Assets Manager	Completed	100%	2023/24 has seen a high level of presentation of Council's buildings regarding cleanliness and tidiness.	
1.1.3.14	State Drought Stimulus Package - CBD Improvements - Warialda Footpath upgrades	Engineering Assets Coordinator	Completed	100%		
1.1.3.15	COVID-19 Economic Stimulus Package - Phase 1 - Batterham Lookout Makeover	Town Utilities and Plant Manager	In Progress	75%		
1.1.3.16	Stronger Country Communities Funding - Round 4 - Construction of Nicholson Oval amenities	Building Services Manager	Completed	100%	Completed. Additional funds approved by GM to complete.	

 In Progress
  Complete
  Deferred
  Not Updated
  Not Started

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
1.1.3.18	Warialda Footpath Program - Local Roads and Community Infrastructure Program Phase 3 (LRCI) - Construction/replacement of non-compliant cycle/walking paths.	Road Maintenance Council Contracts Project Manager	Completed	100%		✓
1.1.3.20	Implement Council's library programs	Community Assets Manager	Completed	100%	The Bingara, Warialda and Outreach programs were consistently delivered to a very high standard. Patronage numbers remain high and the standard of engagement meaningful and genuine. The libraries are true community hubs where everyone is included.	✓


### 1.2: Our community is an inviting and vibrant place to live

Our community is strong, safe, and connected with equal access to the services and facilities that ensure a great quality of life for all ages. Community pride and a sense of belonging are fostered through having a caring and connected community, with suitable programs and activities for all ages and abilities. Our






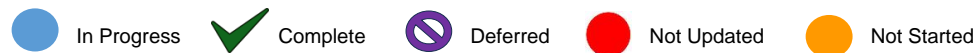
residents' lives are enriched through access to lifelong learning opportunities as well as activities and events that celebrate our culture and encourage participation.

**1.2.1: Enable accessible and affordable lifestyle options**

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
1.2.1.1	Meet Council's property management obligations	GLR & Communications Team Leader	In Progress	90%		

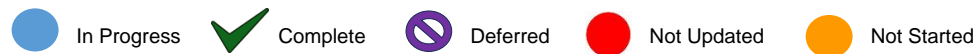
**1.2.2: A shared responsibility for community safety**

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
	Comply with and report on Councils Companion Animal Management requirements	Planning & Environment Team Leader	In Progress	90%		
1.2.2.1	Comply with and report on Councils Companion Animal Management requirements	Planning & Environment Team Leader	In Progress	90%		
1.2.2.2	Implement Child Safe Standards as per legislative requirements	Integrated Planning Reporting & Governance Officer	In Progress	70%		



1.2.3: Celebrate our creativity and cultural expression

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
1.2.3.1	Rollout out the planned schedule of events reviewing the concept, target audience and success of each event	Community Assets Manager	Completed	100%	All events were a success and without incident. The council ran a number of events and assisted many more community events. Council staff undertook an informal evaluation of the Orange Festival by interviewing a number of attendees however will be improved during the 24/25 period as Council will use the NSW Government Evaluation Event Toolkit and engage Arts North West staff to conduct surveys with eventgoers.	✓





## Goal 2: Building the business base

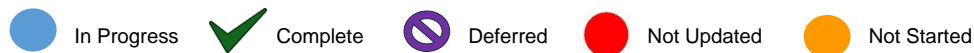
A productive community provides people with positive choices for investment, employment, and study. An innovative, diverse, and resilient economy requires collaboration between local people and other levels of government to ensure that funding for infrastructure and economic development exists to support market strength and diversity.

### 2.1: Our economy is growing and supported





Our business community is prepared for future growth and challenges. We welcome new business development opportunities and work with private enterprises to establish strategic partnerships aligned to the creation of employment and industry in our community. Tourism is embraced by all facets of our community and Gwydir Shire Council is seen as a destination of choice for travellers.






#### 2.1.1: Plan for and develop the right assets and infrastructure





Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
2.1.1.2	Annual Water Meter replacement program	Town Utilities and Plant Manager	Completed	100%		✓
2.1.1.3	Annual Pump replacement program	Town Utilities and Plant Manager	In Progress	75%		●
2.1.1.4	Bingara Riverside Caravan Park Amenities Block Construction - Local Roads and Community Infrastructure Program Phase 3 (LRCI)	Community Assets Manager	Completed	100%	The new amenity block proved to be a valuable asset for the Caravan Park and wider community. Word is spreading fast that the Bingara park and pool precinct has been upgraded and is becoming a preferred destination.	✓
2.1.1.6	Building Services Repairs and Maintenance Program for 2023-2024	Building Services Manager	Completed	100%		✓
2.1.1.7	December 2020 Flood Disaster works program	Engineering Assets Coordinator	In Progress	95%	Project is nearly complete.	●









Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
2.1.1.8	Fixing Local Roads Round 3 - Resheeting of Getta Getta Road from North Star Road to Inverell Shire	Engineering Services Director	Completed	70%	Project completed, including the additional of a graded bitumen seal per Council resolution	✓
2.1.1.9	Bingara Water Treatment Plant - Solar installation project	Town Utilities and Plant Manager	Completed	100%		✓
2.1.1.10	North Star Hall Improvements - Restumping - Local Roads and Community Infrastructure Program Phase 3 (LRCI)	Building Services Manager	In Progress	10%	Still waiting on list of contractors from committee from which to seek quotations.	●
2.1.1.11	Water main extension to Warialda Landfill	Town Utilities and Plant Manager	Deferred	0%		⊘
2.1.1.12	Stage 1 North Bingara sewer extension project	Town Utilities and Plant Manager	Completed	100%		✓
2.1.1.13	Stage 2 North Bingara sewer extension project	Town Utilities and Plant Manager	Completed	100%		✓
2.1.1.14	November 2021 Flood Disaster works program	Engineering Assets Coordinator	In Progress	35%	Claim submitted and awaiting approval	●
2.1.1.15	Provide accommodation options to our community and visitors	Community Assets Manager	In Progress	90%		●

