Annual Report
2009/2010
Regulatory
BREWARRINA SHIRE COUNCIL
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Comparison of Actual Performance against Projected Performance of Principal Activities. (Measured in accordance with the Relevant Management Plan 2010-12)

Principal Activities, Strategies & Performance Indicators / Assessments

In accordance with Section 40 of the Local Government Act 1993, Council has prepared a management plan with respect to

(a) Councils activities for at least the next 3 years, and
(b) The Councils revenue policy for the next year

Contents of Management Plan

This management plan contained the following statements with respect to the objectives and performance targets for each of its principal activities.

(a) A statement of the principal activities the council proposes to conduct
(b) A statement of the objectives and performance targets for each of its principal activities
(c) A statement of the means by which the council proposes to achieve these targets
(d) A statement of the manner in which the council proposes to assess its performance in respect if each of its principal activities

The following functions of Council are identified as priority areas for the delivery of Council services, and more detailed information relating to the undertakings in the following statement of principal activities.

- Administration
- Public Order and Safety
- Health
- Community Services and Education
- Housing and Community Amenities
- Water Supply Services
- Sewerage Services
- Recreation and Culture
- Development Services
- Transport and Communications
- Economic Relation
1: Administration

Objective:

To provide sound management of the resources of Council, representative and responsive government, meet statutory requirements and provide services to the Council in a cost effective and timely manner.

Administration incorporates the following functions of Brewarrina Shire Council:

1.1. Governance – To ensure the sound management of Council activities through effective use of appropriate policy, technology, financial and planning processes and the promotion of a favourable image of Council and its staff.

1.2. Financial Management – To develop efficient and up to date financial management and accounting system and to ensure the processes and procedures are in place to provide best possible financial reporting to Council.

Maintain a sound and secure financial structure

To develop long-term financial plans to the benefit of Council and the community.

1.3. Human Resources – To develop and maintain an effective and transparent Human Resources system and policies to provide effective management of personnel, which addresses OH&S and EEO needs.

1.4 Information Technology – To ensure IT processes systems of Council meets the current and future needs of Council.

Future Strategies

1.1 Governance

- Review strategic direction of Council
- Ensure accurate and timely information for decision making and planning
- Review and improve Council as required
- Sustainability of community in the long term
<table>
<thead>
<tr>
<th>Key Actions/Goals</th>
<th>Responsible</th>
<th>Means/ Strategies</th>
<th>Performance Assessment</th>
<th>Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1.1 Governance is open and transparent</td>
<td>General Manager</td>
<td>Ensure governance complies with spirit and intent of Local Government Act</td>
<td>• Meets with community satisfaction and Local Government requirements.</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>
| 1.1.2 Appropriate policies and plans in place that are relevant and meet Council objectives | General Manager and Managers      | Review Policies and Plans to ensure they meet current and strategic environment Policy committee established to review policies governance policies | • Policy review to be undertaken 2010  
• Policy review committee convened when appropriate  
• Policies have commenced to be reviewed governance schedule produced.  
• S252 policy – Councillors expenses – completed and ready for presentation to Policy Committee  
• S252 policy advertised  
• 30 Child care policies developed                                                                                       |                                  |
| 1.1.3 Community involvement in decision making.                                  | General Manager and Managers      | Review community communications strategies.  
Review current Council committees to ascertain if they are effective.  
Correspond with community groups requesting input on community issues.  
Regular attendance at working party meetings in Brewarrina and Goodooga and exchange of reports and information. | • Regular information provided to the community with increased community consultation and engagement.  
• Regular information provided to the community with increased community consultation and engagement.  
• No or reduced negative feedback received from the community and / or Government Departments concerning lack of consultation.  
• Limited negative feedback – some dissatisfaction expressed re fishway proposal consultation  
• Working party meetings attended in Brewarrina – few meetings in recent months  
• Goodooga Working Party meetings attended by GM - or alternative staff where meeting dates conflict with Council committee meetings.  
• Community Strategic Planning process undertaken. Draft Plan circulated                                                                 |                                  |
| 1.1.4 | Timely distribution of Council Committee and monthly Council meeting minutes and business papers | General Manager | Distributed for councillors to receive 3 full days prior to meeting date • Available to community through website and Council | • Deadline to be met • No councillor or other stakeholder complaints | • Deadlines met to date – achieved and ongoing • Relatively few complaints received to date concerning distribution. Reports being emailed to Councillors as well as hard-copy available. • Paper being provided with three days required notice. |
| 1.1.5 | Adequate insurance cover provided | General Manager | Insurances placed with appropriate risk level following review insurance declarations completed for 2009/10, Insurance claims history documented | • Cover reviewed annually with insurance broker. | • Cover reviewed each June and when new assets acquired Improvement required in claims lodgement and reporting. • Achieved. |
| 1.1.6 | Records compliant with State Records Act requirements. | General Manager | Utilise internal/external resources to develop information management system. Electronic record management system to be installed July-Sept.2009 | • Record management system installed. • Improved access and retrieval of information. • Tr@cer records management system installed and operational. • Achieved. • Staff is using new system. |
| 1.1.7 | Promoting Better Practice Review | General Manager | Undertake regular reviews of outstanding recommendations and provide both the Department of Local Government and the Council with quarterly updates. | • Progress in accordance with PBPR schedule. | • DLG report and investigation satisfactory • Report received from DLG – satisfactory progress made. • Action plan updated and reported to Council June 2010 – also |
Future Strategies

1.2 Financial Management

- Accurate and timely reporting of financial data
- Review and improvement of financial procedures and systems
- Ensure compliance with all statutory financial obligations and requirements
- Long term financial sustainability and goals

<table>
<thead>
<tr>
<th>Key Actions</th>
<th>Goals</th>
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<th>Means/ Strategies</th>
<th>Performance Assessment</th>
<th>Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1.2.1</strong></td>
<td>Ensure Compliance with legislative and other requirements.</td>
<td>Finance Manager</td>
<td>Annual statements audited Budget review completed GST Activity Statement. FBT returns completed Rates returns completed, audited</td>
<td>• Lodged on time. • Completed within 4 weeks of quarter end. • Lodged on time. • Quarterly Budget review adopted by Council by last day of second month after each quarter.</td>
<td>All Deadlines met</td>
</tr>
<tr>
<td><strong>1.2.2</strong></td>
<td>Maintain long term financial viability</td>
<td>Finance Manager</td>
<td>Analysis of Council financial position</td>
<td>• Regular monthly updates provided to Council via finance committee.</td>
<td>Report to be improved over next two quarters • Representations to NGALG re inadequacy of FAG grants Ongoing issue due to low rate-payer base and inadequate government funding</td>
</tr>
<tr>
<td><strong>1.2.3</strong></td>
<td>Annual budget incorporated in management plan</td>
<td>Finance Manager</td>
<td>Plan developed with Staff and Council input by April Council (not committee meeting) each year, unless rate peg increase known</td>
<td>• Completed and presented to April Council meeting annually for approval, with Plan on 28 days exhibition prior to adoption by Council at May or June Council</td>
<td>Ongoing • Completed and draft presented to Council Meeting May 11 2010 • Annual approval – no submissions</td>
</tr>
<tr>
<td>1.2.4</td>
<td>Ongoing improvement to reporting systems</td>
<td>Finance Manager</td>
<td>Review of reporting systems and managerial needs. Establish monthly financial reporting to the Council</td>
<td>• Completed each year and reported to Council. • Monthly financial reports are presented to the Council.</td>
<td>• Ongoing • Assistant Accountant appointed • Internal audit report commissioned</td>
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<tr>
<td>1.2.5</td>
<td>Pursue recovery of all revenues raised by Council</td>
<td>Finance Manager</td>
<td>Internal and external recovery activity</td>
<td>• The % of outstanding debt declining over time. • Debt collection reporting are presented to Council.</td>
<td>• Change in debt recovery firm to improve percentage • Ongoing • Collection improvement over prior year evident.</td>
</tr>
<tr>
<td>1.2.6</td>
<td>Increase efficiency of financial planning</td>
<td>Finance Manager</td>
<td>3 year financial plan prepared annually</td>
<td>• Prepared in required timeframe in conjunction with Annual Budget and Management Plan.</td>
<td>• All Deadlines met.</td>
</tr>
<tr>
<td>1.2.7</td>
<td>Prepare financial reports required by Council in accordance with statutory obligations</td>
<td>Finance Manager</td>
<td>Required to be prepared and presented with required timeframe</td>
<td>• 7th November deadline met.</td>
<td>• Deadline met.</td>
</tr>
<tr>
<td>1.2.8</td>
<td>Maximum returns earned on investment portfolio</td>
<td>Finance Manager</td>
<td>Ensure Council’s investment portfolio returns optimum yield consistent with Council’s policies</td>
<td>• Reviewed monthly and reported to monthly Council Finance Committee meetings. • Return from Investments finalised by 30th September each year.</td>
<td>• Ongoing. • Conservative approach to investments adopted due to ongoing uncertainty in financial markets and products. • Diversified as far as practicable given constraints.</td>
</tr>
<tr>
<td>1.2.9</td>
<td>Prepare revenue policy for inclusion in Management Plan</td>
<td>Finance Manager</td>
<td>Revenue policy reviewed and prepared annually</td>
<td>• Provided to council at April Council meeting date if rate pegging % increase known</td>
<td>• Completed and presented to Council meeting May 11 2010.</td>
</tr>
<tr>
<td>1.2.10</td>
<td>Develop review and maintain Council’s management planning processes and organisational structure</td>
<td>Group Manager Corporate &amp; Community Services</td>
<td>• Annual and periodical plans developed as required • Organisational structure revisited annually</td>
<td>• All plans of Council are completed within required timeframe • Annual review of organisational structure</td>
<td>•</td>
</tr>
</tbody>
</table>
**Future Strategies**

### 1.3 Human Resources

- Review of existing Human Resource procedures and policies
- Maintain council Remuneration and Personnel systems

<table>
<thead>
<tr>
<th>Key Action/Goals</th>
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</tr>
</thead>
</table>
| **1.3.1** Review organisation structure to ensure effectiveness of Council | General Manager | Review of organisational structure | • Organisation structure meets needs of Council  
• Organisation structure is understood by all staff  
• Staff understand where their position fits into the structure | • Revised organisational structure presented to the Council and adopted, June 2010 |
| **1.3.2** HR policies meet legislative and organisational needs | General Manager, Human Resources Officer | Review of HR policies and procedures | • HR policies and procedures comply with legislation and meet needs of Council | • Ongoing  
• Review to be undertaken – objectives not met. |
| **1.3.3** Develop and maintain status as an EEO employer | General Manager, Human Resources Officer | Review EEO policy Develop EEO plan | • EEO policy adopted by Council  
• EEO plan adopted by Council | • EEO policy adopted by Council  
• EEO plan adopted by Council  
• EEO policy reviewed in 2010  
• EEO Plan under development in 2010  
• Not commenced |
| **1.3.4** Maintain induction procedures and comprehensive training plan | General Manager, Managers, Human Resources Officer | Individual development assessments performed | • Training plans developed with implementation in progress  
• Induction procedures maintained and developed  
• Staff undertake induction within specified timeframe | • Not commenced  
• Induction procedures maintained and developed. Still to be reviewed – some work undertaken  
• Staff undertake induction within specified timeframe  
Induction provided |
| **1.3.5** Introduce effective communications | General Manager, Group | Communicate policies and procedures to staff | • All staff included in communication process | • Ongoing – regular indoor/outdoor staff meetings. Improvement |
| 1.3.6 | Continue improvement to OH&S systems and safety procedures | Risk Officer, Human Resources Officer, Assistant General Manager | Quarterly meetings, review of existing safety procedures | • Reduction in number of lost time accidents reduced • Salary progression rules reviewed | • Reduction in number of lost time accidents reduced – some early improvement but still too many incidents. • All staff inducted and continue to receive OHS internal and External training. Managers and supervisors to receive comprehensive training in 2011 • Ongoing |
| 1.3.7 | Current job Descriptions Maintained | Human Resources Officer, Manager Community Services, General Manager | Job descriptions reviewed with annual performance appraisal | • Job descriptions current • Annual job performance appraisals completed | • Job descriptions current -Some PD’s current – further revisions necessary for a number of positions • Annual job performance appraisals completed • To be completed February/March across organisation |
| 1.3.8 | Performance appraisals held | GM and Managers | Job descriptions include | • Annual review documented and on | • To be commenced February 2010 |
### 1.3.9 Trained HR & other staff

<table>
<thead>
<tr>
<th>Performance Assessment Criteria</th>
<th>Personnel Files</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Salary progression rules review</td>
<td>• Appraisals have begun with staff – still require completion</td>
</tr>
<tr>
<td></td>
<td>• Salary system deemed suitable by consultants</td>
</tr>
</tbody>
</table>

| 1.3.9 Trained HR & other staff | Human Resources Officer General Manager | Internal and External training adequate | HR competent to undertake all prescribed tasks HR attended Workforce Planning, Injury Management and other training • Improved measurable performance by workforce • Long-term staff enabled to take leave entitlements as fall due | HR received training to allow undertaking of prescribed tasks - HR attended Workforce Planning, Injury Management and other training • Workforce has received internal on the job training and some staff have received external training as needs are identified, opportunities arise and budget allows. Ongoing and expensive. • Additional budget allocation during year • Long-term staff required to take annual and LSL leave entitlements as fall due • Staff requested to schedule leave and reduce entitlement balances |

### Future Strategies

#### 1.4 Information Technology

- Ensure efficient and effective outcomes for use of IT resources.

<table>
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<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>1.4.1 Establish IT requirements through an IT Resource Plan</td>
<td>General Manager, Assistant General Manager</td>
<td>Continued review of IT requirements</td>
<td>• Plan developed for annual review of IT applications</td>
<td>Review finalised in second half of 2009. • IT audit of applications/program s organised – Plan still to be developed • Review of IT requirements has been undertaken.</td>
</tr>
</tbody>
</table>
number of computers have been upgraded. New technicians engaged. Considering further options.

- New computers for staff have been purchased and installed.
- New corporate server was purchased and installed.
- New Cat 5 cabling has been completed in Office, Child Care Centre, Depot and Community Centre.
- Mobiles phones have been ordered for positions that require them that currently do not have them.
- Existing mobile phones have been upgraded to enable better coverage and reception.

<table>
<thead>
<tr>
<th>1.4.2</th>
<th>Investigate resource sharing resources options with other Councils</th>
<th>General Manager, Assistant General Manager</th>
<th>Interaction with regional Shires</th>
<th>• Determination of interest feasibility of sharing</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>1.4.3</th>
<th>Maximise benefits of IT resources</th>
<th>General Manager, Assistant General Manager</th>
<th>Provision of internal/external training in IT facilities</th>
<th>• Increased use of IT resources</th>
</tr>
</thead>
</table>

- Sister city assistance sought and received – ongoing commitment. Childcare worker exchange program being organised – achieved post 30 June.
- Friendship Council – staff exchanges to be arranged.
2: Public Order and Safety

Objective:

To provide adequate animal control services in accordance with legislation to meet the demands of the community and improve community amenity. Support a viable well trained and equipped bush fire protection and emergency services.

Public Order and Safety incorporates the following functions of Brewarrina Shire Council:

2.1. Animal Control - Implement controls to ensure that levels of stray animals are being reduced

2.2. Litter Control - Continued minimising of littering in the Community

2.3. Emergency Services - Support the Local Emergency Management Committee, Rural Fire Services and State Emergency Services to ensure local emergencies are effectively managed and funding arrangements maintained to manage flood, fire and storm events

Future Strategies

2.1 Animal Control

- Continue ongoing animal control management

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</tr>
</thead>
<tbody>
<tr>
<td>2.1.2 Enhance level of control of stray animals</td>
<td>Environment al Health &amp; Building Manager</td>
<td>Ranger activity is used effectively</td>
<td>• Stray animal complaints reduced on previous year</td>
<td>• Ongoing ranger services. • Zero tolerance policy – action instigated to ensure dogs registered, micro-chipped and controlled. • Significant increase in dog registrations and general compliance.</td>
</tr>
<tr>
<td>2.1.2 Minimise public nuisance of animals</td>
<td>Environment al Health &amp; Building Manager</td>
<td>Identify areas for companion animal activity</td>
<td>• Companion animals plan developed and reviewed annually</td>
<td>• In process of development. • Zero tolerance policy – action instigated to ensure dogs registered, micro-chipped and controlled.</td>
</tr>
</tbody>
</table>
### 2.1.3 Construct and maintain complying pounding facilities

| Environment & Building Manager | Improved pounding facilities | • Report funding requirements  
Improved pounding facilities provided | • New dog pound facility constructed and operational. |

### 2.1.4 Improved education of public in animal control

| Environment & Building Manager | Education in animal control in community improved | • Continued public animal control education | • Ongoing.  
• Companion Animals Management Plan developed – to be submitted to Council by year end.  
• Not achieved – to be submitted to Council early 2010 financial year. |

### 2.1.5 Issue of infringement notices for offences

| Environment & Building Manager | Increased issue of infringement notices | • Infringement complaint reaction time  
- Brewarrina town – one day  
- Goodooga – two days | • Ranger trained in infringement processes- issued if necessary  
• Notices being issued |

## Future Strategies

### 2.2 Litter Control

- Continued minimising of littering in the Community

<table>
<thead>
<tr>
<th>Key Action/Gaols</th>
<th>Responsible</th>
<th>Means / Strategies</th>
<th>Performance Assessment</th>
<th>Completed</th>
</tr>
</thead>
</table>
| **2.2.1** Ensure transportation of waste complies with requirements | Environment & Building Manager | Public education programme on waste transportation | • Launching of public education programme developed on transportation of waste “Brewarrina News” used to advertise and instruct. | Ongoing.  
• Further action required via Brewarrina News. |
| **2.2.2** Reduction in dumping of rubbish is public places | Environment & Building Manager | Public education programme on waste dumping | • Launching of public education programme on dumping of waste “Brewarrina News” used to advertise and instruct | Ongoing.  
• Further action required via Brewarrina News. |
| **2.2.3** Issue of infringement notices for offences | Environment & Building Manager | Increased issue of infringement notices | • Increase in infringement reaction time | As required – refer 2.1.5 |
## Future Strategies

### 2.3 Emergency Services

- Provide support to the local SES group to ensure they are capable of responding to emergency situations
- Support the Local Emergency Management Committee to ensure local emergencies are effectively managed
- Development of policies and strategies with legislation to maintain a viable well trained and equipped SES service

<table>
<thead>
<tr>
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<th>Means / Strategies</th>
<th>Performance Assessment</th>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>2.3.1</strong> Continue existing level of contribution to SES</td>
<td>Assistant General Manager</td>
<td>SES continued operation to the benefit of the local community</td>
<td>• Funding levels maintained, support services provided. • Support is continuing funding levels maintained.</td>
<td>Support is continuing. Funding levels maintained.</td>
</tr>
<tr>
<td><strong>2.3.2</strong> Continue existing level of support to LEMC</td>
<td>Assistant General Manager</td>
<td>LEMC continued operation to the benefit of the local community</td>
<td>• Support services provided • Active participation continued • Support is provided • Participation at all meetings</td>
<td>Support is provided. Participation at all meetings. Quarterly meetings held. Extraordinary meetings held in regards to the flood emergencies. EOC was opened during March Flood.</td>
</tr>
<tr>
<td><strong>2.3.3</strong> Participate partnership with Bourke Shire – Rural Fire Zone</td>
<td>Assistant General Manager</td>
<td>Continue partnership with Bourke Shire</td>
<td>• Attendance of a minimum of 75% of Bourke – Brewarrina Zone meetings. • All meetings attended this financial year.</td>
<td>All meetings attended this financial year.</td>
</tr>
<tr>
<td><strong>2.3.4</strong> Maintain Service Level Agreement- Rural Fire Services</td>
<td>Assistant General Manager</td>
<td>Continue agreement with NSW Rural Fire Service</td>
<td>• Attendance of a minimum of 75% of Service Level Agreement meetings • All meetings attended this financial year.</td>
<td>All meetings attended this financial year. Agreement continuing.</td>
</tr>
</tbody>
</table>
3: Health

Objective:

An attractive and healthy environment for health practitioners achieved by providing good, efficient medical facilities commensurate with available resources and community expectations.

Health incorporates the following functions of Brewarrina Shire Council:

3.1. Medical Centres - Provide support as needed to ensure that the level of service to the community is satisfactory in the areas of health services.

3.2. Noxious Weed Control - To protect the local environment and land productivity through control of noxious weeds.


3.4. Public Health Facilities - To ensure compliance with appropriate public health requirements.

Future Strategies

3.1 Medical Centres, Doctor’s residences and Pharmacy

- Continue timely and effective management of Medical Centres and infrastructure to assist the provision of Health Services.

<table>
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<tbody>
<tr>
<td>3.1.1 Continue existing level of assistance to medical facilities within the Shire.</td>
<td>Group Managers</td>
<td>Consultation with community and health care providers. Provide residence for second doctor. Provide standard vehicles for two resident doctors in Brewarrina</td>
<td>• Continued high standard of medical and pharmacy service to the Shire. • Doctors’ houses provided as per agreement with Ochre Health • Quality vehicles available for doctors’ use. • Parties continue to be satisfied with arrangements.</td>
<td>Ongoing support provided. Request to Council to provide new house for doctor placed on hold until demonstration to Council that two doctors will be provided by Ochre Health.</td>
</tr>
<tr>
<td>3.1.2 Continue routine maintenance of</td>
<td>Group Managers</td>
<td>In accordance with current maintenance</td>
<td>• Maintenance of facilities continued as</td>
<td>Maintenance undertaken –</td>
</tr>
</tbody>
</table>
Medical and Pharmacy facilities program per plan developed Complaints dealt with promptly. Maintenance undertaken – complaints have been dealt with promptly and issues resolved.

• Ongoing

3.1.3 Provide facilities as required for Rural Dental Program.

Group Managers In accordance with agreement with Griffith University & Ochre Health and other funding & service providers.

• Project partners happy with service level
• Residents and patients continue to support service
• Minimal client complaints
Award-winning service supported by residents.
Minimal complaints received.
National Award received, “Rural and Remote health” category, May 2010 – trophy collected, 17th June, Canberra.
Council won major category prize: “National Award for Excellence”

Future Strategies

3.2 Noxious Weed Control.

- Suppress noxious weeds on Crown Land.
- Provide advice, inspection and eradication of noxious weeds.

<table>
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<tr>
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</thead>
<tbody>
<tr>
<td>3.2.1 Ongoing program of noxious weeds control</td>
<td>Environmental Health &amp; Building Manager</td>
<td>Regular inspections carried out. Destruction of noxious weeds on public land Weeds officer employed</td>
<td>• Level of infestation reduced • Provide annual report to Dept of Primary Industries Weeds officer performance adequate • Extension of weeds officer activity – increase in property inspections</td>
<td>Ongoing, Weeds Officer position filled and training organised. Mentoring by Weeds Officer - Bourke Shire.</td>
</tr>
<tr>
<td>3.2.2 Increase public awareness of impact of noxious weeds</td>
<td>Environmental Health &amp; Building Manager</td>
<td>Issue media / public notices as required</td>
<td>• Level of infestation reduced</td>
<td>Ongoing.</td>
</tr>
<tr>
<td>3.2.3 Seek appropriate funding to control and maintain noxious weeds</td>
<td>Environmental Health &amp; Building Manager</td>
<td>Review and follow up annual Noxious Weeds Grant Funding Application</td>
<td>• Funding approval in timeframe</td>
<td>Grant received through attendance at Macquarie Valley NWA and compliance with legislative requirements.</td>
</tr>
</tbody>
</table>
3.2.4 To comply with requirements for control of noxious weeds

<table>
<thead>
<tr>
<th>Key Actions/Goals</th>
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<th>Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop register of all onsite disposal systems</td>
<td>Environment &amp; Building Manager</td>
<td>Development of register for all onsite disposal systems</td>
<td>Register of onsite disposal systems outside townships developed and up to date Questionnaires on systems developed.</td>
<td>Ongoing.</td>
</tr>
</tbody>
</table>

3.3 Onsite Disposal Systems

• Registration and inspection of Onsite Disposal Systems

<table>
<thead>
<tr>
<th>Key Actions/Goals</th>
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<tr>
<td>Develop register of all onsite disposal systems</td>
<td>Environment &amp; Building Manager</td>
<td>Development of register for all onsite disposal systems</td>
<td>Register of onsite disposal systems outside townships developed and up to date Questionnaires on systems developed.</td>
<td>Ongoing.</td>
</tr>
</tbody>
</table>

3.3.1 Develop register of all onsite disposal systems

3.3.2 Develop Onsite Disposal Systems Management policy to regulate licensing, operation and maintenance of onsite systems

3.4 Public Health Compliance on Public Facilities

• To ensure compliance with Public Health Regulations.

<table>
<thead>
<tr>
<th>Key Actions/Goals</th>
<th>Responsible</th>
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<th>Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provision of appropriate Public Health Act guidelines to public</td>
<td>Environment &amp; Building Manager</td>
<td>Promote safe food handling practices through media releases and advertisements</td>
<td>Regular release of safe food handling information to the community. Education program at Central School continuing. Additional promotions through newspaper and information sessions. Online training available Council’s</td>
<td>Ongoing.</td>
</tr>
</tbody>
</table>

Articles to be developed for publication in the Brewarrina News – 2011.
| 3.4.2 | Continued compliance of food premises with Food Act | Environmental Health & Building Manager | Perform mandatory inspections for Category B Council including fire inspections | • Mandatory inspections completed as required by NSW Food Authority | • Ongoing, • Completed |
| 3.4.3 | Continued compliance of quality potable water supplied to NSW Drinking Water Standard 3. | Environmental Health & Building Manager | Ongoing monitoring potable water supplies to meet NSW Drinking Water Standards | • Monitor potable water supplies in Brewarrina (1 a week) and Goodooga (1 a fortnight) | • Monitored on ongoing basis |
4: Community Service and Education

Objectives:

To provide community services which are accessible to all and which meet the social and personal needs of residents, particularly those who are unable to meet their own needs.

Community Service and Education incorporates the following functions of Brewarrina Shire Council:

4.1. Youth Services - address requirements of youth within the Shire
4.2. Aged and Disabled Services - recognise and assist, where required, the aged and disabled within the local community
4.3. Other Community Services - address other social issues within the Shire

Future Strategies

4.1 Youth Services

- To facilitate services to youth in Brewarrina.

<table>
<thead>
<tr>
<th>Key Actions/Goals</th>
<th>Responsible</th>
<th>Means / Strategies</th>
<th>Performance Assessment</th>
<th>Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1.1 Maintain and increase level of activities at Youth Centre</td>
<td>Manager Community Services</td>
<td>The continual support of Dept of Community Services, SAAP &amp; CSEP programs, to deliver youth services in Brewarrina.</td>
<td>• Continued development of youth activities and programs at Youth Centre and within the community youth activities provided up to 5 days a week at Youth Centre and recreational facilities in Brewarrina.</td>
<td>Ongoing – reports on attendance submitted to Council.</td>
</tr>
<tr>
<td>4.1.2 Consult with youth on service requirements</td>
<td>Manager Community Services</td>
<td>Youth ideas sought: Regular consultation with young people at youth activities Youth survey conducted</td>
<td>Youth satisfaction level high Parent satisfaction level high Few complaints received Ongoing Survey not conducted</td>
<td>Ongoing Survey undertaken in 2010 on what youth require.</td>
</tr>
<tr>
<td>4.1.3 Support Youth Interagency in Brewarrina</td>
<td>Manager Community Services</td>
<td>Regular meetings and consultations of youth groups and service providers and Dept of Sport</td>
<td>• Reduced level of youth crime Youth actively involved in returning stolen items to police</td>
<td>Reduced level of youth crime</td>
</tr>
</tbody>
</table>

- Survey undertaken in 2010 on what youth require.
- Develop weekly programs that meet the youth needs.
| 4.1.4 | Development of youth programs in conjunction with Dept of Sport & Recreation | Manager Community Services | Continued co-operation of youth staff with Dept of Sport & Recreation to achieve increased recreational programs. PCYC operational. Support PCYC committee. Funding sought. | • Increased participation of young people in youth programs. Achieved-ongoing.  
• PCYC committee formed and supported.  
• Letter to be written to PCYC.  
• Variety of programs available for youth increased.  
• Police feedback positive.  
• Continuously working with police.  
• Additional funding received.  
• Opportunities developed towards self sufficiency with assistance from committee and police.  
• Committee not yet formed.  
| Attendance not increasing overall – programs to be developed.  
• Letter to PCYC written – no formal response.  
• Achieved.  
• Continuously working with police – lack of police presence at events.  
• Bike Week funding received.  
• NAIDOC week funding received and activities held – fireworks display.  
• Community Committee formed that may have dual role with PCYC – does not look like continuing. PCYC not achievable at present. |
| 4.1.5 | Increase level of Parent / Community in youth activities | Manager Community Services | Increase facilities in Brewarrina for meetings of parents and families. | • Statistical data demonstrates increased parent involvement.  
• More parent involvement in discos.  
• A lot of positive. |
• Increase in parent/community involvement in youth services.
• More parent involvement in discos – larger venue now used to accommodate greater numbers.
• Positive feedback from parents

Feedback from parents received
• Some control issues with disco – disco now conducted at the youth centre to improve control measures

### 4.1.6 Expand cultural opportunities for Indigenous youth

#### Manager Community Services

- Dreamtime story telling
- International marketing (Backpackers)
- NAIDOC Week

- Satisfaction youth participants.
- Excellent feedback from external participants.
- Numbers of youth present.
- Not commenced at reporting date.

- NAIDOC activities.
- Traditional artwork.
- Youth participation in telling Dreamtime stories.
- Youth participation in traditional cooking.

---

**Future Strategies**

### 4.2 Aged and Disabled Service

- Provision of Senior Citizen Centre
- Provision of Aged Care Units

<table>
<thead>
<tr>
<th>Key Actions/Goals</th>
<th>Responsible</th>
<th>Means / Strategies</th>
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</tr>
</thead>
<tbody>
<tr>
<td>4.2.1 Maintain existing level of support</td>
<td>Environment &amp; Building Manager</td>
<td>Recognition of contribution of senior citizens</td>
<td>Centre maintained in accordance with program</td>
<td>Complying</td>
</tr>
<tr>
<td>4.2.2 Manage and maintain Brewarrina Aged Units</td>
<td>Environment &amp; Building Manager</td>
<td>Maintenance program for maintenance of Units approved</td>
<td>Units maintained in accordance with program and regular maintenance carried out as per schedule</td>
<td>Ongoing. Security cameras being installed to increase safety. Not achieved by year end.</td>
</tr>
<tr>
<td>4.2.3 Investigate needs of aged members within the Shire</td>
<td>Manager Community Services</td>
<td>Identify needs through consultation Survey needs of aged members in 2010</td>
<td>Feedback from survey</td>
<td>Ongoing-survey/consultation issued from community strategic planning workshops and Social Plan surveys.</td>
</tr>
<tr>
<td>4.2.4 Programs for Senior Week</td>
<td>Manager Community Services</td>
<td>Develop Senior Week program.</td>
<td>Develop interagency meetings to organise suitable events.</td>
<td>Attendance programs for Senior Week. Work together with other services such as Home Care and the hospital.</td>
</tr>
</tbody>
</table>
## Future Strategies

### 4.3 Other Community Services

- Maintain a social plan addressing current and future needs of the community.

<table>
<thead>
<tr>
<th>Key Actions/Goals</th>
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</tr>
</thead>
<tbody>
<tr>
<td>4.3.1 Maintain Social Plan reflecting community needs</td>
<td>Manager Community Services</td>
<td>Internal/external resources. Consult with community and service providers. Community survey to be undertaken</td>
<td>• Social Plan adopted by Council Work on Plan to be undertaken 1st quarter 2010</td>
<td>• Work commenced- surveys completed and ready to be sent out. • Arrange Community meetings. Carried over to 2011/2012.</td>
</tr>
<tr>
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<td>• Plan identifies &amp; provides linkages to support service agencies</td>
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<td></td>
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<td></td>
<td>• Plan reviewed annually in conjunction with community</td>
<td></td>
</tr>
<tr>
<td>4.3.2 Facilitate provision and operation of community transport bus service between Goodooga and Brewarrina</td>
<td>Manager Community Services / EDO</td>
<td>Funding sought for provision of community bus Community consulted</td>
<td>• Funding outcome achieved Service provision</td>
<td>• Ministry of Transport has confirmed bus to be provided. • Grants Application prepared. Achieved.</td>
</tr>
</tbody>
</table>
5: Housing and Community Amenities

Objectives:

To ensure that the uses of all land in the Shire are appropriate through effective growth and environmental management and adequate financial and technical resources are utilised to ensure that Council provides the community amenities and facilities to service the needs of the community.

Community Amenities and Housing incorporates the following functions of Brewarrina Shire Council:

5.1 Waste Management - To maintain a waste management service that provides a safe and environmentally sustainable method of collecting, transporting and disposing of waste.

5.2 Buildings - To ensure all buildings owned and controlled by Council are maintained in an appropriate manner and utilised for their designated and appropriate purpose.

5.3 Staff Housing - To provide and maintain acceptable housing that facilitates the hiring of appropriate staff.

5.4 Other Community Amenities - To provide quality amenities to the local community including Cemeteries, Street Cleaning, Urban Stormwater Drainage and outlying village amenities.

Future Strategies

5.1 Waste Management

- Maintain collection, transportation and disposal of waste

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>5.1.2 Effectively manage potential sources of pollution</td>
<td>Environmental Health &amp; Building Manager</td>
<td>Potential pollution effectively managed and complaints assessment procedure to be developed by December 2008, NSW Ombudsman guidelines used in investigation of all</td>
<td>Ongoing</td>
<td>Ongoing</td>
</tr>
<tr>
<td>5.1.3</td>
<td>Provide efficient domestic waste collection service to all urban premises (except Angledool)</td>
<td>Environment &amp; Building Manager</td>
<td>Weekly collection service provided Permanent tip site required Technology park established</td>
<td>• Provided as required. • Feasibility study completed</td>
</tr>
<tr>
<td>5.1.4</td>
<td>Manage waste disposal facilities in accordance with requirements of Dept of Environment &amp; Conservation.</td>
<td>Environment &amp; Building Manager</td>
<td>Council’s waste disposal facilities managed in accordance with requirements of Dept of Environment &amp; Conservation. Feasibility of permanent tip site</td>
<td>• Provided as required. • Feasibility study complete</td>
</tr>
<tr>
<td>5.1.5</td>
<td>Maintain waste minimisation strategies for green waste, scrap metal and tyres.</td>
<td>Environment &amp; Building Manager</td>
<td>One waste minimisation initiative in operation. Enterprise Development Company to establish a regional recycling initiative using CDEP. All waste to be compacted on a weekly basis. Meeting with Birrang Enterprise Development Company to establish a regional recycling initiative using local CDEP. Conducting feasibility study.</td>
<td>• Waste minimisation initiatives introduced before 2009. Waste compacted weekly • Feasibility study – regional recycling initiative completed</td>
</tr>
<tr>
<td>5.1.6</td>
<td>Service all litter bins in CBD of Brewarrina daily and Goodooga twice weekly.</td>
<td>Environment &amp; Building Manager</td>
<td>Level of service maintained as required.</td>
<td>• Customer satisfaction</td>
</tr>
</tbody>
</table>
Future Strategies

### 5.2 Buildings

- Buildings inspected and maintained

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>5.2.1</strong> Maintain Council buildings with a long term perspective.</td>
<td>Environment al Health &amp; Building Manager</td>
<td>Periodical inspection of buildings and maintenance to be conducted to an agreed timeframe.  • A long- term maintenance policy to be developed within 2008-9 financial year.</td>
<td>Maintenance Policy developed.</td>
<td>To be developed 2010- not achieved- carried over.</td>
</tr>
<tr>
<td><strong>5.2.2</strong> Develop routine maintenance program of Buildings</td>
<td>Environment al Health &amp; Building Manager</td>
<td>Public Building maintenance program to be submitted to Council. A detailed Building maintenance plan for Council building to be finalised</td>
<td>Maintenance carried out in accordance with plan.</td>
<td>Ongoing.</td>
</tr>
<tr>
<td><strong>5.2.3</strong> Functional and operational effectiveness of buildings regularly analysed and strategically developed.</td>
<td>Environment al Health &amp; Building Manager</td>
<td>Effectiveness and suitability of use of buildings to be reviewed annually. Review and remove Council owned buildings containing asbestos Annual facility use appraisal to be undertaken by September 2008. Inspections of sub-standard dwellings and other building as notified.</td>
<td>Review undertaken in 2009/10.  • Buildings containing asbestos programmed for removal.</td>
<td>Ongoing- DA submitted for removal of 'old butcher’s shop'.</td>
</tr>
</tbody>
</table>

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### 5.3 Staff Housing

- To enable that adequate housing continues to be available for Council staff.
<table>
<thead>
<tr>
<th>Key Actions/Goals</th>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>5.3.1</strong> Development of policies and procedures for</td>
<td>Environment &amp; Building</td>
<td>Residential Accommodation Policy to be submitted to Council in 2008/9</td>
<td>• Accommodation Policy adopted by Council in 2010.</td>
<td>• Policy has been drafted, awaiting final information from Real Estate</td>
</tr>
<tr>
<td>Property Management</td>
<td>Manager</td>
<td></td>
<td></td>
<td>Agency regarding current rental rates of all Council properties. Will be</td>
</tr>
<tr>
<td></td>
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<td></td>
<td>tabled at Policy Committee meeting post June 2010-Carried over to 2011.</td>
</tr>
<tr>
<td><strong>5.3.2</strong> Develop a 10 year Maintenance Program</td>
<td>Environment &amp; Building</td>
<td>Maintenance Program to be finalised by November 2008.</td>
<td>• Maintenance Program adopted by Council.</td>
<td>Ongoing.</td>
</tr>
<tr>
<td></td>
<td>Manager</td>
<td></td>
<td></td>
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</tr>
<tr>
<td><strong>5.3.3</strong> Develop a Routine Maintenance Program</td>
<td>Environment &amp; Building</td>
<td>Maintenance Program to be finalised by November 2008.</td>
<td>• Reaction time for building complaints not more than 2 days.</td>
<td>Ongoing.</td>
</tr>
<tr>
<td></td>
<td>Manager</td>
<td></td>
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</tbody>
</table>

**Future Strategies**

**5.4 Other Community Amenities**

- Repair of levee bank.
- Maintain cemetery

<table>
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<tr>
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</thead>
<tbody>
<tr>
<td><strong>5.4.1</strong> Program to be developed to rehabilitate and</td>
<td>Assets &amp; Contract Manager</td>
<td>Program adopted by Council. Plan to include planting of saltbush on banks</td>
<td>• Achievement of repair on levee bank reviewed periodically.</td>
<td>• Strategy currently being developed.</td>
</tr>
<tr>
<td>repair levee bank.</td>
<td></td>
<td></td>
<td>• Strategy currently being developed.</td>
<td>• Strategy ready by June 2010.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Strategy ready by December 2009</td>
<td>• Repairs to be programmed.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Repairs to be programmed.</td>
<td>• Works are currently being undertaken on Levee Bank.</td>
</tr>
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<td></td>
<td></td>
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<td></td>
<td>• Stage 2 works have been completed.</td>
</tr>
<tr>
<td>5.4.2</td>
<td>Manager Works</td>
<td>Routine maintenance program developed</td>
<td>Routine maintenance carried out in accordance with program. • Maintenance program being carried out. • Level of Service being developed</td>
<td>Maintenance program being carried out. • Level of Service being developed. • Strategies being looked at to improve service. • New maintenance schedule has been completed, Introduction of schedule will occur in September 2010.</td>
</tr>
</tbody>
</table>
6: Water Supply Services

Objectives:

To provide sustainable and cost effective water supply service, that meets World Water Health Standards, to Brewarrina and Goodooga residents.