 In Progress
  Complete
  Deferred
  Not Updated
  Not Started

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
2.1.1.19	Reedy Creek Access Road Construction - Stage 2 - Local Roads and Community Infrastructure Program Phase 3 (LRCl)	Engineering Assets Coordinator	In Progress	95%	Construction almost complete.	
2.1.1.23	Town Streets - kerb replacement and pavement enhancement program	Road Maintenance Council Contracts Project Manager	Completed	100%		
2.1.1.24	Upper Horton Sports Club Camping Ground Amenities Block - Local Roads and Community Infrastructure Program Phase 3 (LRCl)	Town Utilities and Plant Manager	In Progress	55%		
2.1.1.25	Warialda Emergency Accommodation and Respite Centre - Plunkett Street - Black Summer Bushfire Recovery Grants Program	Community Assets Manager	Completed	100%	Plunkett Place is completed, and Council is negotiating with Challenge Disability Services to open the centre.	
2.1.1.32	Heavy Vehicle Safety & Productivity Program Round 7 and Fixing Local Roads Program Sealing of IB Bore Road from North Star to Moree Plains Shire	Engineering Services Director	In Progress	60%	11.5km of the 20 km project is complete. A further 3km has been stabilised and base course material carted.	

 In Progress
  Complete
  Deferred
  Not Updated
  Not Started

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
2.1.1.34	Develop 10-year stormwater plan	Road Maintenance Council Contracts Project Manager	In Progress	90%		
2.1.1.36	Deliver RMCC annual works program	Road Maintenance Council Contracts Project Manager	In Progress	75%		
2.1.1.37	Construct new disabled access footpaths	Engineering Assets Coordinator	Completed	100%		
2.1.1.38	March 2021 Flood disaster works program	Engineering Assets Coordinator	In Progress	80%	Funding payment issues with TfNSW have been largely resolved and the project is expected to ramp up in July	
2.1.1.40	Warialda Rail Amenities Building Construction - Local Roads and Community Infrastructure Program Phase 3 (LRCI)	Building Services Manager	In Progress	85%	Amenities building completed under allocated budget. Met with committee to discuss additional work to be carried out with remaining grant funds.	
2.1.1.42	Federal Government - Roads of Strategic Importance Program - Sealing of 12.3km of County Boundary Road from end of existing seal to Croppa Moree Road.	Engineering Services Director	In Progress	30%	All drainage works have been completed on this project. Stage 1 of 4 has been finalised and bitumen sealed. Base course and subgrade stabilisation has been undertaken for all of stage 2, with sealing works scheduled for August	



In Progress



Complete



Deferred





Not Updated





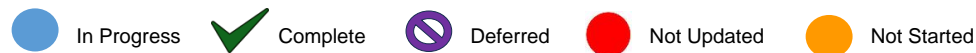
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2.1.2: Support the growth of our business community

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
2.1.2.1	Develop links and implement programs to improve the local economy	Community Assets Manager	In Progress	75%	Opportunities are continually explored and researched, in particular regarding the Circular Economy initiative.	
2.1.2.3	Develop strategy for small scale industrial land development.	General Manager	In Progress	70%		

2.1.3: Promote our community as the place to visit, live, work and invest


Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
2.1.3.1	Build on key relationships with stakeholders to enhance the Gwydir Shire tourism profile	Organisation & Community Services Director	In Progress	15%		
2.1.3.2	Assist in the creation of an environment in which a sustainable level of population and economic growth can occur to benefit local business and tourism	Integrated Planning Reporting & Governance Officer	In Progress	35%		




## 2.2: We are skilled and have access to excellent educational opportunities

Our lives are enriched through access to quality education which enables the development of a skilled workforce and the uptake of local job opportunities.

### 2.2.1: Increase the range of opportunities to work locally

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
2.2.1.1	Continue to be proactive in attracting skilled staff, especially Registered Nurses into the Aged Care sector and work towards 24-hour Registered Nurses on site at Naroo Frail Aged Hostel	Human Resource Officer	In Progress	70%		

### 2.2.2: Build on our quality education and training opportunities (including through the GLR)

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
2.2.2.1	Implement and manage the Gwydir Learning Region program	GLR & Communications Team Leader	In Progress	40%		



In Progress



Complete



Deferred



Not Updated



Not Started




### Goal 3: An environmentally responsible Shire

A sustainable community is characterised by our appreciation of natural surroundings and biodiversity. This is supported by responsible planning and management practices and the lifestyle actions we agree to, to reduce our impact on the natural environment and to conserve valuable resources.

#### 3.1: Our community understands and embraces environmental change

We respect and value our natural environment, understand the effects of our actions and make wise decisions to retain balance. We endeavour to use all our natural resources wisely with a view to minimising the impact on our natural environment.