Water Infrastructure incorporates the following functions of Brewarrina Shire Council:

6.1 Water Supply - Provide a water supply that complies with recognised health standards and meets the quality and quantity outcomes for the people of Brewarrina and Goodooga.

Future Strategies

6.1 Water Supply

• To provide quality and adequate cost effective water supplies to Brewarrina and Goodooga through the development of a program for renewal, upgrading and maintenance of infrastructure, and the compilation of a funding strategy for capital works, while improving efficiency and to facilitate funding of asset depreciation through savings.

<table>
<thead>
<tr>
<th>Key Actions/Goals</th>
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</tr>
</thead>
<tbody>
<tr>
<td>6.1.2 Develop an infrastructure renewal, upgrading and maintenance program.</td>
<td>Assistant General Manager</td>
<td>10 year infrastructure renewal program and funding strategy developed Assistance sought from consultant and LMWUA Mains extension – Identify water mains in Bathurst Street and improve and upgrade</td>
<td>• Program developed.</td>
<td>• Program to be developed in 4th quarter- program developed and included in Draft Strategic Plan.</td>
</tr>
<tr>
<td>6.1.3</td>
<td>Develop a funding strategy for 10 year Capital works.</td>
<td>Assistant General Manager</td>
<td>10 year Funding Strategy for capital works</td>
<td>Strategy underway.</td>
</tr>
<tr>
<td>6.1.4</td>
<td>Develop strategy for funding system depreciation.</td>
<td>Assistant General Manager</td>
<td>Strategy for funding system depreciation</td>
<td>Strategy underway</td>
</tr>
<tr>
<td>6.1.5</td>
<td>Develop and maintain Current Asset Register</td>
<td>Assistant General Manager, Assets Manager</td>
<td>Ensure that systems are developed for the current valuation of prescribed assets. Assets register completed as required</td>
<td>Assets register completed</td>
</tr>
<tr>
<td>6.1.6</td>
<td>Review options for alliances with surrounding councils for the delivery of water.</td>
<td>Assistant General Manager</td>
<td>Explore available options for the delivery of water to the Shire and adjoining Shires.</td>
<td>Report of options for delivery of water options finalised</td>
</tr>
<tr>
<td>6.1.8</td>
<td>Develop Water consumption plan</td>
<td>Assistant General Manager, Services Manager</td>
<td>Plan to be developed</td>
<td>Water consumption plan completed.</td>
</tr>
</tbody>
</table>
7: Sewerage Services

**Objectives:**

To address sewerage collection and treatment needs of Brewarrina and Goodooga, in a congenial, cost efficient and effective manner.

**Sewerage Infrastructure incorporates the following functions of Brewarrina Shire Council:**

7.1 Sewerage Treatment - Provide cost effective and environmentally sensitive disposal of waste water within the Shire

**Future Strategies**

7.1 Sewerage Treatment

- To provide efficient sewerage services to Brewarrina and Goodooga whilst improving efficiency of service to address all needs of the residents. By improving efficiency of service to enable maximum contribution to funding asset depreciation through savings.

<table>
<thead>
<tr>
<th>Key Actions/Goals</th>
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</tr>
</thead>
<tbody>
<tr>
<td>7.1.1 Develop draft Strategic Sewerage Business Plan for 2008/11.</td>
<td>Assistant General Manager</td>
<td>Completion of Sewerage Business Plan for 2008/11 Strategic alliance currently being investigated. Likely to be in place by June 30th. LMWUA Consultant to be hired.</td>
<td>• Business Plan underway – considerable progress. • Resources devoted.</td>
<td>• Being undertaken by Consultant. • Business Plan ready by June 2010. • Consultant finalizing report and will be presented to Council in later stage of 2010. • Consideration made.</td>
</tr>
<tr>
<td>7.1.2 Develop a program for infrastructure renewal/upgrading and maintenance.</td>
<td>Assistant General Manager</td>
<td>10 year Infrastructure Renewal Program and Funding Strategy submitted to Council. Strategic alliance offer – May 2009 LMWUA.</td>
<td>• Progress evident.</td>
<td>• Program to be developed in 4th Quarter-program has been developed and is included in Drat Strategic Plan.</td>
</tr>
<tr>
<td>7.1.3 Develop funding strategy for 5 year capital works.</td>
<td>Assistant General Manager</td>
<td>Strategy for funding completed and submitted to Council.</td>
<td>• Progress evident 2010 •</td>
<td>• Strategy is currently being developed • Completion by 4th Quarter -Program has been developed and is</td>
</tr>
<tr>
<td>7.1.4</td>
<td>Develop strategy for funding system depreciation.</td>
<td>Assistant General Manager</td>
<td>Ensure that systems are developed for the current valuation of prescribed assets.</td>
<td>Strategy for funding system depreciation underway</td>
</tr>
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</tr>
<tr>
<td>7.1.5</td>
<td>Develop and maintenance of Current Assets Value Register.</td>
<td>Assistant General Manager, Services Manager</td>
<td>Current assets value register of current assets. completed</td>
<td>Register updated</td>
</tr>
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<td>Asset register started, finalised by 4th Quarter.</td>
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<td></td>
<td>Consultant finalizing report</td>
</tr>
<tr>
<td>7.1.6</td>
<td>Review options for alliances with surrounding councils for the delivery of sewer services.</td>
<td>Assistant General Manager</td>
<td>Join LMWUA Improve service delivery Improve monitoring and testing of effluent</td>
<td>Service delivery improvement – ongoing</td>
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<tr>
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<td></td>
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<td>Completed</td>
</tr>
</tbody>
</table>
8: Recreation and Culture

Objectives:

To provide high quality library, community recreational and cultural facilities to meet the needs of the residents of Brewarrina Shire.

Recreation and Culture incorporates the following functions of Brewarrina Shire Council:

8.1 Library Services - Contribute to the cultural development of the Shire through the provision of effective library services.

8.2 Swimming Pools Facilities - Provide high quality aquatic recreation facilities that cost effectively meets the needs of a wide cross section of the community.

8.3 Community Centres and other Council public buildings - to provide excellent facilities for the residents of Brewarrina to support the community’s leisure, recreational and meeting needs.

8.4 Parks, Gardens and Sportsgrounds - Provide high quality open space, public gardens, active, and passive recreational areas that cost effectively meets the needs of users.

8.5 Other Recreational and Cultural Services - Provide assistance to other local Recreational and Cultural pursuits to the benefit of the greater population of the Shire.

Future strategies

8.1 Library Services

- To continue to provide effective and cultural library services to a greater number of residents in the Shire.

- To continue to upgrade indigenous reading and reference material in the Library.

<table>
<thead>
<tr>
<th>Key Actions/Goals</th>
<th>Responsible</th>
<th>Means/Strategies</th>
<th>Performance Assessment</th>
<th>Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>8.1.1 Provide and maintain adequate and suitable premises for Library.</td>
<td>Manager Community Services</td>
<td>Library adequately maintained and refurbished. Investigate alternative library accommodation</td>
<td>• Maintenance completed on a regular basis through year.</td>
<td>• Works have been programmed and are ongoing through year.</td>
</tr>
<tr>
<td>8.1.2 Provide the facility to satisfy the needs of the</td>
<td>Manager Community Services</td>
<td>Undertake customer surveys and comments and</td>
<td>• Maintenance carried during year to customer satisfaction.</td>
<td>• Customer satisfaction, no complaints received.</td>
</tr>
</tbody>
</table>
community assessments from Northern Library. Increase supply Indigenous books

8.1.3 Maintain partnership with Northern Regional Library Service  
**Manager Community Services**  
Continued partnership with Northern Regional Library Service  
- Customer satisfaction  
- Positive feedback received from Showground Management Committee and other users of the showground.

8.1.4 Install and expand public access to electronic technology  
**Manager Community Services**  
New electronic technology developed through improved internet facilities installed.  
- Positive customer comments received.  
- Increased participation of facilities including high use of internet.

8.1.5 Increase utilisation of all sections of library.  
**Manager Community Services**  
Promotion of available services in community encouraging residents to utilise service Outreach service provided to Goodooga Statistics kept  
- Goodooga outreach in place by the Moree Library.  
- Increase in users as per statistical data recorded and reported.

---

**Future Strategies**

8.2 Swimming Pool Facilities

- Ensure that the swimming pool is continued to be managed efficiently to provide a recreational facility to community needs.

<table>
<thead>
<tr>
<th>Key Actions/Goals</th>
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</tr>
</thead>
</table>
| 8.2.1 Operate Brewarrina Swimming Pool through Contract Management to a standard that meets health requirements and public expectations. | Environmental Health & Building Manager | Undertake regular weekly Inspection of the swimming pool during the hours that the pool is open to verify compliance with contract requirements. | • Inspection carried out as required.  
• Testing continues to meet guidelines | Ongoing |
| 8.2.2 Undertake maintenance to ensure pool is | Environmental Health & Building | Develop 10 year maintenance Program for | • Maintenance carried out in accordance to maintenance program. | Ongoing |
maintained in satisfactory condition.

Manager swimming pool before Nov. 2008.

- No adverse incidents
- Customer satisfaction and increased usage of facility
- Minimal complaints received.

<table>
<thead>
<tr>
<th>8.2.3 Shade Cover for Brewarrina Pool</th>
<th>MEHB/Services Manager</th>
<th>Report prepared including quotations</th>
<th>Shade cover installed</th>
</tr>
</thead>
</table>

Future Strategies

8.3 Community Centres and other Council public buildings

- Ensure that residents of Brewarrina receive excellent facilities to support the communities’ leisure, recreational and meeting needs

<table>
<thead>
<tr>
<th>Key Actions/Goals</th>
<th>Responsible</th>
<th>Means/Strategies</th>
<th>Performance Assessment</th>
<th>Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>8.3.1 Maintain all Council recreational and public buildings in good order</td>
<td>Environmental Health &amp; Building Manager</td>
<td>Maintain buildings in good order Create maintenance plan</td>
<td>Maintenance plan in place. Inspections carried out. Minimal complaints recorded.</td>
<td>Ongoing.</td>
</tr>
<tr>
<td>8.3.2 Functional and operational effectiveness of all buildings regularly reviewed</td>
<td>Environmental Health &amp; Building Manager/EDO</td>
<td>Review of effectiveness of buildings and improvements that may be required to maintain buildings in optimum use Explore relocation of TA and Centrelink as well as library Explore funding opportunities</td>
<td>Plan developed for relocation of services Plans prepared Funding application lodged Project underway Project complete – services relocated</td>
<td>Ongoing- DA submitted for Rural Transaction Centre- not approved</td>
</tr>
</tbody>
</table>

Future Strategies

8.4 Parks, Gardens and Sportsgrounds

- To ensure that facilities and services continue to meet recreational needs of the community through Implementation of Parks & Gardens Management Plan
- Continued maintenance of other parks, gardens and sports grounds
- Upgrading of Showground

<table>
<thead>
<tr>
<th>Key Actions/Goals</th>
<th>Responsible</th>
<th>Means/Strategies</th>
<th>Performance Assessment</th>
<th>Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>8.4.1</strong> Maintain and enhance public active and passive open spaces and recreation areas.</td>
<td>Assistant General Manager/Services Manager</td>
<td>Public active and passive open spaces and recreation areas maintained in accordance with Management Plan</td>
<td>• Maintenance completed on a regular basis through year.</td>
<td>• Works have been programmed and are ongoing through year.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Maintenance completed as scheduled through out the year.</td>
</tr>
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<td></td>
<td></td>
<td>• New maintenance schedule has been completed.</td>
</tr>
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<td></td>
<td></td>
<td>Introduction of schedule will occur in September 2010.</td>
</tr>
</tbody>
</table>

**8.4.2** Prepare and maintain sportsgrounds to cater for local sporting organisations

<table>
<thead>
<tr>
<th>Responsible</th>
<th>Means/Strategies</th>
<th>Performance Assessment</th>
<th>Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assistant General Manager/Services Manager</td>
<td>Continue existing maintenance of sportsgrounds to meet public requirements.</td>
<td>• Maintenance carried during year to customer satisfaction</td>
<td>• No complaints received.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Maintenance completed as scheduled through out the year.</td>
</tr>
<tr>
<td></td>
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<td></td>
<td>• New maintenance schedule has been completed.</td>
</tr>
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<td></td>
<td>Introduction of schedule will occur in September 2010.</td>
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</tbody>
</table>

**8.4.3** Maintain Showground to ensure reasonable standard of facility is provided.

<table>
<thead>
<tr>
<th>Responsible</th>
<th>Means/Strategies</th>
<th>Performance Assessment</th>
<th>Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assistant General Manager/Services Manager</td>
<td>Grounds/buildings maintained as required during year and prior to events/show use.</td>
<td>• Customer satisfaction • Positive feedback received from Showground Management Committee and other users of the showground.</td>
<td>• No complaints received.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Maintenance completed as scheduled through out the year.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• New maintenance schedule has been completed.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Introduction of schedule will occur in September 2010.</td>
</tr>
</tbody>
</table>

**8.4.4** Planting and maintaining trees in open spaces areas.

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<tr>
<th>Responsible</th>
<th>Means/Strategies</th>
<th>Performance Assessment</th>
<th>Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assistant General Manager/Services Manager</td>
<td>Establishment of tree planting and maintenance program in Planting of trees in CBD and parks.</td>
<td>• Trees planted in CBD • Trees and shrubs have been planted within CBD area. • Trees and shrubs have been vandalised. • Landscaping including trees and shrubs will be addressed in new</td>
<td>• Trees and shrubs have been planted within CBD area.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Trees and shrubs have been vandalised.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Landscaping including trees and shrubs will be addressed in new</td>
</tr>
</tbody>
</table>
### 8.4.5 Adequately maintain shire owned public toilets in open spaces.

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<tr>
<th>Responsible</th>
<th>Means/Strategies</th>
<th>Performance Assessment</th>
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</thead>
<tbody>
<tr>
<td>Assistant General Manager/ Services Manager</td>
<td>Shire owned public toilets maintained in accordance with maintenance program.</td>
<td>Public toilets maintained as required in program.</td>
</tr>
</tbody>
</table>

- Toilets cleaned regularly, no complaints.
- Cost analysis is currently being looked at compared with level of service given.
- Maintenance completed as scheduled through out the year.
- New maintenance schedule has been completed. Introduction of schedule will occur in September 2010.

### 8.4.6 Development of basketball/netball courts

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<tr>
<th>Responsible</th>
<th>Means/Strategies</th>
<th>Performance Assessment</th>
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</thead>
<tbody>
<tr>
<td>Assistant General Manager / Services Manager</td>
<td>Proposal to be developed</td>
<td>Plan submitted to council</td>
</tr>
</tbody>
</table>

- Not started
- Parks Strategy to be developed in 4th Quarter.
- Service Manager has not started Parks Strategy to identify requirements of Goodooga / Weilmoringle.

### 8.4.7 Skate/bike parks for Goodooga and Weilmoringle

<table>
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<tr>
<th>Responsible</th>
<th>Means/Strategies</th>
<th>Performance Assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assistant General Manager/ Services Manager</td>
<td>Proposal to be developed for submission to council</td>
<td>Plan submitted to council</td>
</tr>
</tbody>
</table>

- Not started
- Parks Strategy to be developed in 4th Quarter.
- Service Manager has not started Parks Strategy to identify requirements of Goodooga / Weilmoringle.

### Future Strategies

#### 8.5 Other Recreational and Cultural Services

- Provide support to other recreational and cultural activities to the benefit of the residents of Brewarrina.

<table>
<thead>
<tr>
<th>Key Actions/Goals</th>
<th>Responsible</th>
<th>Means/Strategies</th>
<th>Performance Assessment</th>
<th>Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>8.5.1 Continue existing provision of other recreational and cultural services.</td>
<td>Manager Community Services / Manager</td>
<td>Continue standard of provision of other recreational and cultural services</td>
<td>Cultural events, public exhibitions, workshops and performances take</td>
<td>Indigenous art Exhibition – ongoing.</td>
</tr>
</tbody>
</table>
Tourism within the Shire place in Brewarrina town and throughout the Shire.
9: Development Services

Objectives:
To effectively control town planning and building services responsibilities of the Council.

Town Planning and Building Control incorporates the following functions of Brewarrina Shire Council:

9.1 Planning Services - To responsibly manage detailed control of land use and the design and siting of all buildings proposed to be constructed in the Council with the object of preserving or enhancing existing amenity. The Council’s Town Planning Schemes, Planning Policies, Heritage and Building Design Guidelines facilitate the achievement of this objective.

9.2 Building Services - It is the Council’s obligation to administer and control the construction standards and requirements imposed by legislation encompassed in the Local Government Act, Building Code Of Australia, Council's Policies and other regulations. These include issuing Building Licences and Demolition Licences.

Future Strategies

9.1 Planning Services

- Development of a new LEP
- Development of S94A Plan
- Environment Planning & Heritage Control

<table>
<thead>
<tr>
<th>Key Actions/Goals</th>
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<th>Completed</th>
</tr>
</thead>
</table>
9.1.3 Manage and maintain council owned land register and community Management Plan.

| Environment al Health & Building Manager | Council owned land register revised annually. | • Annual review of Council owned land conducted. | • Ongoing. |

9.1.4 Co-operate with community working parties on heritage matters.

| Environment al Health & Building Manager | Co-operation on local heritage matters continuing | • Maintain contact through Council heritage advisor on heritage matters concerning the Community. | • Ongoing- Meeting with LPMA re reserve over Ngunnhu and adjacent reserves- Council supports retention of existing reserves with overarching reserve/managemen t plan. |

**Future Strategies**

9.2 Building Services

- Effective building control to promote sustainable development of the Shire.

<table>
<thead>
<tr>
<th>Key Actions/Goals</th>
<th>Responsible</th>
<th>Means/Strategies</th>
<th>Performance Assessment</th>
<th>Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>9.2.1 Effective building control to promote sustainable development within the Shire</td>
<td>Environment al Health &amp; Building Manager</td>
<td>Through Local Government Act, Building Code of Australia, Council’s policies and other regulations</td>
<td>• Regulated development within the Shire.</td>
<td>• Ongoing.</td>
</tr>
</tbody>
</table>
10: Transport and Communication

Objectives:

Maintain the existing roads, bridges and footpath and infrastructure throughout the Brewarrina Shire Local Government Area

Transport and Communication incorporates the following functions of Brewarrina Shire Council:

10.1 Roads - To provide and maintain a safe and effective road infrastructure that meets the needs of the community and that establishes priorities and guidelines for the management of roads in the Shire in accordance with available resources.