##### 3.1.1: Encourage respectful planning, balanced growth, and good design

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
3.1.1.1	Implement Development Control Plan based on the Department of Planning NSW standard format including report to Council and Community Consultation	Planning Officer	In Progress	15%	A Draft Gwydir Development Control Plan is in development in house by the Planning cadets	
3.1.1.2	Local Environment Plan review to be completed and implemented	Planning Officer	In Progress	90%	First phase of LEP Review has been sent to the Dept for review. Second phase of LEP is in development by an independent planning consultant	
3.1.1.3	Conduct Gwydir Housing Study	Planning & Environment Team Leader	In Progress	95%		



In Progress



Complete



Deferred





Not Updated





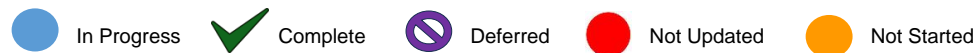
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3.1.2: Respond to our changing environment

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
3.1.2.1	Annual Telemetry & Technology upgrades	Town Utilities and Plant Manager	In Progress	90%		
DP	Establish an ongoing cycle of assessment, targeted actions, monitoring, and review to support learning and strengthen our response to a changing environment.	Planning & Environment Team Leader	In Progress	90%		

3.1.3: Value, protect and enhance our natural environment

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
3.1.3.1	North West Weed Action Program -Gwydir Shire	Planning & Environment Team Leader	In Progress	90%		
3.1.3.2	Gwydir River Foreshore - Management Action Plan	Planning & Environment Team Leader	In Progress	90%		





### 3.2: We use & manage our natural resources wisely

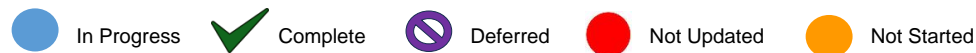
We take responsibility for the management and consumption of our valuable resources and recognise the impact that our actions have both today and on future generations.

#### 3.2.1: Develop a clean energy future


Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
3.2.1.1	Street lighting coverage across the local networks throughout the shire	Planning & Environment Team Leader	Completed	100%		✓


#### 3.2.2: Use our water wisely


Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
3.2.2.1	Annual Water Main replacement program	Town Utilities and Plant Manager	Completed	100%		✓
3.2.2.2	Gravesend Recreation Ground Irrigation System - LRCI Phase 3 Project	Town Utilities and Plant Manager	Completed	100%		✓
3.2.2.3	Water treatment plant improvements	Town Utilities and Plant Manager	Deferred	0%		⊘





3.2.3: Reduce, reuse, and recover waste


Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
3.2.3.1	Implement Gwydir Shire Council's Waste Management Strategy	Planning & Environment Team Leader	In Progress	90%		

 In Progress

 Complete

 Deferred

 Not Updated

 Not Started

## Goal 4: Proactive regional and local leadership

A collaborative community is informed, has responsible decision making and a sound financial position supported by capable leaders, functional assets, and efficient operations to meet the changing needs of the community.

### 4.1: We are an engaged & connected community

Our thoughts and ideas are valued; we are empowered with knowledge and have the opportunity to participate. The Council provides the community with timely information about local issues and includes opportunities for the community to participate in initiatives. Community consultation continues throughout the period of the Community Strategic Plan to ensure that residents are engaged and connected.

#### 4.1.1: Encourage an informed community

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Progress Key
4.1.1.1	Provide effective communication initiatives to service the community	Community Assets Manager	Completed	100%	The council collaborated with Northern Inland Community College to transfer the Gwydir News. In addition, the Council reintroduced the What's On Calendar, and launched the Visit Gwydir website and continued to improve and update its Council website. The Council website hosted all relevant Council information including Council Meeting Agendas and Minutes, and details of all documents on public display and how to comment.	✓

#### 4.1.2: Enable broad, rich, and meaningful engagement to occur

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Progress Key
4.1.2.1	Consistently engage with communities, moving from transactional to transformational relationships	Integrated Planning Reporting & Governance Officer	In Progress	50%		●



In Progress



Complete



Deferred



Not Updated



Not Started

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Progress Key
4.1.2.2	A review of the effectiveness of communication channels used throughout Gwydir Shire to the wider community. And improvements on how Gwydir Shire communicate events and happening within our Community	Community Assets Manager	Completed	100%	2-23/24 saw the transfer of the Gwydir News to Northern Inland Community College so that this community asset continues to provide relevant and timely information. Internally the Council used a Facebook page. emails, timesheets and monitor screens to communicate with staff. Further Council continues to communicate using interviews with the Mayor and Executive staff, newspaper articles, advertising, website and social media posts, an open-door policy, and regular community meetings throughout the Shire area.	✓
DP	Audit, package, and promote tourism attributes for Gwydir Shire Council	Organisation & Community Services Director	Deferred	10%		⊘

#### 4.1.3: Build on our sense of community

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Progress Key
4.1.3.2	Grow relationships with governments, the corporate sector, community organisations and volunteers to enhance the educational experience	Social Services Manager	Completed	100%		✓



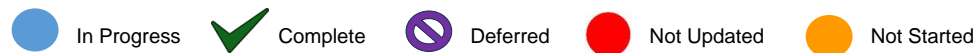
Action Code	Action Name	Responsible Position	Status	Progress	Comments	Progress Key
4.1.3.3	Value and embrace the knowledge and experiences of our families as they grow through our services.	Social Services Manager	Completed	100%		✓
4.1.3.4	Enhance the value of hope, achievement and aspiration for our young people, children, and their families.	Social Services Manager	Completed	100%		✓

#### 4.2: We work together to achieve our goals

We respect our community leaders who listen to and act on our behalf, and value our community's knowledge, experience and ideas which help us implement our vision for the future together.

##### 4.2.1: Build strong relationships and shared responsibilities

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Progress Key
4.2.1.1	Manage programs and initiatives to connect with, and value other cultures	Community Assets Manager	Completed	100%		✓



4.2.2: Work in partnership to plan for the future

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Progress Key
4.2.2.1	Acquire, disseminate, and apply new knowledge to grow evidence informed practice.	Social Services Manager	Completed	100%		✓
4.2.2.2	Create comprehensive and collaborative models of care and support services that drive successful, responsive, and individualised outcomes for families.	Social Services Manager	Completed	100%		✓
4.2.2.3	Implement emerging technologies and best processes to improve efficiency.	Social Services Manager	Completed	100%		✓



In Progress



Complete



Deferred



Not Updated



Not Started

## Goal 5: Organisational management

The main objective of organisational management is to ensure maximum outputs within minimum resources and effort. Effective organisational management ensures smooth and coordinated functioning of the Council, bringing additional benefit to the community, staff, and Councillors.

### 5.1: Corporate management

Good corporate management is about having the right processes for making and implementing strategic decisions.

#### 5.1.1: Financial management and accountability systems

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
5.1.1.2	Complete all legislative reporting requirements for NSW Transport (CHSP)	Manager of Aged Care	Completed	100%	All financial reports, Quality Indicator reports, and Registered Nurse minutes monthly are reported to the Department on time.	✓
5.1.1.3	Complete all Naroo Aged Care Prudential reporting and Quality Indicator reporting within the set timeframes	Manager of Aged Care	In Progress	100%	Completed	●
5.1.1.4	Complete the works for the Aged Care Approvals Round grant monies as per the grant agreement	Manager of Aged Care	In Progress	50%	Met with Project Manager and Builder Nathan Cobb. Work will commence on the 15th of July with completion date December 2024.	●
5.1.1.5	Implement the Business Improvement Fund grant monies as per the Activity Work plan and Indicative Activity Budget	Manager of Aged Care	Completed	100%		✓



In Progress



Complete





Deferred






Not Updated



Not Started

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
5.1.1.13	Develop contract management documentation templates	Chief Financial Officer	In Progress	30%		
5.1.1.14	Review policies and procedures associated with contracts and procurement in line with LG Procurement regulations, including staff training.	Chief Financial Officer	In Progress	30%		

#### 5.1.2: Information management systems

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
5.1.2.1	Administer and support Council corporate applications, networks, and systems.	Business Improvement & IT Manager	Completed	100%	The month of June's helpdesk seen 281 created tickets, far exceeding the median, with 259 solved. The median reply time was 128 minutes, with the median solve time of 7.2 hours. The living classroom was upgraded with new conferencing and sound infrastructure to help make it a premium site for hire.	
5.1.2.2	Review & Audit of locality boundaries	GIS Officer	Completed	100%		
5.1.2.3	IT Hardware Renewal program - 2023/2024	Business Improvement & IT Manager	Completed	100%	All IT replacements were complete and on budget.	

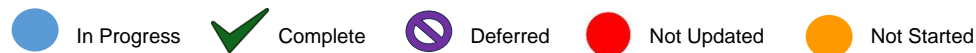




Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
5.1.2.4	Manage Council's GIS systems and data in accordance with legislative requirement, with a focus to improve the delivery and use of information	Business Improvement & IT Manager	Completed	100%	There has been great progress with mapping cemetery information and records clean up. The position of GIS Officer is advertised.	✓
5.1.2.5	Manage Council's corporate Records and Archive Facilities and Record Management Framework in accordance with legislative requirements.	Information Services Officer	In Progress	40%	Report completed and submitted to State Records.	●
5.1.2.6	Software Renewal Program - 2023/2024	Business Improvement & IT Manager	Completed	100%	All software was renewed and came under budget.	✓

### 5.1.3: Administrative and support functions

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
5.1.3.1	Assess and implement solutions that increase efficiencies and quality, whilst reducing costs, to improve processes and systems within Council.	Business Improvement & IT Manager	Completed	100%	Most changes are scheduled to take place in the new financial year with potential upgrades to our records system, GIS system, Risk system, and solutions that will be suggested from Service Reviews. Currently in progress of moving Naroo's rostering system to our timesheets system.	✓



Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
5.1.3.2	Develop and maintain Councils Integrated Planning and Reporting requirements	Integrated Planning Reporting & Governance Officer	Completed	100%		✓
5.1.3.3	Manage and support Councils Town utilities and depot operations	Town Utilities and Plant Manager	Completed	100%		✓
5.1.3.4	Finalise the process to undertake service reviews and develop a prioritised list to be undertaken for the financial year.	Business Improvement & IT Manager	Completed	100%	Both the Parks and Gardens and Stores service review were completed. They are going to ARIC and an action plan will be implemented in the new financial year. The service review framework will need adapting to the changes made during this testing phase of service reviews. The next financial year will see a review into section 355 committees.	✓

#### 5.1.4: Workforce planning

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
	Council Salary System Review	Integrated Planning Reporting & Governance Officer	In Progress	20%		●
	Registered Nurse 24/7	Manager of Aged Care	In Progress	75%	Casey McClymont and I are working with a company to access overseas Registered Nurses. They come to facilities as Care workers and progress Australian registration with a commitment to work for a period of 2-4 years. Challenges will be accommodation.	●



In Progress



Complete








Deferred








Not Updated







Not Started

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
5.1.4.	Employee Engagement Action Plan	Integrated Planning Reporting & Governance Officer	Deferred	10%		
5.1.4.1	Build a culture that empowers staff to learn, teach, lead, and succeed	Social Services Manager	Completed	100%		
5.1.4.2	Implement and report on the actions included in the 2022-2026 Workforce Plan	Integrated Planning Reporting & Governance Officer	In Progress	60%		
5.1.4.3	Development of Human Resources Development processes to manage change and meet individual and organisational needs	Integrated Planning Reporting & Governance Officer	Deferred	0%		
5.1.4.4	Provide and support Naroo Aged care staff with necessary training and education	Manager of Aged Care	In Progress	80%	Clinical Educator and Registered Nurse coordinates all education needs of Naroo staff. All staff requiring First Aid training have been provided with this training through the Community College. Recent focus has been on Teamwork and resolving conflict, Bullying and Harassment.	