10.2 Air Transportation - To provide and maintain air transport and communication infrastructure, such as aerodromes

Future Strategies

10.1 Roads

- To maintain and improve a network of safe and trafficable roads throughout the shire

10.1.1 Rural Roads
10.1.2 Urban Roads
10.1.3 State Highways
10.1.4 Regional Roads
10.1.5 Other

<table>
<thead>
<tr>
<th>Key Actions/Goals</th>
<th>Responsible</th>
<th>Means/Strategies</th>
<th>Performance Assessment</th>
<th>Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Rural Roads</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10.1.1.1</td>
<td>Assistant General Manager /Manager Roads</td>
<td>To develop resealing program for rural regional sealed roads</td>
<td>Ongoing with a medium / long term program to be developed based on strategic direction report.</td>
<td></td>
</tr>
<tr>
<td>10.1.1.2</td>
<td>Assistant General Manager /Manager</td>
<td>Ramp approaches to be sealed on regional roads</td>
<td>Ongoing.</td>
<td></td>
</tr>
<tr>
<td>10.1.2</td>
<td>Assistant General Manager /Manager</td>
<td>Routine maintenance of rural roads in accordance with</td>
<td>Program to be developed.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>A number of ramps sealed.</td>
<td></td>
</tr>
</tbody>
</table>

Assistant General Manager /Manager Roads
• Ongoing
• Program to be developed
• A number of ramps sealed.
<table>
<thead>
<tr>
<th><strong>accepted standards</strong></th>
<th><strong>Roads</strong></th>
<th><strong>10.1.1.3</strong> Develop and implement regrade program for local unsealed roads</th>
<th><strong>10.1.4</strong> Provide up to 2000 linear metres of new gravel causeways to improve drivability on existing soil roads</th>
<th><strong>10.1.5</strong> Develop Asset Management System for rural roads in Shire</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Assistant General Manager/Manager Roads</td>
<td>Assistant General Manager/Manager Roads</td>
<td>Assistant General Manager/Manager Roads</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Annual regrading program for local unsealed roads to be approved by Council by November 2008.</td>
<td>Routine maintenance of rural roads</td>
<td>The development of an Asset Management System for Shire infrastructure. Preliminary work on asset register completed and asset management policy approved * Asset management Plan development and implementation.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Ongoing- Local roads to be included in Roads to Recovery program 2009-2014</td>
<td>• Ongoing</td>
<td>• Ongoing-</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• To be linked with Asset Management Plan.</td>
<td>• Program being developed.</td>
<td>• Registered started</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Awaiting delivery of new 'Paveliner' to program works.</td>
<td>• To be linked to Asset Management Plan.</td>
<td>• Currently reviewing data for inclusion into AMP</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Program identified in 2010/11 Management Plan in line with approved budget.</td>
<td>• Approximately 500m have been resurfaced</td>
<td>• Awaiting finalisation of Asset Management Plan from Consultant</td>
</tr>
</tbody>
</table>

**Urban Roads**

<table>
<thead>
<tr>
<th><strong>10.1.2.1</strong> Develop resealing program for all urban sealed roads within the Shire</th>
<th><strong>10.1.2.2</strong> Develop Asset Management System for urban roads in the Shire</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assistant General Manager/Manager Roads</td>
<td>Assistant General Manager/Manager</td>
</tr>
<tr>
<td>Resealing program for Brewarrina Township Sealed Roads to be developed based on Strategic Direction Report.</td>
<td>Asset Management System for Shire infrastructure developed</td>
</tr>
<tr>
<td>• Ongoing- long term/medium program developed –</td>
<td>• Ongoing-</td>
</tr>
<tr>
<td>• Program currently being developed</td>
<td>• Registers currently being completed</td>
</tr>
<tr>
<td>• Program identified in 2010/11 Management Plan</td>
<td>• Currently</td>
</tr>
<tr>
<td>• Interim Resealing program developed with in approved budget. Awaiting finalization of Asset management Plan from Consultant</td>
<td></td>
</tr>
<tr>
<td>Roads</td>
<td>preliminary work on Asset Register complete and Asset Management Policy approved in 2008.</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td><strong>State Highways</strong></td>
<td><strong>10.1.3.1</strong> Seek special funding from RTA to improve road surfaces of State Highway MR70</td>
</tr>
<tr>
<td><strong>10.1.3.2</strong> Seek special funding from RTA to improve road surfaces of State Highway SH29</td>
<td>Assistant General Manager /Manager Roads</td>
</tr>
<tr>
<td><strong>Regional Roads</strong></td>
<td><strong>10.1.4.1</strong> Extend 5 kilometres of seal on regional road from Brewarrina to Goodooga</td>
</tr>
<tr>
<td><strong>Others</strong></td>
<td><strong>10.1.5.2</strong> Kerb and gutter maintenance program with Brewarrina township</td>
</tr>
<tr>
<td><strong>10.1.5.3</strong> Develop effective and efficient geographical information system</td>
<td>Assistant General Manager /Manager Roads</td>
</tr>
<tr>
<td><strong>10.1.5.4</strong> Parking outside tourist information centre</td>
<td>Assistant General Manager /Manager</td>
</tr>
</tbody>
</table>
Roads

10.1.5.5 Seal Road to Goodooga Cemetery
Assistant General Manager/Manager Roads
Develop program and schedule works
• Road sealed by 2010.
• Not completed as yet.
• To be completed with Goodooga Road Capital Works.

10.1.5.6 Bitumen lanes behind business areas
Assistant General Manager/Manager Roads
Plan and Schedule works
• Lanes bitumen 2010.
• Not completed as yet.
• Has been programmed in 2010/11 Operational Plan.

Future Strategies

10.2 Air Transportation

• To ensure that air transportation and communication infrastructure is maintained.

10.2.1 Maintain existing aerodrome infrastructure

<table>
<thead>
<tr>
<th>Key Actions/Goals</th>
<th>Responsible</th>
<th>Means/Strategies</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Existing Aerodrome</td>
<td>Brewarrina Aerodrome maintained to licence requirements</td>
<td>Brewarrina Aerodrome Licence is current- Works ongoing.</td>
<td>• Licence current • Inspections carried out weekly</td>
<td></td>
</tr>
<tr>
<td>10.2.1.1 Maintain Certification of aerodrome to CASA Regulations</td>
<td>Assistant General Manager/Manager Roads</td>
<td>• Certification is current • Works ongoing.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10.2.1.2 Maintain Goodooga aerodrome with certification conditions</td>
<td>Assistant General Manager/Manager Roads</td>
<td>Aerodrome maintained to certification requirements</td>
<td>• Certification current • Inspections carried out weekly</td>
<td></td>
</tr>
<tr>
<td>10.2.1.3 Maintain Weilmoringle aerodrome as a landing &amp; takeoff strip</td>
<td>Assistant General Manager/Manager Roads</td>
<td>Aerodrome maintained to emergency strip requirements.</td>
<td>• Certification current • Maintenance ongoing</td>
<td></td>
</tr>
</tbody>
</table>
11: Economic Relations

Objectives:

To effectively and responsibly manage and develop Council’s business undertakings, whilst facilitating and building a vigorous and diverse local economy for all communities in the Shire.

11.1 Economic Development - To achieve sustainable economic development in the Shire and the creation and maintenance of jobs for current and future generations.

11.2 Tourism Development - Ensure that the tourist product and infrastructure available in the Shire is of an appropriate quality to meet the needs and expectations of visitors and to attract increased levels of tourists to the Shire.

11.3 Business Support & Main Street - To provide support to local people and community groups to develop and grow their ideas for goods & services into viable and sustainable commercial enterprises.

11.4 Agriculture - To provide a study that supports the future of productive, profitable and diverse agricultural enterprises.

11.5 Infrastructure and Industry - To support development and infrastructure to the Shire.

Future Strategies

11.1 Economic Development

- Strengthen, diversify and develop business base in the Shire to increase economic sustainability and employment.

<table>
<thead>
<tr>
<th>Key Actions/ Goals</th>
<th>Responsible</th>
<th>Means/Strategies</th>
<th>Performance Assessment</th>
<th>Completed</th>
</tr>
</thead>
</table>
| 11.1.2 | **Update the Brewarrina Economic Development Profile of the Shire.** | Economic Development/Grants Officer | Establish a data base of economic information. Implement and maintain contemporary information. | • Data base established and maintained | June 2010 to discuss progress with Plan
• Blackadder Associates provided DRAFT Community Strategic Plan and presented to Council by David Ross. Community Strategic plan distributed to Federal and Government Agencies for comment.
• Continued negotiation with DSRD, Bourke Shire Council, Warrumbungle’s Shire Council, Coonamble Shire Council and Gilgandra Shire council to under take a regional skills attraction strategy
• Skills Attraction Strategy – DSRD has funded. Project in conjunction with Bourke Shire Council, Warrumbungle’s Shire Council, Coonamble Shire Council and Gilgandra Shire Council. OROC have identified project has a regional need and negotiations taking place to expand the project to all Councils across Orana for Regional Profile. |

| 11.1.3 | **Participate in local, regional and state economic development bodies**
**Undertake regular networking with stakeholders.** | Manager Tourism & Economic Development/Grants Officer | Ensure that all stakeholders have been identified. Develop and maintain a working relationship with stakeholders. Establish channels of communication for information | • Regular stakeholders meetings attended.
• Regular reports to both stakeholders and the Council prepared
• No of events assisted
• Brewarrina Shire represented at relevant conferences.(incl. NSW Tourism, | Ongoing – BEA, EDO Network, RDA Orana
• Ongoing
• CWA Gathering, Regional Business Awards, Landcare Forum, St Patricks P&F Fundraiser
• NSW Tourism,
<table>
<thead>
<tr>
<th>11.1.4</th>
<th><strong>Source grants for various economic development and tourism programs and projects.</strong></th>
<th><strong>Manager Tourism &amp; Economic Development / Economic Development / Grants Officer</strong></th>
<th>Establish a data base of funding opportunities. Investigate different mediums for obtaining and accessing grant funding opportunities in consultation with other known initiatives. Funding sourced from various bodies and Depts.</th>
<th><strong>Data base of funding opportunities established</strong>&lt;br&gt;<strong>Grant funding opportunities accessed</strong>&lt;br&gt;<strong>Grants funding received</strong></th>
<th><strong>Membership to Our Community Established</strong>&lt;br&gt;<strong>$24,000 funding applied for in this quarter</strong>&lt;br&gt;<strong>Continued membership to Our Community</strong>&lt;br&gt;<strong>$27,474 funding applied for in this quarter</strong>&lt;br&gt;<strong>Met with Stakeholders of the Dental Project and discussed funding</strong></th>
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<tr>
<td>11.1.5</td>
<td>Pro-actively facilitate investment &amp; development opportunities for the Shire.</td>
<td>Manager Tourism &amp; Economic Development / Economic Development / Grants Officer</td>
<td>Facilitate and liaise investment meetings with appropriate stakeholders. Research sustainability of proposed developments for the shire and apply for funding through various government departments</td>
<td>• Development proposals assessed and information distributed. Meetings facilitated with potential investors. • New developments encouraged and assistance provided to establishment phase.</td>
<td>• 4 meetings facilitated with potential investors. • Ongoing</td>
</tr>
<tr>
<td>11.1.6</td>
<td>Promote business &amp; lifestyle advantages of the Shire.</td>
<td>Manager Tourism &amp; Economic Development / Economic Development / Grants Officer</td>
<td>Attend relevant meetings and conferences and promote the shire. Develop a package to promote the opportunities within the shire.</td>
<td>• Statistical database maintained re enquiries. • Information brochures produced for potential investors. • Information distributed upon request.</td>
<td>• Ongoing • Ongoing Winner of Local Government National Award of Excellence – positive press and promotion of Council and Shire</td>
</tr>
<tr>
<td>11.1.7</td>
<td>To develop and produce the Brewarrina Newspaper in the most efficient and effective manner.</td>
<td>Tourism Officer/ Newspaper Editor</td>
<td>To increase the advertising content within the paper Employ Newspaper Editor</td>
<td>• Newspaper produced monthly. • Newspaper produced fortnightly after Newspaper Editor employed. • Input from key stakeholders included in newspaper. • Circulation increase. • Positive community feedback.</td>
<td>• Ongoing • To be achieved by newly appointed newspaper editor • New structure required to implement – position not filled- Editor appointed May 2010 • EDO spent 2 weeks with new Editor training and assisting with production of May Newspaper. • Ongoing • Ongoing • Ongoing</td>
</tr>
</tbody>
</table>
Future Strategies

11.2 Tourism Development

- Facilitate identification of new tourist products and initiatives and assist in their marketing.

- Enhance existing tourism products.

- Develop marketing strategy for Brewarrina Shire Identify and encourage sustainable high yield tourism related to the Shire’s unique environmental and cultural assets

<table>
<thead>
<tr>
<th>Key Actions/Goals</th>
<th>Responsible</th>
<th>Means/Strategies</th>
<th>Performance Assessment</th>
<th>Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>11.2.1 Identify areas of potential tourism growth and development.</td>
<td>Manager Tourism &amp; Economic Development / Economic Development / Grants Officer</td>
<td>Update and provide input into the development of Council’s Brewarrina tourism Master plan. Research trends and forecasts of future visitation numbers. Target: 31000 visitors to shire annually.</td>
<td>• Business prospectus completed. • Analysis undertaken of the potential tourism market based on research conducted.</td>
<td>Ongoing • Ongoing Commencement of the Brewarrina Economic Development and Tourism Plan by Blackadder and Associates. Establishment of an Economic Development and Tourism Steering Committee to drive the project.</td>
</tr>
<tr>
<td>11.2.2 Maintain and develop tourism alliances that will benefit the Shire.</td>
<td>Manager Tourism &amp; Economic Development</td>
<td>Develop networks with appropriate stakeholders. Maintain membership of Tourism Organisations. Regularly attend meetings of Tourism Organisations. Actively promote local tourism at Regional &amp; State forums. Assist with the Goodooga VIC in the provision of brochures and promotional material.</td>
<td>• Membership of Kamilaroi Highway, Outback Regional Tourism Organisation, Outback Arts, Darling River Run continued for the year. • Local Tourism Committee formed • Meetings of relevant Tourism Organisations regularly attended. • On-going assistance provided to the Goodooga VIC. • Provided hosting facilities for Outback Arts Performances and Exhibitions.</td>
<td>Ongoing</td>
</tr>
<tr>
<td>11.2.3</td>
<td>Implement strategic projects and events to foster tourism development.</td>
<td>Provide a venue to enable performances by the Outback &amp; Regional Arts Board.</td>
<td>Manager Tourism &amp; Economic Development, Tourism Officer</td>
<td>Actively assist in the promotion of local events; e.g., Rodeo, Races, Annual Show, Farmers Markets, Christmas Promotion and Business Awards. Undertake research to revive the Festival of the Fisheries/Outback Surfboat Classic. Provide support to organising Committees of events within the Shire. Undertake market research for events. To produce an annual Brewarrina Calendar.</td>
</tr>
<tr>
<td>11.2.4</td>
<td>Educate the community of the importance of tourism to the local economy.</td>
<td></td>
<td>Manager Tourism &amp; Economic Development, Economic Development / Grants Officer</td>
<td>Source funding to develop courses / information on the importance of tourism. Work with facility providers and local experts to provide short courses on tourism and home industry products and services.</td>
</tr>
<tr>
<td>11.2.5</td>
<td>Review tourism signage within the Shire and take appropriate action to ensure that it supports tourism.</td>
<td></td>
<td>Manager Tourism &amp; Economic Development, Tourism Officer</td>
<td>Improve visual amenity of entry sites to the Shire. Erect new signs to promote the Shire and provide information to visitors.</td>
</tr>
</tbody>
</table>
| 11.2.6 | Actively promote local tourism. | Manager Tourism & Economic Development, Tourism Officer | Identify, package and promote local attractions and services. | • Visitor Information promotional merchandise purchased.  
• Town map completed and reviewed annually  
• Brewarrina brochure completed and reviewed  
• Current tourist information maintained on web page  
• Media kit developed.  
• Aboriginal Artworks displayed  
• Exhibitions held at VIC  
• Directional & interpretive signs improved.  
• Mud Maps completed  
• Trade Shows attended  
• Advertising initiatives undertaken through a range of advertising mediums.  
• Local artists and river activities promoted  
Radio station operation and promoted. | • Ongoing  
• Successful Ken Tucker Art Exhibition held. Further exhibitions planned including Bald Archy  
• Local paper used for advertising and promoting  
• FM 88 radio operating and includes Brewarrina content  
• Acting Tourism Manager reviewing brochure  
• Aboriginal artworks displayed |

| 11.2.7 | Support VIC growth & develop to tourism industry | Manager Tourism & Economic Development, Tourism Officer | Increase the opening times of the VIC on weekends to provide an enhanced service to visitors. | • Number of visitors collated quarterly  
• Flags erected.  
• Tourism data collated and reported.  
• Installed new signs with logos for Visitor Centre  
• New computer system installed for merchandise/till  
• Internet Café facility operating  
• Museum exhibits upgraded  
• Accreditation of the VIC completed.  
VIC open weekends – statistical record kept to gauge success  
Number of tours | • Ongoing  
Visitor surveys positive and positive comment received re centre  
Centre open part-time –weekends  
New computer system installed an operational  
Accreditation not achieved because centre cannot operate/open full year given staffing and budgetary constraints. Sign changed to reflect centre status  
Bus available |
### 11.2.8 Explore opportunities for new tourism products & services

| Availability | Increased - Bus Used to Undertake Tours. |

**Manager Tourism & Economic Development / Tourism Officer**

Promote the development of the Indigenous cultural experience in consultation with the BBC & key Indigenous bodies. Promote the historical significance through interpretation of attractions.

- Undertake guided Fish trap tours
- Installed/maintained interpretive signage.

**Ongoing**

### 11.2.9 Upgrade the Brewarrina Visitor Information & Cultural Centre.

**Manager Tourism & Economic Development / Economic Development / Grants Officer**

Investigate funding sources to undertake proposed upgrade of the VIC.

- VIC upgraded.

**Ongoing**

Funding application prepared for NSW Building Partners Grant and RCLIP funding.

---

### Future Strategies

#### 11.3 Business Support and Main Street Promotion

- Support existing businesses and industries and facilitate investment attraction.