 In Progress
  Complete
  Deferred
  Not Updated
  Not Started

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
5.1.4.5	Undertake Workforce Planning to ensure that there is an appropriately skilled workforce to meet future challenges and opportunities.	Human Resource Officer	In Progress	60%		

**5.1.5: Provide responsible internal governance**

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
5.1.5.1	Embed Workplace Health & Safety into business-as-usual practice throughout the organisation	Risk and Safety Officer	In Progress	25%		
5.1.5.2	Emergency Planning - implement evacuation plans and emergency manuals for 8 sites	Risk and Safety Officer	In Progress	40%		
5.1.5.6	Embed the recommendations from the Royal Commission into Aged Care in both CHSP and Narro Frail Aged Care Hostel	Manager of Aged Care	Completed	20%	Challenge in provision of 24/7 Registered Nurse on site	
5.1.5.7	Council Public Roads	GIS Officer	Completed	100%		



## **7.12 Delivery Plan Progress Report January to June 2024**

**File Reference:** NA

### **Delivery Program**

**Goal:** 5. Organisational management

**Outcome:** 5.1 Corporate management

**Strategy:** 5.1.2 Information Management Systems

**Author:** Casey McClymont, Public Officer, IP&R, Government Elections

### **STAFF DISCLOSURE OF INTEREST Nil**

### **IN BRIEF/SUMMARY RECOMMENDATION**

That the report be noted.

### **TABLED ITEMS Nil**

### **BACKGROUND**

The Office of Local Government requires delivery plan progress reports to be presented at council meetings regarding the 2023-24 Operational Plan.

### **OFFICER RECOMMENDATION**

**THAT** the report be received.

### **ATTACHMENTS**

1. Delivery Plan Progress Report January to June 2024 [7.12.1 - 21 pages]



## **Monthly Action Progress Report**

### **January, February, March, April, May, June 2023/2024**




## Goal 1: A healthy and cohesive community

A liveable community has pride of place, ease of access, community harmony, a mobile and healthy population that participates in community life, a feeling of safety and security, a strong vibrant cultural base, and places to relax, study and play.

### 1.1: We have healthy and inviting spaces and places

We have access to a range of high-quality health care services. All residents are supported in living a healthy and active life through the opportunity to participate in recreation activities.

#### 1.1.1: Improve local access to health services

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
DP	Promote and implement a range of measures, such as community transport, accommodation opportunities or location of new facilities that improve the access to Health Services for community members.	Manager of Aged Care	In Progress	70%	February - Grant submitted for staff accommodation on site at Naroo to be able to provide accommodation for both staff that travel and agency staff when staffing levels critical. April - Grant submitted for staff accommodation on site at Naroo. Awaiting outcome. May - Grant for Staff accommodation was unsuccessful June - Grant application for staff accommodation and increased beds to Naroo was unsuccessful. There is another grant opportunity, and I will be resubmitting the application for refurbishment however staff accommodation is exempt from this funding application. Met with consultant regarding Independent living units on. Discussed the need for staff accommodation in this meeting.	



In Progress



Complete



Deferred




Not Updated




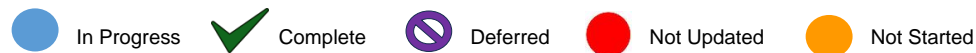
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1.1.2: Encourage and enable healthy lifestyle choices

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
DP	Provision of infrastructure for all aspects of recreation and sport from grass-root participation through to talent development, ranging from children to older people and recognising the needs of our diverse community.	General Manager	In Progress	50%	May - Bingara skate park will be opened on 12th June 2024.	

1.1.3: Provide the right places, spaces, and activities

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
DP	Provide for the ongoing provision of parkland and other educational, recreation, social and all access facilities for current and future communities.	Organisation & Community Services Director	In Progress	50%	February - Ongoing. This will not be completed this financial year as the funding body has provided an extension that goes into the next financial year.	







### 1.2: Our community is an inviting and vibrant place to live

Our community is strong, safe, and connected with equal access to the services and facilities that ensure a great quality of life for all ages. Community pride and a sense of belonging are fostered through having a caring and connected community, with suitable programs and activities for all ages and abilities. Our residents' lives are enriched through access to lifelong learning opportunities as well as activities and events that celebrate our culture and encourage participation.

#### 1.2.1: Enable accessible and affordable lifestyle options


Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
DP	Take action to improve housing affordability and diversity, the liveability of our neighbourhoods as well as equity and inclusiveness. Promote sustainability and equitable economic growth.	General Manager	In Progress	50%		

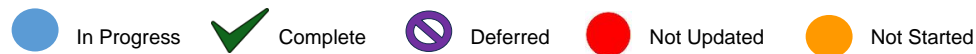
#### 1.2.2: A shared responsibility for community safety

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
DP	Provide a Safe Community where all residents and visitors can work, travel, live and play in a safe and secure environment, free of risk to health and wellbeing.	General Manager	Completed	100%		



1.2.3: Celebrate our creativity and cultural expression

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
DP	Contribute to community wellbeing by strengthening the Council's cultural identity and harmony making Gwydir Shire Council a more vibrant place to live and visit.	Organisation & Community Services Director	Deferred	0%	May - There was no specific budget or plan for this action. To be deferred until budget is available.	




## Goal 2: Building the business base

A productive community provides people with positive choices for investment, employment, and study. An innovative, diverse, and resilient economy requires collaboration between local people and other levels of government to ensure that funding for infrastructure and economic development exists to support market strength and diversity.


### 2.1: Our economy is growing and supported

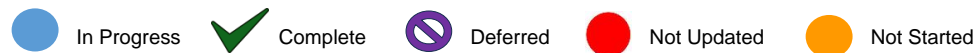
Our business community is prepared for future growth and challenges. We welcome new business development opportunities and work with private enterprise to establish strategic partnerships aligned to the creation of employment and industry in our community. Tourism is embraced by all facets of our community and Gwydir Shire Council is seen as a destination of choice for travellers.

#### 2.1.1: Plan for and develop the right assets and infrastructure


Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
DP	Achieve better value from infrastructure spend to improve productivity, drive economic growth, and improve public amenity.	General Manager	In Progress	50%		

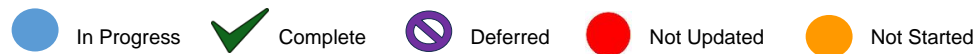
#### 2.1.2: Support the growth of our business community

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
DP	Establish a strong business and commercial culture identifying opportunities to increase Gwydir Shire's competitiveness and support the development of innovation and entrepreneurship.	General Manager	In Progress	50%		



2.1.3: Promote our community as the place to visit, live, work and invest

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
DP	Assist in the creation of an environment in which a sustainable level of population and economic growth can occur to benefit local business and tourism	Organisation & Community Services Director	In Progress	25%	February - Other than the Circular Economy initiatives Council has not aligned a budget to Economic Development initiatives. This goal will not be achieved this year?	



## 2.2: We are skilled and have access to excellent educational opportunities

Our lives are enriched through access to quality education which enables the development of a skilled workforce and the uptake of local job opportunities.

### 2.2.1: Increase the range of opportunities to work locally

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
DP	Establish a whole of government approach to workforce issues and facilitate greater labour mobility to increase employment opportunities and support regional employers to access skilled workers— including the adoption of remote digital technology — and remove barriers to relocation for workers	Organisation & Community Services Director	Completed	100%	February - Worked with the JO on the Namoi Jobs Precinct. It is not possible to work on a 'whole government approach' however we are working with industry bodies to address our own skill shortages.	✓



In Progress



Complete



Deferred




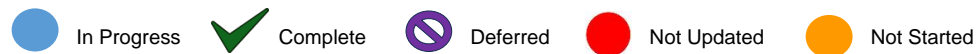
Not Updated



Not Started

2.2.2: Build on our quality education and training opportunities (including through the GLR)

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
DP	Collaborate closely with industry stakeholders to develop sustainable, high-quality education and training opportunities to attract, develop, support, and retain a skilled local workforce	General Manager	In Progress	65%		




### Goal 3: An environmentally responsible Shire

A sustainable community is characterised by our appreciation of natural surroundings and biodiversity. This is supported by responsible planning and management practices and the lifestyle actions we agree to, to reduce our impact on the natural environment and to conserve valuable resources.


#### 3.1: Our community understands and embraces environmental change

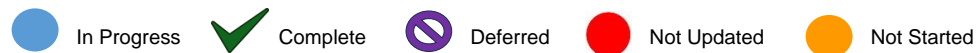
We respect and value our natural environment, understand the effects of our actions and make wise decisions to retain balance. We endeavour to use all our natural resources wisely with a view to minimising the impact on our natural environment.

##### 3.1.1: Encourage respectful planning, balanced growth, and good design


Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
DP	Integrate the economic, social, and environmental objectives of society in order to maximise well-being in the present without compromising the ability of future generational needs.	General Manager	In Progress	50%		

##### 3.1.2: Respond to our changing environment

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
DP	Establish an ongoing cycle of assessment, targeted actions, monitoring, and review to support learning and strengthen our response to a changing environment.	Planning & Environment Team Leader	In Progress	90%		




### 3.1.3: Value, protect and enhance our natural environment

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
DP	Work together in a coordinated way to build connectivity, protect, and reduce pressures on and build resilience for our unique natural environment.	Planning & Environment Team Leader	In Progress	90%	February - Facilitation of reestablishing and reconnecting Koala preservation stakeholders as an independent group. Development of Warialda Koala Reserve. April - Koala ARKS group has been reestablished and staff are attending and facilitating. A donation box has been constructed and additional signage designed. Participated in drafting a submission for the review of the NSW Koala Strategy.	

### 3.2: We use & manage our natural resources wisely

We take responsibility for the management and consumption of our valuable resources and recognise the impact that our actions have both today and on future generations.