<table>
<thead>
<tr>
<th>Key Actions/Goals</th>
<th>Responsible</th>
<th>Means/Strategies</th>
<th>Performance Assessment</th>
<th>Completed</th>
</tr>
</thead>
</table>
| **11.3.1** Work with the Brewarrina Business Enterprise Alliance (BBEA) and Peak Industry Groups to assist with the facilitation of business collaboration, promote value adding and encourage the promotion of opportunities for local businesses and industries. | Manager Tourism & Economic Development / Economic Development / Grants Officer | Assist organisations to develop regular meetings, training, funding, attendance at trade shows and local promotional events. | Businesses receive new business pack  
Regular attendance at meetings  
Facilitation of Brewarrina Business Awards  
Business directory - Completed/maintained  
Business promotion campaign undertaken. | • Attended 1 meeting during the period  
• Completed and attendance as the Regional Business Awards, assistance provided to nominees with applications - 3 Regional Winners form Brewarrina  
• Ongoing  
• Christmas promotion |
<table>
<thead>
<tr>
<th>11.3.2</th>
<th>Advise small businesses of developmental opportunities and provide referrals to appropriate agencies for financial and other assistance.</th>
<th>Economic Development / Grants Officer</th>
<th>Develop network of businesses and agencies.</th>
<th>• Communication network established with BBEA and other organisations.</th>
<th>• Ongoing Attendied meeting of Brewarrina Business Alliance</th>
</tr>
</thead>
<tbody>
<tr>
<td>11.3.3</td>
<td>Strengthen the network of home based businesses.</td>
<td>Manager Tourism &amp; Economic Development / Economic Development / Grants Officer</td>
<td>Liaise with key stakeholders to strengthen home based businesses. Establish information channels to distribute relevant information to grow home businesses. Refer businesses to the BBEA and/or organisations if appropriate for advice and support.</td>
<td>• Regular liaison occurs with key stakeholders. • Register of home based industries prepared and maintained.</td>
<td>• Ongoing •Updated, visit to 2 home based businesses Assisted home-based business in marketing and product development – Skye Bragg Designs.</td>
</tr>
<tr>
<td>11.3.4</td>
<td>Ensure that local businesses and groups are kept informed of promotional opportunities.</td>
<td>Manager Tourism &amp; Economic Development / Economic Development / Grants Officer</td>
<td>Establish working relationships with relevant bodies. Establish protocols to link stakeholders with Agencies. Utilise communication channels to distribute appropriate information to businesses/groups.</td>
<td>Businesses and Groups regularly informed of promotional opportunities provided by stakeholders • Relevant information is received by businesses / groups on a timely manner.</td>
<td>• Ongoing mail outs and e-mails •Ongoing mail outs and e-mails</td>
</tr>
<tr>
<td>11.3.5</td>
<td>Provide information and referral assistance to new and existing businesses to the Shire.</td>
<td>Economic Development / Grants Officer</td>
<td>Obtain statistics/information to assist the development of promotional material. Provide information and direction to business advisory services Provide new business with information pack.</td>
<td>• Number of enquiries &amp; referrals increased • An increase in new businesses established. • Facilitate the Business Outback expo to promote the Shire’s products / businesses. • Funding applications submitted in support of shire businesses</td>
<td>• As requested by Businesses • Nil in quarter • Ongoing</td>
</tr>
</tbody>
</table>
### 11.3.6
Develop the main street as a vibrant neighborhood maintaining the history, heritage and culture of Brewarrina.

| Manager | Tourism & Economic Development, Economic Development / Grants Officer | Review the Tourism Master Plan to ensure that it is still relevant and contemporary. The Main street improvements occur in accordance with the main street landscape plan. Provide assistance to business/build owners to upgrade appearance of the dwelling. | • Installation of business signs completed. • Improvement in building facades undertaken. • Number of applications to local heritage fund. • Tourism Master Plan reviewed • Public murals placed at various locations throughout the Town. • Support obtained from Brewarrina Enterprises Alliance. | •Ongoing • Ongoing • Ongoing Heritage grants determined Heritage Grants for 2010/11 finalised • Economic Development and Tourism Plan commenced with Blackadder and Associates • Ongoing – Grant application submitted • Ongoing • Ongoing |

### 11.3.7
Gain an understanding of the skills of the businesses and residents within the Shire. Improve the vacant Industrial & Retail business premises

| Manager | Tourism & Economic Development, Economic Development / Grants Officer | Identify potential new industries. Conduct a skills audit * Develop a priority plan to address the skills gap identified. Investigate & liaise with owners of vacant properties their long term strategy for the property. | • Skills Audit completed • Data base established of the outcomes of the skills audit. •Priority Plan – skills gap - developed | • Regional skills audit progressing • Ongoing |

### Future Strategies

#### 11.4 Agriculture

- Support opportunities in sustainable agriculture and associated value adding.

<table>
<thead>
<tr>
<th>Key Actions/Goals</th>
<th>Responsible</th>
<th>Means/Strategies</th>
<th>Performance Assessment</th>
<th>Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>11.4.1 Establish and implement a Brewarrina Sustainable Agriculture Study.</td>
<td>Manager Tourism &amp; Economic Development</td>
<td>Investigate possible Agricultural alternatives. Facilitate primary</td>
<td>• Agriculture diversity achieved. • Increase yield base on agricultural land achieved</td>
<td>• Networks</td>
</tr>
</tbody>
</table>
Future Strategies

11.5 Infrastructure and Industry

- Support additional accommodation within the Shire.

- Build on existing economic strengths, develop and coordinate economic development initiatives.

<table>
<thead>
<tr>
<th>Key Actions/Goals</th>
<th>Responsible</th>
<th>Means/Strategies</th>
<th>Performance Assessment</th>
<th>Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>11.5.1 Improve communications and infrastructure for the Shire.</td>
<td>Manager Tourism &amp; Economic Development, Economic Development / Grants Officer</td>
<td>Facilitate the introduction of broadband infrastructure across the Shire to assist businesses and the community.</td>
<td>• An enhanced broadband service is provided to the Shire.</td>
<td>• Goodooga is upgrading to Broadband</td>
</tr>
<tr>
<td>11.5.2 That oral health service and facility is supported</td>
<td>General Manager, Economic Development / Grants Officer MEHB</td>
<td>Ensure Council’s house in Wilson Street continues to accommodate dental students. To continue lobbying with the Federal Minister for Health and Ageing for funds to upgrade the Council’s existing Dental Surgery.</td>
<td>• Funds received to upgrade the Council’s existing Dental Surgery. • Attended regular meetings to facilitate the on-going operation of the dental facility and report to stakeholders • Funding application prepared • Dental students</td>
<td>• Ongoing • New agreement signed with Griffith University • National Award “rural and Remote health” category, May 2010 • National Award “rural and Remote Health” category winner and Award of</td>
</tr>
<tr>
<td>11.5.3</td>
<td>To re-instate a regular air service to Brewarrina.</td>
<td>Economic Development / Grants Officer</td>
<td>Establish a Working Party to ascertain the feasibility for a air service to Brewarrina. Liaise with air service providers to provide a regular air service to Brewarrina.</td>
<td>Meeting held with air service providers for the re-installation of air services to Brewarrina. Meetings of the Working Party conducted.</td>
</tr>
<tr>
<td>11.5.4</td>
<td>To promote the Four Mile Camping and Boat Ramp Reserves as a tourism stop-over.</td>
<td>Manager Tourism &amp; Economic Development</td>
<td>To promote the Reserves through a range of electronic and other promotional mediums.</td>
<td>Increased reserve patronage achieved Signage to the Reserves installed and maintained.</td>
</tr>
<tr>
<td>11.5.5</td>
<td>To manage the Brewarrina Caravan Park as a commercial investment and tourist facility.</td>
<td>Manager Tourism &amp; Economic Development</td>
<td>To ascertain the options available to manage and maintain the Brewarrina Caravan Park. &quot;Stay 3 –stay for free&quot; policy adopted by Council.</td>
<td>A review of the options for the on-going management of the Caravan Park is considered by the Council. Statistical data presented to council in support of retention (or not) of &quot;stay 3 for free&quot; policy.</td>
</tr>
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</table>

**Dental Surgery.**
On-going liaison with the Brewarrina Dental Management Committee and Ochre Health.

housing maintained – no complaints received

Excellence winner
Human Resource Activities

Human Resource activities are those aimed at managing and improving the quality, performance, opportunities and safety conditions of Council employees. A well trained, skilled and dedicated workforce is an important asset to the community. The key activities of this function are:

- Performance Management
- Change management
- Recruitment
- Retention
- Policy Formation
- Occupational Health & Safety and
- Training, Development and education

HR Activities 2009/2010

<table>
<thead>
<tr>
<th>ACTIVITIES</th>
<th>OBJECTIVES</th>
<th>KEY PERFORMANCE MEASURES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance Management / Change</td>
<td>Implementation of a new Organisational structure which requires:</td>
<td>Position descriptions for all positions on the organisational structure created – not yet in evidence. Competencies not developed for all positions</td>
</tr>
<tr>
<td>Management / Change Management</td>
<td>- Position descriptions</td>
<td>Some performance assessments carried out - new system to be developed</td>
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<tr>
<td></td>
<td>- Competencies</td>
<td>Competency reviews not all undertaken - appraisal system not introduced.</td>
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<tr>
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<td>Development of an integrated appraisal process including:</td>
<td>HR Trained in use of OO-Soft - requires re-training for updated version (20.9)</td>
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<td></td>
<td>- Create performance assessments</td>
<td>Outstanding task</td>
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<td></td>
<td>- Regular feedback between management &amp; employees on performance</td>
<td>Outstanding task</td>
</tr>
<tr>
<td></td>
<td>- Regular review of competencies between management &amp; employees</td>
<td>Outstanding task</td>
</tr>
<tr>
<td></td>
<td>- Implementation of OO-Soft</td>
<td>Outstanding task</td>
</tr>
<tr>
<td></td>
<td>- Creation of a skill matrix</td>
<td>Outstanding task</td>
</tr>
<tr>
<td></td>
<td>- Conduct a needs analysis</td>
<td>Outstanding task</td>
</tr>
<tr>
<td></td>
<td>- Development &amp; training implemented with competencies</td>
<td>Outstanding task</td>
</tr>
<tr>
<td></td>
<td>- Creation of career planning and succession planning</td>
<td>Outstanding task</td>
</tr>
<tr>
<td>Recruitment</td>
<td>Increase in staff numbers and staff retention</td>
<td>Reduction in the number of staff vacancies.</td>
</tr>
<tr>
<td></td>
<td>- Fill vacant positions</td>
<td>Vacancies advertised – not all filled</td>
</tr>
<tr>
<td></td>
<td>- Concentrate on areas where skill shortages are identified</td>
<td>Retention and employment of skilled staff.</td>
</tr>
<tr>
<td></td>
<td>- Create strategies to attract key staff</td>
<td></td>
</tr>
</tbody>
</table>
| Policy Formation                   | Review current Human Resources Policies                                                                 | Updated policy documents.  
                                          |                                                                 | Not reviewed – outstanding |
|**********************************|********************************************************************************************************|**************************************************************************|
| Occupational Health & Safety / Workers Compensation | Implementation of policy and procedures.  
                                          Decrease in premiums and number of workplace incidents  
                                          ➢ Regular review of all outstanding cases  
                                          ➢ Quarterly reporting  
                                          Regular review of all wage and expenses claims | Reduction in the number of workplace injuries  
                                           |                                                                 | Reviews held |
| Training                        | Implementation of training plans based on skills matrix and needs analysis  
                                          65% of workforce to attend some form of training each year | Not prepared  
                                           |                                                                 | Achieved |
| Payroll / Personnel             | Fortnightly processing of wages and reporting  
                                          ➢ Quarterly reporting on Sick leave  
                                          ➢ Monitor leave  
                                          ➢ Monthly Superannuation reporting  
                                          ➢ Confidentiality of all employee records  
                                          ➢ Address issues when/where required | Increased reporting and more accurate reflection of details in employee records.  
                                           |                                                                 | ongoing |
| Trainees                        | Implement a new trainee program commencing in  
                                          Once implemented:  
                                          ➢ Record attendance  
                                          ➢ Review payment to Employer  
                                          ➢ Work together with Employer to ensure training plans are followed  
                                          ➢ Aim to gain full-time employment | six trainees completed traineeships (out of 11 participants)  
                                           |                                                                 | achieved |
|                                 |                                                                 | Implement one-on-one structures with trainees and mentors.  
                                           |                                                                 | Result: Traineeship program completed. Two trainees employed full time with Council |
Training Budget & Plan 2009/2010

The budget for 2009/2010 allowed for the recruitment of new employees and for up-skilling current staff members. A large part of the engineering training budget, was dedicated to completion of studies in Certificate IV in Engineering Design, by two current employees.

Salaries costs are accounted when determining the training budget to reflect the true cost of training the workforce.

This year’s training budget is higher than previous budgets but below are some of the contributing factors:

ENGINEERING

This expense is always relatively high but we need to ensure that our engineering employees remain up to date with current standards and practices.

HEALTH & BUILDING

A planned approach to skill and retain staff within this area. Employees must keep abreast of current and continuous legislative change.

COMMUNITY SERVICES / YOUTH WORKERS

Given the Council’s commitment to providing an increase in community services there is a corresponding need to increase the training for our staff, with a focus on supervision.

Training attended:
Aboriginal Scouts
Creating a Positive Work Environment
Youth Support Workers Conference
Qikkids
Skills in Child Protection (Education Centre Against Violence)
Child Protection Training: Identifying and responding to risk of harm

ECONOMIC DEVELOPMENT / GRANTS OFFICER

Staff member receives adequate training to ensure that the expectations of the community are realized and to further knowledge of local government operations and management.

TOURISM MANAGER / TOURISM OFFICER

Council is committed to providing an increase in tourism related activities. There is, therefore, a corresponding need to increase the training for staff in this area.
<table>
<thead>
<tr>
<th>DEPARTMENT</th>
<th>ESTIMATE ACTUAL TRAINING</th>
<th>ESTIMATE SALARIES</th>
<th><strong>MIN TRAINING REQUIRED</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Indoor</td>
<td>$14,363</td>
<td>$10,748</td>
<td>Legislative, Records, Basic Office, Supervisory</td>
</tr>
<tr>
<td>Outdoor</td>
<td>$19,222</td>
<td>$16,806</td>
<td>Legislative, Tickets, OH&amp;S, Supervisory, Skilled training</td>
</tr>
<tr>
<td>Engineering</td>
<td>$10,116</td>
<td>$6,235</td>
<td>Legislative, Cert IV (Tafe), Basic Office, Supervisory, Engineering specific</td>
</tr>
<tr>
<td>Health &amp; Building</td>
<td>$10,973</td>
<td>$4,428</td>
<td>Legislative, Health &amp; Building specific (Tafe / Uni), Animal related, OH&amp;S, Risk, Supervisory</td>
</tr>
<tr>
<td>Community Services Manager</td>
<td>$2,500</td>
<td>$1,000</td>
<td>Legislative, Youth related, Supervisory</td>
</tr>
<tr>
<td>Youth Workers</td>
<td>$2,500</td>
<td>$1,000</td>
<td>Legislative, Youth related</td>
</tr>
<tr>
<td>Economic Development / Grants Officer</td>
<td>$4,745</td>
<td>$2,170</td>
<td>Legislative, Skilled training</td>
</tr>
<tr>
<td>Tourism Officers</td>
<td>$1,970</td>
<td>$2,170</td>
<td>Legislative, Basic Office, Journalistic, Skilled training</td>
</tr>
<tr>
<td>TOTALS</td>
<td>$61,339</td>
<td>$44,342</td>
<td>$105,681</td>
</tr>
</tbody>
</table>

**A complete list of training cannot be supplied until a full Training Needs Analysis has been completed.**

**Facilities and Expenses for Mayor and Councillors**

Brewarrina Shire Council’s Policy relating to the provision of Facilities for Mayor and Councillors was made under the Local Government Act, 1993, including Sections 252 to 254.

The Act requires that the Council must adopt a policy concerning the payment of expenses and the provision of facilities to the Mayor and other Councillors. Please find attached a copy of the Policy (see Attachment 1).
MAYORAL AND COUNCILLORS FEES

For the year ended 30 June 2010

Mayoral Allowance 8,880
Councillors Fees 62,770
Traveling & Sustenance 37,798

TOTAL $109,448

The total of other costs associated with Mayoral and Councillor expenses for 2008/2009 were:

Councillor Expenses
Delegate Expenses (includes ACT) 8,888
Office Equipment 0
Phone Calls 0
Training 2,272
Interstate Travel 1,282
Overseas Travel 0

Expenses incurred by Spouse, Partner or Other Persons accompanied Councillor. Nil
Expenses incurred by provision of care for a Child or/and immediate family member. Nil

Council’s Financial Report LGA Sect42(2) a

Attached to this report, Part C, is a copy of the audited Financial Reports for the year ended 30th June 2010. The statements were audited in October 2010 and the audited statements were presented to Council on 26th November 2010 in compliance with provision of Section 415 and 418 of the Local Government Act (1993). (LGA)
A summary of Council’s environmental responsibilities, are reflected in the State of the Environment Report – Report D. As in previous years, Council recognises the importance of Aboriginal heritage in the Shire, and is continuing to work closely with local and regional Aboriginal organisations and the State Heritage Office, to identify those places in the Shire of heritage significance and to secure adequate resources to ensure their preservation for future generations.

Council’s road improvement priorities and therefore funding allocations are based on:

- funding, including funds tied to specific assets
- safety and risk factors
- the importance of roads in the transport network
- the number of residents served by each road
- load, reliability and traffic volume indicators
- the levels of complaints

Brewarrina Shire Council is committed to provide, develop, and maintain a physical infrastructure that can transport people, goods, and resources in an effective and safe manner. Council’s current road network is summarized below:

<table>
<thead>
<tr>
<th>Roads</th>
<th>Sealed (km)</th>
<th>Unsealed (km)</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>State – Urban</td>
<td>7.0</td>
<td>0</td>
<td>RTA</td>
</tr>
<tr>
<td>State – Rural</td>
<td>206.5</td>
<td>0</td>
<td>RTA</td>
</tr>
<tr>
<td>Regional – Urban</td>
<td>2.12</td>
<td>0</td>
<td>Council &amp; RTA</td>
</tr>
<tr>
<td>Regional – Rural</td>
<td>129.20</td>
<td>143.05</td>
<td>Council &amp; RTA</td>
</tr>
<tr>
<td>Local – Urban</td>
<td>21.35</td>
<td>0</td>
<td>Council</td>
</tr>
<tr>
<td>Local – Rural</td>
<td>14.66</td>
<td>1228.37</td>
<td>Council</td>
</tr>
<tr>
<td>TOTAL</td>
<td>350.0</td>
<td>1403.0</td>
<td></td>
</tr>
</tbody>
</table>
Council budgeted approximately $1.2 million towards maintenance of its local road network including Urban Sealed and Rural Unsealed roads. All of these funds were provided via the Financial Assistance Grant and the Roads to Recovery Program.

**Regional and State Roads**

All funding for the state roads was provided by the RTA in the form of Regional Roads Grant ($885,000), State Roads RMCC $1,417,968), and 3 x 3 program ($92,000).

**Condition of Public Works**

Special Schedule No. 7 as detailed within Council’s Annual Financial Reports for the year ended 30 June 2010 provides the condition of public works under the control of Council. This Schedule is included in Part C.

This Schedule also identifies:

- an estimate of the amount of money required to bring the works up to a satisfactory standard,
- an estimate of the annual expense of maintaining the works at that standard, and
- Council’s programmed maintenance in respect of the works for the 2009/10 year.
 Summary amounts incurred in relation to legal proceedings during period 1 July 2009 to 30 June 2010

<table>
<thead>
<tr>
<th>Ref #</th>
<th>Matter</th>
<th>Court</th>
<th>Costs Paid $</th>
<th>Costs Received</th>
<th>STATUS REPORT</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Recovery of Outstanding Debts</td>
<td></td>
<td>$14,415</td>
<td></td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td>Preparation of lease agreements</td>
<td></td>
<td>$670</td>
<td></td>
<td>Finalised</td>
</tr>
<tr>
<td></td>
<td>Legal action in defence of claim</td>
<td></td>
<td>$3,167</td>
<td></td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td>Advice regarding Tendering</td>
<td></td>
<td>$665</td>
<td></td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td><strong>TOTAL</strong></td>
<td></td>
<td><strong>$18,917</strong></td>
<td><strong>$0</strong></td>
<td></td>
</tr>
</tbody>
</table>

Details of Senior Staff

In accordance with the provision of Section 428(2) (g) of the Local Government Act 1993, Council had one Senior Staff position under its structure at 30 June 2010. That being the General Manager.

The amounts below are the remuneration package total effective for the position at 30 June 2010.

**General Manager $164,364**

- Salary $142,569
- Superannuation $12,831
- Motor Vehicle $4,160
- Rental Assist $3,848
- Non Cash Benefits $0

Fringe Benefits Tax paid during the 2009/2010 year for Senior Staff:

**Total Fringe Benefit $956**
Additionally, the General Manager received an extraordinary payment of $7,650 in respect of 58.5 hours overtime related to flood 1 responses, between December 29 and January 31. This was fully reimbursed by Emergency Services Department, as was overtime for all staff involved in responding to the emergency. No overtime was claimed against the second emergency declaration in April 2010.

**Local Government Act 1993 Sect 217(1) a1 vi**

**Overseas Visits Undertaken by Councillors and Staff whilst Representing Council**

No councillors or staff of Brewarrina Shire Council undertook overseas travel at Council’s expense during 2009-2010 whilst representing Council.

**Local Government Act 1993 Sect 428(2) h**

**Statement of Contracts Awarded - Excess of $150,000**

Council attempts to maximise the utilisation of its scarce financial resources by attempting to secure goods and services at the most competitive price taking into account quality service and reliability. During the year ended 30 June 2010 Council awarded several contracts that exceeded $150,000.

- Northern Star Aboriginal Corporation – Street Sweeping & Garbage Collection ($124,222 + $109,637) $233,859
- Tracserv/Paveliner – (Road Maintenance Unit) $335,347
- Dowell’s Fuel (estimated bulk fuel) $329,374
- Central West Surveying & Civil (Levee remedial) $610,359
- Roadbusters – (Pavement stabilization – Jobs Gate Rd) $289,781

**Local Government Act 1993 Sect 428(2) i**

**Bushfire Hazard Reduction Activities**

**General**

The Brewarrina Rural Fire District covers the Brewarrina Shire Council area. This comprises an area of 18,714 square kilometres in the Upper Western weather district. The average annual rainfall is approximately 400 mm. The NSW Fire Brigade District is 10 square kilometres and the
National Parks and Wildlife Service area of responsibility is 150 square kilometres.

In August 2002, Bourke and Brewarrina Shire Councils agreed to zoning of both the Rural Fire Districts to be called the Barwon Darling Rural Fire Zone. The Zone employs a Zone Manager (Currently replaced by a Superintendent until further notice), a Zone Officer specialising in Operations / Learning & Development, a Zone Officer specialising in Community Safety / Operations Support and a Zone Administration Officer.

Again, during this financial year, bush fire hazard reduction was minimal, mainly due to rainfall and flood conditions. Roadside slashing was carried out in addition to maintenance of the Brewarrina airport and village airstrips.

**Brigade**

The Barwon Darling Rural Fire Zone has 16 Brigades, with 8 in Bourke District and 7 in Brewarrina and 1 Communications Brigade. The Brewarrina Rural Fire District has approximately 175 members; the members are under the direction of the Zone Manager.

From 1 July 2009 to 30 June 2010, the Barwon Darling Zone has had a number of primary incidents and support responses for brigade incidents. These comprised of bush and grass fires, house fires, motor vehicle accidents, structural fires and false alarms. There was no Section 44 Declaration within the Brewarrina District for 2009/10.

**Hazard Reduction**

Hazard Reduction was conducted within the Brewarrina Shire in 2009/10.

**Local Government Act 1993 Sect 428(2) j**

Activities to develop and promote services and programs that provide for the needs of Children S. 217(1) (c)

The 2006 Census identified 433 children up to 14 years old living in the Shire. This represents 22.3% of the Shire’s population. 96 non-indigenous and 337 indigenous children are in this age bracket.

The main needs of the children have been identified as:
- Increased sport and recreational activities and facilities.
- Effective measures to reduce levels of crime by the younger people in the shire.
- Increased education in local cultural issues and history.
• Organised club structure to provide support and active environment outside of school and home.

Activities provided and supported by Council include:

1. Recreational facilities and programs at the Youth Centre and parks & ovals in Brewarrina
2. Vacation Care Service during school holidays
3. Community Centre facility for various activities and functions for both young people and the community as a whole.
4. Availability of parks and ovals for sporting and other recreational activities
5. New play park equipment in centre of Brewarrina.
6. Tennis courts with new lights installed for evening use.
7. Mobile Resource unit providing valuable weekly pre-school caring
8. Pool (under management)
9. Brewarrina Child Care Centre
10. Library with latest electronic computer equipment and books.
11. Brewarrina skate park – Bathurst Street

In addition, Council is continually seeking to expand the services to the young people of the Shire. It has supported its Goodooga community in assisting to upgrade and maintain sporting venues and has carried forward over $10,000 to undertake capital and maintenance works at the Goodooga Golf course.

The Department of Community Services, through its SAAP, CGSP and Vacation Care programs is a key provider of funding for Council’s youth and children’s services in Brewarrina and it is anticipated that this will continue in 2011 and onwards, although the funding guidelines and criteria is changing. Council has held discussions with Department of Human Services in relation to possible future responsibilities.

The Department of Sport & Recreation (DSR) ceased supporting its community youth services co-coordinator

The priority needs of children, as required by the Local Government Act 1993 Section 482(2) (r), were identified in the Social and Community Plan 2006-2010 of the Shire, with activities and strategies to meet these needs. (Refer Needs, Issues and Recommendations Action- children- page 46 of the Community & Social Plan 2006-10).

Council is aware of the special needs of the children in the community, as identified above, provides support as required, including appropriate facilities and staff. This includes continuing to make available the facility of the Brewarrina Community Centre for various activities for children and youth, including Circus Skills, netball and other activities organised by groups in the community. The Department of Community Services,
through its SAAP, CGSP and Vacation Care Programs, is the key funding provider for many of these activities.

**Children and Youth Services**

**Youth Centre**

The youth centre opens Monday to Friday from 3pm to 7pm in winter and from 4pm to 8pm in daylight saving time. Opening hours during the school holidays vary due to activities. Regular visits by Brewarrina Youth services staff were made to Weilmoringle, Goodooga and lightning Ridge in 2009.

**Brewarrina - Warringah Youth Exchange Program**

Council has a sister city agreement with Warringah Council that includes an annual youth exchange program. Six Brewarrina Shire youth visit Sydney during summer holidays, with a reciprocal visit to Brewarrina in winter months.

Sydney activities include snorkeling, deep sea diving training, surfing, sailing, fishing, visiting the TV series set of “Home and Away”, meeting Manly football players, shopping and movies. Brewarrina activities include tours of the ancient Aboriginal sites (including the fishtraps and Gundabooka), Aboriginal museum, visits to Bourke, Lightning Ridge, Goodooga and Weilmoringle; Aboriginal traditional dancing and bush tucker as well as a disco. The Brewarrina trip coincides with NAIDOC week celebrations and a Saturday night fireworks display.

Local cultural resources, events and infrastructure are developed in conjunction with relevant partners, youth encouraged to participate

**Sport and Recreation**

Increased options for youth in sport Increased participation in and programs for cultural and skills development delivered at Brewarrina Youth Centre.

Assisted Sport and Recreation with youth programs.

Assisted Circus Skills with programs.
Youth Living Skills

Promote basic social, employment and life skills development through the Youth Centre;

- Staff have attended training to interact with youth
- Training on social skills (what is acceptable of language by the speaker and the listener)
- Healthy Eating programs
- Options of employment and encouraging youth to think about careers and not just ‘work’
- Working relationship with Partnership Australia
- Developed Anger Management programs with the youth

MCS

- Continue to work with the community in addressing the needs of the community such as Crime Prevention with the Community Justice Committee.
- Working with all NGO’s seeking helping with various matters such as funding, idea’s seeking additional funding
- Developed a Community Events and Festival Application form
- Developed an Events and Festival Strategic Plan
- Reviewing the Social Plan
- Reviewed the DoCS SAAP Service Specification Plan

Library

Break down of Statistics

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Registered borrowers</td>
<td>525</td>
</tr>
<tr>
<td>Active Borrowers</td>
<td>95</td>
</tr>
<tr>
<td>New members</td>
<td>5</td>
</tr>
</tbody>
</table>

Books borrowed:

- Adult borrowers: 1,140
- Junior borrowers: 280

Centrelink

Centrelink’s location in the Library area has provided more privacy for clients dealing with Centrelink matters. A Centrelink phone enables all customers added privacy. All staff members are trained before they commence work in Centrelink.
Meetings attended

<table>
<thead>
<tr>
<th>Meetings attended</th>
<th>Youth Support Staff Meetings</th>
<th>Goodooga Working Party</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff Meetings</td>
<td>Youth Interagency</td>
<td>TAFE – Staff training</td>
</tr>
<tr>
<td></td>
<td>(occasional)</td>
<td></td>
</tr>
<tr>
<td>Youth Sport and Recreation</td>
<td>Management</td>
<td>Crime Prevention</td>
</tr>
<tr>
<td>Scouts (set up in Bre)-ceased</td>
<td>Far West Academy of Sport</td>
<td>Department of Fair Trading</td>
</tr>
<tr>
<td>Brewarrina Community</td>
<td>CDEP Goodooga</td>
<td>Dept Human Services</td>
</tr>
<tr>
<td>Working Party</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Training

- SAAP SMART Collecting and Recording Data
- SAAP Performance Monitoring Framework Self Assessment
- Senior First Aid
- Qikkids financial recording – child care centre

Funding Applications

<table>
<thead>
<tr>
<th>Title</th>
<th>Amount</th>
<th>Successful</th>
</tr>
</thead>
<tbody>
<tr>
<td>NAIDOC</td>
<td>$3,000</td>
<td>Yes</td>
</tr>
<tr>
<td>International Women’s Day</td>
<td>$1000</td>
<td>Yes</td>
</tr>
</tbody>
</table>

Brewarrina Child Care Centre

Council took over operation of the centre during January 2010.

The centre can cater for up to 34 pre-school aged children, depending upon the staff qualification levels, operates between 8.15 am and 5.15 pm, Monday to Friday and is in receipt of a small amount of support funding from Department of Community Services.

This essential service provides local working parents and others, with a childcare options service.
Community Oval (Geoff New Oval)

This oval was used during the year for football and cricket matches as well as athletic competitions (Little ‘A’s), and is the centre of activity during the football season.

Services for People of Diverse Cultural and Linguistic Backgrounds

According to the 2006 census data, Indigenous people make up 59.5% of Brewarrina’s population.

The numbers of persons from other ethnic groups within the community are relatively low, with less than 5% of the population from other countries. A comprehensive program of services and needs were also identified as required by the Indigenous people and these are summarised in detail in the Social and Community Plan. As a result Council does not have specific programmes that cater for those who have other cultural or linguistic backgrounds but rather treats any request or obvious need on an individual basis. However, all services provided by Council take into account the need to ensure that the diverse background of the communities are catered for.

Council is mindful of its social obligations to the members of its community with different cultural backgrounds and the inclusive Community Social Plans over the past 15 years have sought to identify the needs of all members of this multicultural community. Plans have incorporated the seven targeted groups identified by the Department of Local Government, including those from diverse cultural and linguistic backgrounds as well as traditional residents of the Shire, including those referred to above and establish the best activities to support these persons.

Local Government Act 1993 Sect 428(2) k

Private Work Carried Under Section 67 (2b)

Generally, Council undertakes a considerable amount of private work, however, that is charged in accordance with the schedule of fees and charges adopted by Council in conjunction with the 2009/2010 Management Plan. Council has the resources to undertake such work and sees it both as an important service to its ratepayers and a revenue generating opportunity given the isolation of the Shire and the lack of other persons with the resources to undertake the work. Work involved, in the main, the short-term hire of earth moving equipment and the supply and/or haulage of gravel and loam.

In accordance with Section 67(3) of the Local Government Act 1993, Council advises that work was carried out on a private property that
entailed a subsidy from Council or at a cost, less than the Council scheduled Council charges for such work.

Works were approved at the March 2009 ordinary Council meeting per resolution 06/09 to assist the owners of the “Bokhara Hutz” tourist accommodation facility.

The General Manager recommended the following:

_Council determines the level of support that it will provide to G&C Finlayson of “Bokhara Hutz”, if any, to assist the tourism accommodation suppliers to repair the private access road leading to the accommodation, having regard to the Council’s responsibility to act in the private interest.”_

The General Manager also advised: In the event that Council determines to provide assistance with private works, it was the General Manager’s opinion, that Council needs to take into account the basic costs in utilizing Council’s plant, equipment and manpower during that process to ensure that it does not incur a loss as a result of its decision.

The Council resolved as follows:

“No charge to Telstra for the cartage of gravel that it purchases from the shire Council supply up to 300 metres of gravel at no cost to "Bokhara Hutz". “Bokhara Hutz” is charged for the spreading of the gravel at the actual cost to the Shire.

Work was commenced prior to the 30th June 2009 and subsequent to completion, a report was provided to the September 2009 Council meeting, outlining the value of works undertaken:

**Council’s contribution at internal rates**

<table>
<thead>
<tr>
<th>Material – airport gravel pit</th>
<th>$2.50/m³</th>
<th>250 m³</th>
<th>$ 625.00</th>
</tr>
</thead>
<tbody>
<tr>
<td>Labour – Truck Driver</td>
<td>33 hours</td>
<td>$ 923.64</td>
<td></td>
</tr>
<tr>
<td>Labour – Loader Operator</td>
<td>30 hours</td>
<td>$ 697.03</td>
<td></td>
</tr>
<tr>
<td>Plant – Primemover</td>
<td>29.5 hours</td>
<td>$2,360.00</td>
<td></td>
</tr>
<tr>
<td>Plant – B-Double</td>
<td>29.5 hours</td>
<td>$1,475.00</td>
<td></td>
</tr>
<tr>
<td>Plant – Loader</td>
<td>30 hours</td>
<td>$2,100.00</td>
<td></td>
</tr>
<tr>
<td><strong>Council’s total contribution</strong></td>
<td></td>
<td><strong>$8,180.67</strong></td>
<td></td>
</tr>
</tbody>
</table>

**Telstra’s Contribution at private works rates**

<table>
<thead>
<tr>
<th>Supply of materials – Airport gravel</th>
<th>$17.00</th>
<th>250 m³</th>
<th>$4,250.00</th>
</tr>
</thead>
</table>

**Bokhara Hutz contribution**

| Grader hire 140H | $143 | 4 hours | $ 572.00 |
Contributions Under Section 356

Council’s policy is not to make donations to charitable organisations and that contributions to community based organisations or other organisations contributing to the general amenity of the Shire are considered on their individual merit.

The following organisations received contributions as listed:-

- Moree Regional Library $36,300
- 2 WEB Radio $ 5,500
- Board of Fire Commissioners $11,562
- Bushfire Fighting Fund $68,000
- Outback Regional Tourism $ 3,300
- Kamilaroi Highway $ 3,000

Statement of Human Resources Activities

Human Resource activities are those aimed at managing and improving the quality, performance, opportunities and safety conditions of Council employees. A well trained, skilled and dedicated workforce is an important asset to the community. The key activities of this function are:

- Performance Management
- Change management
- Recruitment
- Occupational Health & Safety and
- Training and education
- Local Government Act 1993 Section 482(2)(m)

Human Resource Activities undertaken by Council in 2009/2010


   Council continues to develop and update human resource policies to achieve the organisation’s objectives. Policies and procedures that were developed, reviewed and adopted during this period included Drug and Alcohol Policy and Key Policy.

   A number of other policies are in the development stage for submission to Council in 2009/2010.
2. Training and Development.

Council is committed to furthering the development of its employees, with employees at all levels provided with and encouraged to undertake training relevant to their work needs. During 2009/2010 Council’s main training programs undertaken throughout the year were:

- OH&S
- First Aid
- Manual Handling
- Records Management
- Web training
- Diploma in Local Government

In addition, a number of other training courses and workshops were attended.

3. Trainees.

Council is committed to the employment of trainees in all areas of the Council’s operations. It initially hosted 11 trainees during 2009/10 year. 2 trainees were offered full-time employment by Council.

4. Induction

All new staff members undertake a comprehensive induction when they commence employment with Council. This process involves discussion and information provided on Occupational Health and Safety, Equal Opportunity, Code of Conduct, terms and conditions of employment and relevant policies and procedures.

Statement of Equal Employment Opportunity Management

The Brewarrina Shire Council recognises that Equal Employment opportunity (EEO) is a key component of sound management. It is committed to removing all sources of workplace discrimination and ensuring that EEO principles underpin Council activity and reinforce Councils values of honesty, fairness, integrity and the valuing of people. The key activities of this function are:

- EEO Awareness
- Promotion of EEO
- EEO in Council positions
- EEO for Career progression
- Awareness of Grievance & Harassment in the workplace.
<table>
<thead>
<tr>
<th>Activities</th>
<th>Objectives</th>
<th>Key Performance Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>All employees have an awareness of EEO</td>
<td>• Implementation of key programs/procedures to create this environment such as:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>➢ Induction</td>
<td>EEO programs/procedures.</td>
</tr>
<tr>
<td></td>
<td>➢ Job Descriptions for all employees</td>
<td>Ongoing in all areas.</td>
</tr>
<tr>
<td></td>
<td>➢ Skill matrix for employees</td>
<td>Questions in EEO Survey.</td>
</tr>
<tr>
<td></td>
<td>➢ Awareness/Training Sessions</td>
<td></td>
</tr>
<tr>
<td></td>
<td>➢ Surveys</td>
<td></td>
</tr>
<tr>
<td></td>
<td>The implementation of key programs/procedures to create this environment such as:</td>
<td>Establishement of EEO committee in 2007.</td>
</tr>
<tr>
<td></td>
<td>➢ Induction</td>
<td>Committee did not meet during 2010</td>
</tr>
<tr>
<td></td>
<td>➢ Policies, principles, plans &amp; programs (including family friendly/remote location policies)</td>
<td>Implementation of policies.</td>
</tr>
<tr>
<td></td>
<td>➢ Annual reports</td>
<td>To be reviewed Feb 2009</td>
</tr>
<tr>
<td></td>
<td>➢ Communications within the workplace</td>
<td>Not reviewed</td>
</tr>
<tr>
<td></td>
<td>Ensure EEO for all Council positions</td>
<td>EEO report included in Annual Report. Achieved.</td>
</tr>
<tr>
<td></td>
<td>• Implementation of employment procedures/practices</td>
<td>Establishment of skills matrix and succession plans. Still to be developed.</td>
</tr>
<tr>
<td></td>
<td>➢ Recruitment advertisements comply with EEO principles</td>
<td></td>
</tr>
<tr>
<td></td>
<td>➢ Include EEO Statement on advertisements</td>
<td></td>
</tr>
<tr>
<td></td>
<td>➢ Advertisements to target EEO groups (e.g. Aboriginals, women, disability etc...)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>➢ Interview questions to reflect EEO</td>
<td></td>
</tr>
<tr>
<td></td>
<td>➢ Availability of exit interviews</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Review policies and procedures by EEO committee</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Promotion EEO within the workplace</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Establishment of EEO Committee to address issues as below:</td>
<td>Establishment of EEO committee in 2007.</td>
</tr>
<tr>
<td></td>
<td>➢ Policies, principles, plans &amp; programs (including family friendly/remote location policies)</td>
<td>Committee did not meet during 2010</td>
</tr>
<tr>
<td></td>
<td>➢ Legislation</td>
<td>Implementation of policies.</td>
</tr>
<tr>
<td></td>
<td>➢ Annual reports</td>
<td>EEO policy adopted in 2004.</td>
</tr>
<tr>
<td></td>
<td>➢ Communications within the workplace</td>
<td>To be reviewed Feb 2009</td>
</tr>
<tr>
<td></td>
<td>EEO for Career progression</td>
<td>Establishement of skills matrix and succession plans. Still to be developed.</td>
</tr>
<tr>
<td></td>
<td>• Implementation of Succession planning and Training &amp; Development plans based on needs and skill requirements.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Awareness of Grievance &amp; Harassment in the workplace</td>
<td>Grievance and Harassment policies &amp; procedures established during year.</td>
</tr>
<tr>
<td></td>
<td>• Implementation of key programs/procedures to create this environment such as:</td>
<td>Staff Training, to be conducted on grievances, bullying and harassment.</td>
</tr>
<tr>
<td></td>
<td>➢ Induction</td>
<td></td>
</tr>
<tr>
<td></td>
<td>➢ Awareness/Training sessions – employees &amp; supervisors</td>
<td></td>
</tr>
<tr>
<td></td>
<td>➢ Training Sessions – public contact</td>
<td></td>
</tr>
<tr>
<td></td>
<td>➢ Review policies and procedures by EEO committee</td>
<td></td>
</tr>
</tbody>
</table>
Brewarrina Shire Council Workforce Profile 2009/2010

<table>
<thead>
<tr>
<th>EMPLOYEES</th>
<th>NUMBER</th>
<th>PERCENTAGE (FTE’s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>From Environment health &amp; building</td>
<td>1</td>
<td>1.67%</td>
</tr>
<tr>
<td>Female</td>
<td>28</td>
<td>46.67%</td>
</tr>
<tr>
<td>Aboriginal</td>
<td>38</td>
<td>63.33%</td>
</tr>
<tr>
<td>Under 25</td>
<td>17</td>
<td>28.33%</td>
</tr>
<tr>
<td>Over 55</td>
<td>10</td>
<td>16.67%</td>
</tr>
<tr>
<td>With disabilities</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Aboriginal Staff in positions over $40,000</td>
<td>12</td>
<td>20.00%</td>
</tr>
<tr>
<td>Number of EEO complaints</td>
<td>0</td>
<td>0%</td>
</tr>
</tbody>
</table>

**TOTALS**

| TOTAL Full Time   | 60  | Total Part Time | 2  | TOTAL Casuals | 9  | TOTAL Trainees (year end) | 6   |

Local Government Act 1993 Sect 428(2) o

**Statement of All External Bodies that Exercise Functions Delegated by Council**

There were no external bodies exercising any Council function during the year 2009/10.