#### 3.2.1: Develop a clean energy future

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
DP	Work with key stakeholders to support local communities, businesses, and workers to maximise opportunities and to ensure a smooth transition to a more energy efficient future.	General Manager	In Progress	50%	May - EV Charging Stations will be installed in both Bingara and Warialda	



In Progress



Complete



Deferred




Not Updated




Not Started



3.2.3: Reduce, reuse, and recover waste

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
DP	Deliver a domestic waste management service that is focused on sustainable waste management and resource recovery services that also meets the needs of the Gwydir Shire residents	Planning & Environment Team Leader	In Progress	90%		

3.2.4: Identify and make best use of our resource land

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
DP	Identify future land uses and plan for future development to balance the competing needs for expansion with protection of sensitive environments, ensuring recreational and community needs and promoting sustainability.	General Manager	In Progress	70%	May - Discussions have been held with the relevant State Planning Authority.	



In Progress



Complete



Deferred



Not Updated



Not Started


## Goal 4: Proactive regional and local leadership

A collaborative community is informed, has responsible decision making and a sound financial position supported by capable leaders, functional assets, and efficient operations to meet the changing needs of the community.

### 4.1: We are an engaged & connected community

Our thoughts and ideas are valued; we are empowered with knowledge and have the opportunity to participate. The Council provides the community with timely information about local issues and includes opportunities for the community to participate in initiatives. Community consultation continues throughout the period of the Community Strategic Plan to ensure that residents are engaged and connected.

#### 4.1.1: Encourage an informed community

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Progress Key
DP	Build on key strategies for the provision of information to our community in a relevant, meaningful, and transparent way	General Manager	In Progress	50%		



In Progress



Complete



Deferred



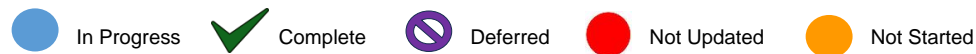
Not Updated




Not Started

4.1.2: Enable broad, rich, and meaningful engagement to occur

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Progress Key
DP	Audit, package, and promote tourism attributes for Gwydir Shire Council	Organisation & Community Services Director	Deferred	10%	January - Limited resources at present, however project will be an ongoing one. February - Council has not resourced the strategic tourism function. Tourism has shifted to be a customer service function with little attention being placed on strategic tourism. This goal will not be achieved due to budget and time constraints. May - Council has not resourced the strategic tourism function. Tourism has shifted to be a customer service function with little attention being placed on strategic tourism. This goal will not be achieved due to budget and time constraints.	
DP	Provide the right platforms for humanising encounters and constructive conversations to create a reservoir of unity and trust within the community	Organisation & Community Services Director	In Progress	70%	January - Consistently engaging with the community in a variety of ways to ensure that all members within our communities have access to the organisation. February - Communications Team are constantly working on the dissemination of information throughout the community. The council has continued with Public Meetings.	




#### 4.1.3: Build on our sense of community

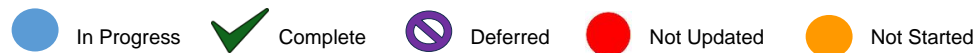
Action Code	Action Name	Responsible Position	Status	Progress	Comments	Progress Key
DP	Collaborate and work together with all stakeholders to build connections, understanding and confidence to foster strong, resilient, and connected communities.	Organisation & Community Services Director	In Progress	70%	January - Consistently working with local businesses, S355 Committees of Council and other high-profile stakeholders to foster strong relationships between Council and Community. February - Ongoing.	

#### 4.2: We work together to achieve our goals

We respect our community leaders who listen to and act on our behalf, and value our community's knowledge, experience and ideas which help us implement our vision for the future together.

##### 4.2.1: Build strong relationships and shared responsibilities

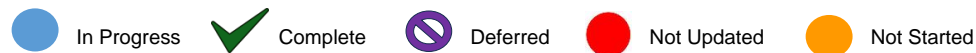
Action Code	Action Name	Responsible Position	Status	Progress	Comments	Progress Key
DP	Collaborate with key stakeholders to continue to develop trust, respect, awareness, inclusion, and open communication for the purpose of creating shared responsibilities for better outcomes	Organisation & Community Services Director	In Progress	70%		



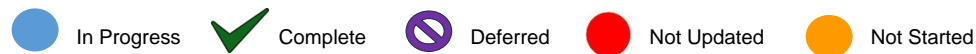
Action Code	Action Name	Responsible Position	Status	Progress	Comments	Progress Key
DP	Maintain strategic partnerships within the Gwydir community and surrounds.	Organisation & Community Services Director	Completed	100%	February - This is ongoing.	✓

#### 4.2.2: Work in partnership to plan for the future

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Progress Key
DP	Use Councils strategic planning and reporting framework to set priorities, focus energy and resources, strengthen operations, ensure that employees and other stakeholders are working toward common goals, establish agreement around intended outcomes/results, and assess and adjust the organization's direction in response to a changing environment	Integrated Planning Reporting & Governance Officer	Completed	100%	April - Development of the final Operational Plan for this Council term is in progress. Working with staff and community to assist with the development of the next suite of documents to coincide with the new term of Council coming in. June - Council continues to work with the community to determine and develop its strategic planning framework. The challenge going forward will be meeting community expectations. Council has in recent years received a substantial amount of grant funding which has given Council the opportunity to provide a wide range of new and improved infrastructure.	✓



Action Code	Action Name	Responsible Position	Status	Progress	Comments	Progress Key
DP	Working collaboratively to align and implement long-term strategic planning objectives	Organisation & Community Services Director	Completed	100%	<p>February - Operational Plan is being implemented and reported on as required by legislation.</p> <p>Arrangements are being made to commence consultation for the development of the next suite of documents after the election of the new council.</p> <p>June - Council consistently works with various S355 Committees and other community groups to gain feedback from the community to ensure long-term planning is aligned with community needs and wants.</p>	✓



## Goal 5: Organisational management

The main objective of organisational management is to ensure maximum outputs within minimum resources and effort. Effective organisational management ensures smooth and coordinated functioning of the Council, bringing additional benefit to the community, staff, and Councillors.