Local Government Act 1993 Sect 428(2) p

**Statement of Companies in Which Council Held a Controlling Interest**

Council did not have a controlling interest in any company at any time during 2009/10.
Statement of Partnerships Co-Operatives and Joint Ventures

Northern Regional Library and Information Service

The Regional Library Facility is based in Moree and is administered by Moree Plains Shire Council. Membership of the Northern Regional Library and Information Service enables the provision of a far better level of services and access to resources than would be achieved under a stand-alone library and offers the service at far less cost than otherwise would be incurred. Members of the Northern Regional Library and Information Service are: - Moree Plains Shire, Brewarrina Shire, Walgett Shire and Gwydir Shire.

Statewide Mutual Insurance Group.

Statewide Mutual is a Local Government based insurance group administered by Jardine Lloyd Thomas Pty Ltd and supported by the Local Government and Shires Association of NSW and a large percentage of NSW Councils. The object of the group is to develop insurance products to meet the needs of Local Government and to negotiate the best possible price for all members. Significant savings have resulted in all classes of insurance and in particular the area of Public Liability and Professional Indemnity.

Living Outback Region.

Brewarrina Shire falls within the Living Outback Region. This region covers the western third of NSW, incorporating 8 Local Government Authorities (LGA) and the unincorporated region of NSW. Council continues to play a key role as one of the eight LGA’s which make up the outback region, within Tourism NSW 14 regions system. Council is represented by two (2) delegates to the organisation that meet bi-monthly.

Kidman way Tourism Promotion Group.

Brewarrina Shire is an associate member of the Kidman Way Tourism Promotions Group which has a strategic focus on the Kidman Way that, as a route promotion now, links Jerilderie in the south of NSW with Bourke in the north of NSW, the group continues to be active within the 4-wheel drive and camping market to promote the western NSW region served by this Highway. Council recognises that while the Kidman Way does not physically pass through Brewarrina Shire, it is nevertheless a major source of tourist traffic for Brewarrina and therefore Council contributes staff resources to the group and financial resources to the printing of the major promotional brochure.
Kamilaroi Highway Tourism Promotion Group.

The six Shire Councils along the route have formed the Kamilaroi Highway Group to promote it as a link from New England to the Outback. The 600 kilometre highway takes in Gunnedah, Narrabri, Walgett, and Brewarrina. The Group had a number of promotional initiatives during the year 2007-08. These initiatives have successfully increased the number of tourists and there has been a noticeable increase in the number of caravans on the highway.

Barwon Darling Alliance

The Barwon Darling Alliance has ceased operations due to the abandonment of community facilitator positions. The Department of Aboriginal Affairs (DAA) now administers funding and appoints PCPOs – Partnership Community Project Officers - who directly report to the DAA.

Access and Equity Activity Summary

Brewarrina Shire Council is committed to developing a social or community plan every 5 years. The Plan assists Council take into account the needs of its community and provide or advocate for appropriate and accessible services and facilities for the benefits of its community. Council will consider the findings of the social plan when formulating future annual management plans.

Council last developed its Social and Community Plan in 2006/10, to examine the needs of residents and visitors to the Local Government area. The social plan includes demographic information about the population of the LGA in addition catering for the needs of people with disabilities, people from culturally and linguistically diverse backgrounds, Aboriginal people, children and Youth, women, the elderly and unemployed. It includes strategies to meet these needs.

Through this plan Council seeks to:

- Promote fairness in the distribution of resources particularly to those people and areas identified as most in need
- Recognises and promotes people’s rights and improves the accountability of decision makers
- Enable residents to have access to the economic resources and services essential to meeting their basic needs and improving their quality of life
- Allow residents the opportunity for participation and consultation in decisions affecting them directly or indirectly
- Identifying those areas of needs within the community which should be given greatest priority with particular emphasis on the provisions of services for youth, aged, disabled and disadvantaged
The Council is continuing to establish improved relationship and partnerships with community groups and aligning community action plans with the current Social and Community plan of Council (2006-10), with ongoing consultation on this Plan with the community and a quarterly review of the Plan.

The areas of needs priorities are identified as:

- Employment/unemployment
- Educational choices and pathways
- Recreational, sporting and social opportunities
- Drug and alcohol problems

As the last Social and Community Plan was for 2006-10, Council is in the process of developing an updated plan. It is also still to develop a Crime Prevention Plan and Cultural Plan.

In conjunction with the Indigenous community, the needs of the residents of Brewarrina, and strategies/activities to meet those needs, are contained in the Social and Community Plan 2006-10 of Council, (pages 34-65) and are summarised in Item 7 (page 64-65). They are preliminary updates and are included in the annual review of the Social and Community Plan.

All future planning processes will involve extensive community consultation ensuring, as far as possible, that these strategic plans reflect the opinions of the community members and adequately address needs and expectations.

**Access and Equity Activities**

As outlined in the Social and Community Plan 2006-10; page 50 and page 66, and the Management Plan of 2010-2012, Council continues to maintain and upgrade current disabled access and investigate the need for and provide additional disabled access as required.

**Problems with Remote Location.**

In Brewarrina many residents within the Shire have difficulties accessing services which urban counterparts take for granted and which are often provided by the private sector, on a commercial basis, in areas of higher population density.

Council is aware of the void the reduction of these services can leave within a community and has where possible, lobbied for their retention, or assisted in the provision of a substitute service. Examples include:

- RTA facility
- Internet facilities at the Library
• Housing and commercial premises for medical practitioners, pharmacists and Council professional staff
• Centrelink Facility

• Brewarrina Shire Council has for many years been a strong advocate for improvement of services for its residents and those in rural NSW and will continue to petition other tiers of Government in this regard.

Support for the Community

As mentioned, in many instances Council becomes involved in the provision of services in response to community need and the absence of alternatives. Council is however, fortunate in having strong community input in the provision of services on a voluntary basis as residents recognise the needs of their fellow community members.

To address the issue of the lack of Dental Services in the Shire, Council signed an agreement with Griffith University to introduce a Rural Dental program that commenced in Brewarrina in 2009. Trainee students and Senior Dental staff from Griffith University provide oral health care services, on a regular basis, in Brewarrina and surrounding areas, to holders of Australian Health Care Cards and to eligible students under 18 years. (It is estimated that approximately 80% of the population are eligible to hold or apply for Health Care Cards).

To accommodate this program, an extension to the existing medical surgery was constructed to serve as a dental surgery. This was funded by the Commonwealth Department of Ageing. Council provides and maintains accommodation for the students and supervisors.

Council Commitment

Council is committed to ensuring that the services it provides are available to all sectors of the community it serves. At the same time, Council will continue its commitment to seeking better access to facilities and services to the members of all rural communities and work to fill the gap left by the withdrawal, by governments, of essential community services. The establishment of the Rural Dental Program, the agreement with Centrelink and commitment to facilities and services for children, young people and the elderly, demonstrates this Council’s strategic intent.

National Competition Policy

Whilst acknowledging the economies of scale and cost factors involved, Australia can ill afford a further decline in the rural communities as the population drifts to larger cities. The responsibility to address this problem rests with all tiers of Government and will start with reinstatement, retention and improvement of services and facilities.
Category 1 Business Activities (S428 (2)r – Ch 217 (1)d)

Council does not have any business activities which have sales in excess of $2,000,000 and as such, no category 1 Business Activities.

Category 2 Business Activities (Ch 217 (1)(d)(iii))

Council has three business activities which it has deemed to be category 2 businesses and these are:

- Brewarrina Shire Water Supply
- Brewarrina Shire Sewerage Services
- Brewarrina Child Care Centre.

The financial statements for each of the above form part of Council’s Annual Financial Reports and are contained in Part C.

Activities relating to companion animals (ch 217 (1) (f))

Lodgement of pound data collection returns with the department.
Pound data is lodged by due date to the Department.

Lodgement of data relating to dog attacks with the department.
Lodged as soon as practicable after attack.

Amount of funding spent relating to companion animal management and activities.
As reported in annual financial report.

Companion animal community education programs carried out.
Promotion of animal program carried out through public awareness programs and leaflets.

Strategies Council has in place to promote and assist the de-sexing of dogs and cats.
Responsible pet ownership encouraged and promoted.
Dogs and cats purchased from pound sold must be registered and identified.

Strategies in place to comply with the requirement under section 64 (Companion Animals Act) to seek alternatives to euthanasia for unclaimed animals.
Encourage re-housing of animals in the community.

Off lease areas provided by the council area.
There are currently no ‘Off leash’ areas provided by Council, with adequate signing and facilities. Below find a summary of activities for 2009/2010
2009/2010 Council Seizure Activity

PERIOD JULY 2009 – JUNE 2010

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<tr>
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<tr>
<td>June</td>
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<tr>
<td>Total</td>
<td>25</td>
<td>119</td>
<td>144</td>
</tr>
</tbody>
</table>

Dog Attacks.

6

Competitive Neutrality Principles

Council is mindful of the competitive neutrality principles and has applied them in its category 2 operations.

Brewarrina Shire Council is a small rural Shire in western NSW and in many instances undertakes activities which in large centers may also be provided by the private sector. Council, however, provides these activities as a service to the Community, as distance, isolation and low population base prevents the provision of the service by the private sector when motivated by profit rather than the community service obligation of Council.

Complaints Handling for Competitive Neutrality

As part of its general Complaints Policy, Council has provided a mechanism for the handling of complaints regarding competitive neutrality. A copy of the Complaints Policy is appended to this report in Appendix B.

Manner in which Council publicises and makes known to public.

Council publicises its complaints handling mechanism through its customer service policy which is available to the public through its website and upon request.
Anyone who indicates a wish to make a complaint concerning Council operations, is offered a copy of the Policy and can, at the first instance, direct enquiries to the Council’s Public Officer.

**Summary of Handling for Competitive Neutrality Complaints**

No complaints were received in the 2009-2010 financial year

**Rates and Charges Written Off**

The total amount of rates and charges written off for the period 1st July 2009 to 30th June 2010 totaled $37,174 which included $18,732 in pensioner concessions.

**Freedom of Information Act (1989)**

**Section 68(6) of the Freedom of Information Act**

Council is required by the Freedom of Information Act to include in its annual report statistics relating to applications received for access to its records under the Freedom of Information Act and these are detailed hereunder:

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<th>2009-10</th>
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<td>Personal</td>
<td>Other</td>
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<td>New (inc. transferred in)</td>
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<td>0</td>
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<td>Brought forward</td>
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<td>Total Processed</td>
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<td>0</td>
<td>0</td>
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<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Unfinished (carried forward)</td>
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<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

Council provides adequate access to records and information.

**Privacy and Personal Information Act (1998)**

Council adopted the Model Privacy Management Plan and the Model code of Practice for Local Government in 2000 and has not made any amendments to the Plan. Council continues to assist customers by providing information to legitimate enquiries.
Appendix A- Councillor’s Expenses Reimbursement Policy

**POLICY FOR PAYMENT AND RE-IMBURSEMENT OF EXPENSES INCURRED BY, AND PROVISION OF FACILITIES TO THE MAYOR, DEPUTY MAYOR AND COUNCILLORS.**

**Purpose of the policy**
This policy is made under the Local Government Act 1993 (the Act) including Sections 252 to 254A. The Act requires that the Council must adopt a policy concerning the payment of expenses incurred by, and the provision of facilities to the Mayor, the Deputy Mayor and other Councillors.

**Policy Statement**
- To provide for the fair and equitable payment and reimbursement of certain expenses not considered to be included in the annual fees payable under Sections 248-254A of the Local Government Act, where such expenses are incurred by the Mayor, Deputy Mayor and Councillors in discharging the functions of civic office.
- To provide adequate facilities for use by the Mayor, Deputy Mayor and Councillors to enable them to discharge the functions of civic office.

**Principles**
See attachment

**Amendments**
This policy was last amended 25 September 2009

**Review**
This policy was adopted 25 June 2010
It is due for review in October 2011

**Implementation**
All staff should be made aware of the details that are allowed to be given to members of the general public under this policy.

**Implementation responsibility**
Responsibility for implementing this policy rests with the General Manager.

**Legislation and References**
Local Government Act 1993
Local Government (General) Regulation 2005
Division of Local Government, Department of Premier and Cabinet – Guidelines for the Payment of Expenses and the Provision of Facilities for Mayors and Councillors NSW – October 2009
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1. **Introduction**

This policy is made under the Local Government Act 1993 (the Act) including Sections 252 to 254A. The Act requires that the Council must adopt a policy concerning the payment of expenses incurred by, and the provision of facilities to, the Mayor, the Deputy Mayor and other Councillors. In the event of Administration, application of this policy is also relevant to Council Administrators.

Section 428 (2) (1) of the Act requires the Council to include in its Annual report:

- The total amount of money expended during the year on Mayoral fees and Councillor fees
- The Council's policy on the provision of facilities for use by Councillors and the payment of Councillor's expenses
- A statement as to the total amount of money expended during the year on the provision of such facilities and the payment of such expenses

Section 12 of the Act provides that the public is entitled to inspect the Council's policy concerning the payment of expenses incurred by, and the provision of facilities and fee to the Councillors and may obtain a copy, either free of charge or on payment of reasonable copying charges subject to the General Manager’s discretion.

2. **Preliminary**

2.1. **Reference**

This policy is in accordance with the requirements of the Local Government Act 1993 and may be cited as the "Policy – Councillors Payment and Re-imbursement of Expenses."

2.2. **Policy Objectives**

- To provide for the fair and equitable payment and re-imbursement of certain expenses not considered to be included in the annual fees payable under Sections 248 - 254A of the Local Government Act, where such expenses are incurred by the Mayor, Deputy Mayor and Councillors in discharging the functions of civic office.
- To provide adequate facilities for use by the Mayor, Deputy Mayor and Councillors to enable them to discharge the functions of civic office.
- To consolidate the existing Council Policies dealing with payment and expenses into a single Policy Statement.

2.3. **Commencement**

This Council policy consolidates the following existing Council Policies:

- Travelling and subsistence expenses

2.4. **General Provisions**
**General Expenses:** General Expenses will not be paid to Councillors. Any expenses payable to Councillors are specifically listed in this policy, together with the procedures for payment/reimbursement.

**Private Benefit:** The facilities provided to Councillors under this policy are made available to assist them in undertaking their civic duties. Accordingly, and unless otherwise provided for in this policy, Councillors should ensure that there is no more than incidental private use of these facilities.

**Political Purposes:** Council facilities, equipment and services provided under this policy are not to be used to produce election material or for any other political purposes.

**Political Fundraising:** The fundraising activities of political parties, including political fundraising events, are considered to be personal interests. Council will not pay expenses or provide facilities to Councillors under this Policy in relation to supporting and/or attending such activities and events.

**Approvals:** All requests for, and enquiries in relation to, expenses and facilities under this policy are to be directed to Council’s General Manager.

**Dispute Resolution:** Any disputes in relation to expenses and/or facilities provided under this policy should be referred in the first instance to the General Manager.

**Accessibility:** Where a Councillor has specific needs in relation to accessibility to Council facilities and the functions of civic office, additional assistance may be provided under this policy to ensure equity of access.

**2.5. No Deduction from Section 248 & 249 Fees**

Unless otherwise provided, the payment of, or reimbursement of expenses and the facilities which may be provided to the Mayor, Deputy Mayor and Councillors under this policy, shall be provided without reduction of the annual fees payable to the Mayor and Councillors, as determined by the Council, under Section 24S-254A inclusive of the Act.

**2.6. Claiming of Expenses**

Reimbursement of expenses will be paid monthly in arrears, must be claimed within 3 months of being incurred by the Mayor or a Councillor. Any claim must be submitted on the approved form and must include receipts and tax invoices relating to the claim.

Reconciliation of the reimbursement of expenses under this policy will be undertaken on a monthly basis by appropriate Council staff.

**3. Annual Fees - Mayor, Deputy Mayor and Councillors**

That Councillors’ annual fees are paid independent of whether or not a Councillor attends Ordinary meetings of Council.
3.1. **Fees Payable to Councillors**

The Council shall, prior to 30th June each year, set by resolution, the annual fees to be paid, monthly in arrears, to a Councillor for the following year commencing 1st July, provided that such fee shall be within the range for the Council determined annually by the Local Government Remuneration Tribunal. Such a payment shall be subject to Section 254A of the Local Government Act 1993 and any specific resolution of the Council under the above Section of the Act.

3.2. **Fees Payable to the Mayor**

The Council shall set by resolution, prior to 30th June each year, the annual fee to be paid to the Mayor for the following year commencing 1st July provided that such fee shall be within the range for the Council determined annually by the Local Government Remuneration Tribunal.

3.3. **Fees Payable to the Deputy Mayor**

The Deputy Mayor shall be paid a monthly pro-rata fee equivalent to the monthly Mayoral Fee calculated under Clause 6, if the Deputy Mayor officially acts as the Mayor for the period of more than one month when the Mayor is prevented by absence, illness or otherwise from acting in the Mayoral capacity, or when the Mayor requests the Deputy to act in the office of Mayor. The amount of the fee so paid to the Deputy Mayor shall be deducted from the Mayor’s annual fee.