### 5.1: Corporate management

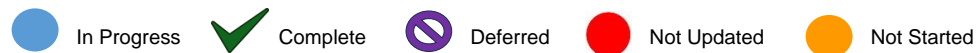
Good corporate management is about having the right processes for making and implementing strategic decisions.

#### 5.1.1: Financial management and accountability systems

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
DP	Align financial function with business strategy to assist developing long-term growth and financial security	Chief Financial Officer	Deferred	0%		

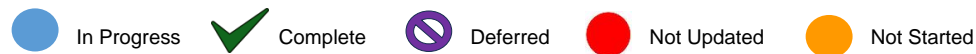
#### 5.1.2: Information management systems

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
DP	Ensure appropriate planning, implementation, and monitoring of information systems to support the mission, goals, and objectives of the organisation	Organisation & Community Services Director	In Progress	60%		



5.1.3: Administrative and support functions

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
5.1.3.2	Develop and maintain Councils Integrated Planning and Reporting requirements	Integrated Planning Reporting & Governance Officer	Completed	100%	January - 2024-2025 Operational Plan collation has commenced February - Collation of 24/25 Operational Plan is in progress and on track to meet deadline of June 30, 2024. May - All documents are on public exhibition and on track for formal endorsement/adoption at the June Council meeting.	✓
DP	Create formal structure and support to assist in the facilitation of Council's key functions to achieve core objectives.	General Manager	In Progress	60%		●
DP	Enhance the safety of employees and general public and minimise financial loss to the Council through risk detection, evaluation, and prevention.	Organisation & Community Services Director	In Progress	70%	February - Discussed regularly at Management Team meetings involving the CFO and the Manager of Information Services	●



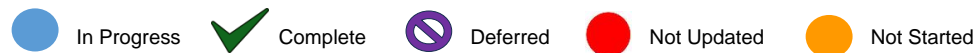



5.1.4: Workforce planning

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
DP	Plan for the future capabilities that Gwydir Shire Council is likely to need to meet its defined strategic goals and industry challenges	Organisation & Community Services Director	Deferred	0%		

5.1.5: Provide responsible internal governance

Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
DP	Empower workers by instilling confidence, satisfaction and ensuring participation.	Organisation & Community Services Director	In Progress	60%	January - Ongoing - Employee Engagement is becoming a larger focus throughout the organisation. February - Employee engagement and participation is continuing. Leadership programs have been implemented and are working well.	
DP	Improve internal capacity to improve efficiencies	Organisation & Community Services Director	In Progress	85%	February - Ongoing May - This is an ongoing action. Efficiencies have been improved in the Technical Services area through the appointment of staff to deal specifically with the internal and external reporting requirements. Some succession planning initiatives have also been undertaken and example being the appointment of two trainee Planners.	



Action Code	Action Name	Responsible Position	Status	Progress	Comments	Traffic Lights
DP	The development and management of policy and risk for the benefit of the community consisting of processes and systems that promote the good rule of government.	General Manager	In Progress	90%		



## **7.13 July 2024 Investment and Rates Collection Report**

**File Reference:** NA

**Delivery Program**

**Goal:** 5. Organisational management

**Outcome:** 5.1 Corporate management

**Strategy:** 5.1.1 Financial Management and accountability systems

**Author:** Helen Thomas, Chief Financial Officer

**STAFF DISCLOSURE OF INTEREST Nil**

**IN BRIEF/SUMMARY RECOMMENDATION**

At each monthly Ordinary Meeting, the Council is presented with the schedule relating to Investments, as at the end of the previous month.

**TABLED ITEMS Nil**

**BACKGROUND**

This report will be circulated once completed after the July month's end.

**OFFICER RECOMMENDATION**

**TBC**

**ATTACHMENTS**

Nil

## **8 COUNCILLORS' REPORTS**

## **9 COMMITTEE OF THE WHOLE - CONFIDENTIAL ITEMS**

### **Confidential Organisation and Community Services Report**

It is recommended that the Council resolve into Committee of the Whole with the press and public excluded to allow consideration of this Item, as provided for under Section 10A (2) (a) of the Local Government Act, 1993, on the grounds the report contains personnel matters concerning particular individuals (other than councillors).

### **Former Bingara Saleyards**

It is recommended that the Council resolve into Committee of the Whole with the press and public excluded to allow consideration of this Item, as provided for under Section 10A (2) (c) of the Local Government Act, 1993, on the grounds the report contains information that would, if disclosed, confer a commercial advantage on a person with whom the council is conducting (or proposes to conduct) business.

### **Hired Grader Purchase**

It is recommended that the Council resolve into Committee of the Whole with the press and public excluded to allow consideration of this Item, as provided for under Section 10A (2) (c) of the Local Government Act, 1993, on the grounds the report contains information that would, if disclosed, confer a commercial advantage on a person with whom the council is conducting (or proposes to conduct) business.

### **Management of Pools & Bingara Riverside Caravan Park**

It is recommended that the Council resolve into Committee of the Whole with the press and public excluded to allow consideration of this Item, as provided for under Section 10A (2) (c) of the Local Government Act, 1993, on the grounds the report contains information that would, if disclosed, confer a commercial advantage on a person with whom the council is conducting (or proposes to conduct) business.

## **10 CLOSURE**