4. **EXPENSES AND REIMBURSEMENT COST.**

4.1. **Mayor**

The Mayor shall be entitled to receive the benefit of the following facilities, and payment of and reimbursement of expenses, without reduction of the fees payable under Section 248 and/or 249 of the Act:

4.1.1. **Transport**

- Provision of a suitable and appropriate Council vehicle, fully maintained, insured and registered by the Council, for use by the Mayor for all official, executive and social duties connected with the Office of Mayor.

- Where the Mayor elects to provide his/her own vehicle for all functions related to the Office of Mayor for the Mayoral term and not require the provision of a Council vehicle as in above, the Mayor is entitled to claim payment of a car allowance in accordance with Part 5 of this Policy

- Office accommodation within the Shire Office with Executive Assistant/Secretarial support including typing, photocopying, printing, postage, facsimile, computer and telephone facilities.
• Administrative assistance and reception refreshments associated with any Council functions, meetings, publications and the like.

• Where the Deputy Mayor, at any time, is required to act in the Office of Mayor in accordance with Section 231 of the Act. The provisions of Part 5 of this Policy apply. Councillor’s access to a suitable vehicle or vehicles (if available) provided by the Council for use on official duties connected with the office of Councillor.

• When a Council vehicle is not reasonably available to provide such transport, or the provision of a vehicle would not be economical in the circumstances, the General Manager may agree for the Councillor to use the Councillor’s Vehicle then the Councillor is entitled to claim payment of a car allowance in accordance with Part 5 of this Policy.

• Any traffic or parking fines incurred while travelling in private or council vehicles on Council business is the responsibility of the Councillor or the driver incurring the fine.

4.1.2. Councillors (Including the Mayor and Deputy Mayor) administration support.

To assist the Councillors in carrying out the duties of their civic office and without reduction (unless otherwise stated) of the fees payable under Section 248 of the Act. Councillors are, if they request such, entitled to payment of expenses or re-imbursement of the following expenses, and to receive the benefit of the following facilities:

• Councillors, to have access to a suitable office with telephone, computer terminal, access to Internet and E-mail, facsimile and printer facilities for work directly related the duties of their office as Councillor. Councillors will be subject to the requirements of Council’s Internet and Email policy where access is through Council’s corporate computer system.

• Secretarial services including typing, photocopying, printing and postage for the purposes of Responding to correspondence received from;

• Residents/ratepayers. Members of Parliament, Government Departments, statutory authorities/bodies, other local authorities, other Councillors, local government related bodies and organisations, the media or the general public in relation to the business of the Council or local government, subject to a response to petitions received by the Councillors only being made to the principal person who lodges the petition and
not all signatories.

- Replying to invitations to attend functions/gatherings received in their capacity as a Councillor;
- Communications to Councillors and Council’s staff on official business; provided that under no circumstances will the Council permit the facilities to be provided to be used for the initiation or issue of circular type letters or election material/letters without the prior authority of the Council being obtained.

4.1.3. Councillors (Including the Mayor and Deputy Mayor) Meals

Meals to be provided on evenings associated with Council and Council Committee meetings, and meetings of the Mayor or Councillors with Parliamentary representatives, visiting dignitaries and other delegations.

4.1.4. Councillors (Including the Mayor and Deputy Mayor) Stationery Package and Name Badge.

- Stationery Package, with an annual mayoral term limit for the Mayor of $500 and Councillor of $250, such a package to comprise business cards, letterheads, envelopes, with compliments slips, postage stamps and diary.
- Name badge on election to office, and a tie or scarf, cufflinks or broach when elected to office or when the design of these items varies, protective clothing and equipment required for civic duties.

5. Travel Costs - Use of Mayor's and Councillors' Private Vehicles

5.1. For Mayor and Councillors

5.1.1. When applicable.

The Mayor and Councillors, subject to their private vehicle being currently registered and covered by Compulsory Third Party Insurance, may claim a kilometre allowance for use of private vehicles when used by the most direct route to travel between their place of residence within the Brewarrina Shire Council local government area, and return, to:

- Attend meetings of the Council, Committees, Sub Committees, Working Parties, Taskforce, Forums or the like, as a Councillor or delegate of the Council; to attend any briefing, community consultation, appointments and engagements associated with the business of the Council, and attend to the transaction of Council business at the Civic Centre;
• Attend inspections or business within or outside the Council area undertaken in accordance with a resolution of the Council:

• Attend public meetings and civic functions convened by the Council or other community meetings where the Councillor has been invited to attend;

• Attend any conference as defined in the policy, where use of the private vehicle is authorised by the Mayor.

• Provided that the Council shall not make any claim for travel or costs associated with attendance at fund raising activities or rallies held by registered political parties or groups.

5.1.2. Applicable rate.
Kilometre rates for such travel will be paid at the rate set by the Local Government (State) Award, as at the date of travel. Such a rate shall be deemed to cover and include any claims for accidental damage or repairs to the Mayor or Councillor’s own vehicle, and any loss of no claim bonus and any excess not covered by insurance.

5.1.3. Payment.
Payment is subject to a formal monthly claim on the prescribed claim form being lodged by the Mayor or Councillor, and such a claim must be made no later than three (3) months after the travel occurred. Claims lodged for travel occurring more than (3) months before the claim is lodged shall not be paid.

6. Conferences Held in Australia
In this part Conference means any conference, seminar, congress, forum, workshop, course, meeting, deputation, information and training session, or event, related to the industry of local government and held within Australia.

6.1. Who May Attend Conferences
The Mayor and Councillors may be nominated and authorised to attend conferences by:

• The Council, through resolution duly passed at a Council Meeting;

• The Mayor, acting within any delegated authority during Council recess;

• The Mayor and the General Manager jointly, where such a conference is for one day or less or does not involve an overnight stay (or, where the applicant is the Mayor, the Deputy Mayor/ one other Councillor and the General Manager jointly).
By the adoption of this Policy, authority is hereby delegated to the Mayor to nominate and authorise a substitute Councillor to attend any conference in lieu of the Mayor or a nominated and authorised Councillor.

The application for approval shall include full details of the travel, including itinerary, costs and reasons for the travel.

6.2. What Conferences May Be Attended

The conferences to which this policy applies shall generally be confined to:

- Local Government Association of NSW (LGA).
- Local Government Women’s Association (LGWA).
- Australian Local Government Association (ALGA) Conferences.
- Special "one-off" conferences called for or sponsored by the LGA, LGWA, LGMA, and ALGA on important issues.
- Annual conferences of the Local Government Managers Association (LGMA) and the major Professions in Local Government.
- Australian Sister Cities Conference.
- Regional Organisation of Councils Conferences.
- Conferences, which further training and development of the Council and of Councillors, or which relate to or impact upon the Council's functions.
- Meetings or Conferences of Organisations or Bodies to which a Councillor of the Council has been elected, or appointed as a delegate or member of the Council, or the LGA, LGWA, or ALGA.

After returning from an approved conference, Councillors shall submit a written report to a full meeting of the Council on the aspects of the conference relevant to Council business and/or the local community.

6.3. Conference Costs

The following shall apply to the Mayor and Councillors who are authorised and/or appointed as delegates under this policy to attend Conferences:

6.3.1. Registration

The Council will pay all normal registration costs for the Mayor or Councillors / delegates which are charged by organisers, including those relating to official luncheons, dinners and tours/inspections which are relevant to the interests of the Council.
6.3.2. Accommodation

The Council will pay reasonable single accommodation costs for the Mayor or Councillors including the night before and/or after the conference where this is necessary because of travel and/or conference timetables.

6.3.3. Travel

The Council will meet all reasonable travel costs for the Mayor, or authorised Councillors or delegates, to and from the conference location and venue.

- Where appropriate, travel will be provided by Council Vehicle and air if required (economy class). Depending upon the location or circumstances, it may be more appropriate for travel to be undertaken by car or train and Bus.
- Where trains and bus are used the Council will provide first class travel, including sleeping berths where available.
- Where travel is by motor vehicle it should be undertaken by Council vehicle where available, or by private vehicle subject to prior approval of the Mayor.
- Where the Mayor or a Councillor uses their private vehicle, they may claim the "kilometre" allowance at the date of travel as per Part 5, subject to such a cost not exceeding economy class air fares to and from the particular destination, and subject to the travel being undertaken with all due expedition, by the shortest most practical route, to and from the conference.
- Where hire cars, taxi fares and parking costs are reasonably required and incurred in attending conferences, the cost of such will be reimbursed by the Council to the Councillor upon presentation of a claim and receipt.

6.3.4. Out of Pocket Expenses

Out-of-pocket expenses incurred by the Mayor or a Councillor associated with attendance at a conference shall be reimbursed to the Mayor or Councillor upon presentation of a claim and receipts for the following:

- Any hotel/motel conference related charges associated with the Conference, other than accommodation.
- All telephone, internet or facsimile calls related to Council business.
- Reasonable lunches, dinners and other meals incurred whilst travelling to or from the Conference and other lunches, dinners or meals occurring during the Conference but not included in the conference registration fee.
• Incidental expenses, e.g. bridge tolls.
• Any optional activity in a conference program, but excluding any pre or post conference activities.

6.3.5. Frequent Flyer and Loyalty Points
The Mayor and Councillors shall not be entitled to claim frequent flyer or other loyalty points relating to air travel or other expenses incurred by them under this policy. In circumstances where the Mayor or a Councillor has no option but to incur any expenditure for which loyalty points accrue to his/her personal account, the Mayor or Councillor must surrender the points to the airline or service provider before reimbursement of the expense by the Council.

6.3.6. Conference Costs - Payment In Advance
The Council will normally pay registration fees, accommodation costs and airline/train tickets direct to conference organisers/travel agents in advance. Where this is not appropriate or possible a cash allowance or cheque equivalent thereto may be paid in advance to the attendee for payment to the appropriate party.

Any advance payments must be properly accounted for with receipts, on the prescribed voucher form within one (1) month after such a conference.

6.3.7. Conference Costs - Mayor’s and Councillors’/Delegates and Accompanying Person
Where the Mayor or Councillor is accompanied at a conference all costs for, or incurred by, the accompanying person, including travel, any additional accommodation costs, breakfast, meals, registration and/or participation in any conference programs, are to be borne by the Mayor/Councillor/accompanying person and not by the Council.

Accompanying person’s registration, or accompanying person’s program fees, are to be paid to the conference organiser, etc. and paid at time of registration. The Council is prepared to receive such registration and payments and to forward them on to the conference organiser, etc. with any Council delegates’ registration.

Where the Council meets, on account, any expenditure or cost on behalf of an accompanying person attending a conference, such expenditure must be repaid to the Council by the Councillor/accompanying person within fourteen (14) days of being invoiced for such expenditure following the conclusion of the conference.
7. **CONFERENCES OVERSEAS**

7.1. **Attendance at Overseas Conferences**

Attendance by the Mayor or a Councillor at any conference, seminar, congress, forum, workshop, course, meeting, deputation, information or training sessions, events, etc. related to the industry of local government which are held overseas, must be authorised prior to departure by specific resolution of the Council and such a resolution shall specify and detail the conditions of attendance.

Attendance will only be approved where direct and tangible benefits can be established for the Council and the local community.

Requests for attendance for overseas travel must be submitted by a report to Council, included on the Council agenda (not by mayoral minute) and shall include the names of Councillors nominated to attend, purpose, expected benefits, duration, itinerary and approximate total costs.

After returning from an overseas conference Councillors attending shall submit to a full meeting of Council a detailed written report on the aspects of the trip relevant to Council business and/or the local community.

Details of overseas travel must be included in Council’s annual report, including any details of trips for Sister City relationships.

8. **LEGAL ASSISTANCE FOR MAYOR AND COUNCILLORS**

8.1. **Legal and Representation Costs - Enquiries, Investigations, Hearings, etc.**

In the event of:

1. Any inquiry, investigation or hearing by any of:
   - The Independent Commission against Corruption,
   - The Office of the NSW Ombudsman,
   - The Division of Local Government, Department of Premier and Cabinet,
   - The NSW Police Force,
   - The Director of Public Prosecutions,
   - The Local Government Pecuniary Interest and Disciplinary Tribunal, or
   - Council’s Conduct Review Committee. Reviewer

   Into the conduct of the Mayor or a Councillor in discharging their civic office duties; or

2. Legal proceedings being taken against the Mayor or a Councillor arising out of or in connection with the
performance of his or her civic duties or exercise of his or her functions as a Mayor or Councillor.

The Council, after the conclusion of such an inquiry, investigation, hearing or proceeding, may resolve to reimburse the Mayor or such Councillor for all legal expenses properly and reasonably incurred, given the nature of the inquiry, investigation, hearing or proceeding, on a solicitor/client basis.

Provided that:

- The subject of the inquiry, investigation or hearing arises from the performance in good faith of a Councillor’s functions under the Act, and the matter before the investigative or review body has proceeded past any investigative phase to a formal investigation or review;

- In the case of a conduct complaint made against a councillor, legal costs may only be made available where the matter has been referred by the General Manager to the Conduct Review Committee/Conduct Reviewer to make formal inquiries into the matter;

- In the case of pecuniary interest or misbehaviour matters, legal costs may only be made available where a formal investigation has been commenced by the Division of Local Government;

- The amount of such reimbursement shall be reduced by the amount of any moneys that may be or are recouped by the Mayor or Councillor on any basis; and

- That the inquiry investigation, hearing or proceeding results in a finding substantially favourable to The Mayor or Councillor.

Where an outcome of an action or investigation against the Mayor or Councillor is substantially unfavourable to that Councillor any legal expenses must be reimbursed by the Councillor;

This policy specifically excludes the payment of legal expenses for the Mayor or Councillors where:

- The Mayor or Councillor initiates a legal action;

- The outcome of an action or investigation against the Mayor or Councillor is substantially unfavourable to that Councillor;

- The Mayor or Councillor seeks advice in respect of possible defamation, or is seeking non-litigious remedy for possible defamation.

9. **Insurances and Health Maintenance and Assessment Programs**

9.1. **Insurance - Mayor and Councillors**

The Council will insure, or will provide for the insurance of the Mayor and Councillors for:
9.1.1. Personal Accident

Personal injury whilst ever engaged in or on any Council activity, worldwide covering bodily injury caused by accidental, violent, external and visible means up to a sub-limit for death determined by the Council and also covering permanent disablement, temporary total disability and temporary partial disability. The cover does not include medical expenses as medical expenses cannot be included due to the provisions set down in the Health Act. The Council shall determine the distribution of any benefits arising from such insurance to the Mayor or Councillor or his/her beneficiaries.

9.1.2. Professional Indemnity/Public Liability

General Liability

To indemnify the insured for all sums they shall become legally liable to pay, arising out of death, personal injury or illness or disease to persons or loss or damage to property arising out of the insured’s business as a Councillor while performing their functions on Council’s behalf.

Professional Indemnity

To indemnify the insured for all sums they shall become legally liable for, arising out of any negligent act, error or omissions in the conduct of their activities as Mayor or Councillors and arising out of the insured’s business as a Council.

But are subject to any limitations or conditions set out in the policy of insurance which is, taken out at the discretion of the Council.

To indemnity each insured person(s) (Mayor/Councillors) for all costs, charges, expenses and defence costs but excluding fines and penalties incurred in relation to any prosecution (criminal or otherwise) of any insured person(s), attendance by any insured person(s) at any official investigation, examination, inquiry or other proceedings ordered or commissioned during the period of insurance by any official body or institution that is empowered to investigate the affairs of the Council by reason of any wrongful act wherever or whenever committed or allegedly committed by the insured person(s) in their capacity as insured person(s), but are subject to any limitations or conditions set out in the policy of insurance which is, taken out at the discretion of the Council.

10. Care and Other Related Expenses

Reimbursement of the cost of carer arrangements, including childcare expenses and the care of the elderly, disabled and/or sick immediate family expenses and the care of the elderly, disabled and/or sick immediate family members of councillors, to allow councillors to
undertake their council business obligations. Reimbursement, less any government subsidy will be subject to the production of receipts, attached to the approved form and will be at a maximum of $1000 per annum.

Reimbursement of the cost of carer arrangements will require evidence that the carer nominated is accredited by the appropriate government department and any claim must be submitted on the approved form and must include receipts and tax invoices relating to the claim.

11. **Training and Education**

Council will provide training and education for Councillors as is appropriate for effective discharge of the function of civic office, functions and responsibilities. Such training will be at Council’s expense and will be provided in-house or by outside providers as appropriate.

12. **Reporting**

Council shall report separately, on an annual basis,

- On the total cost of expenses and the provision of facilities for the mayor and all councillors.
- Spouse/partner/accompanying person expenses
- Conference and seminar expenses
- Training and skill development expenses
- Interstate travel expenses
- Overseas travel expenses
- Care and other related expenses
- The provision of facilities and equipment where such provision is above what would normally be required for the day to day running of the council.

**Appendix**

1.1 **Provisions under the Local Government Act 1993**

1.1.1 **General policy-making requirements**

Section 252 of the Local Government Act requires councils to adopt or amend a policy annually for the payment of expenses and the provision of facilities to mayors, deputy mayors and other councillors. Mayors and councillors can only be reimbursed for expenses and provided with facilities in accordance with this policy.

Section 252 also makes provision for a council to reduce the amount payable to mayors and councillors (under sections 248251 of the Act) by the amount representing any private benefit of a facility provided by the council to them. It also requires that the policy be made under the
provisions of this Act, the Regulation and any relevant guidelines issued under section 23A of the Act (these guidelines).

Section 252 (Payment of expenses and provision of facilities) states:

(1) Within 5 months after the end of each year, a council must adopt a policy concerning the payment of expenses incurred or to be incurred by, and the provision of facilities to, the mayor, the deputy mayor (if there is one) and the other councillors in relation to discharging the functions of civic office.

(2) The policy may provide for fees payable under this Division to be reduced by an amount representing the private benefit to the mayor or a councillor of a facility provided by the council to the mayor or councillor.

(3) A council must not pay any expenses incurred or to be incurred by, or provide any facilities to, the mayor, the deputy mayor (if there is one) or a councillor otherwise than in accordance with a policy under this section.

(4) A council may from time to time amend a policy under this section.

(5) A policy under this section must comply with the provisions of this Act, the regulations and any relevant guidelines issued under section 23A.

1.1.2 Policy development, review and submission requirements

Section 253 of the Act specifies actions that council must undertake before a policy concerning expenses and facilities can be adopted or amended. It requires councils to make and submit their expenses and provision of facilities policies annually to the Division of Local Government.

Section 253 (Public notice of proposed policy or amendments concerning expenses and facilities) states:

(1) A council must give public notice of its intention to adopt or amend a policy for the payment of expenses or provision of facilities allowing at least 28 days for the making of public submissions.

(2) Before adopting or amending the policy, the council must consider any submissions made within the time allowed for submissions and make any appropriate changes to the draft policy or amendment.

(3) Despite subsections (1) and (2), a council need not give public notice of a proposed amendment to its policy for the payment of expenses or provision of facilities if the council is of the opinion that the proposed amendment is not substantial.

(4) Within 28 days after adopting a policy or making an amendment to a policy for which public notice is required to be given under this section, a council is to forward to the Director General:

(a) a copy of the policy or amendment together with details of all submissions received in accordance with subsection (1), and
(b) a statement setting out, for each submission, the council’s response to the submission and the reasons for the council’s response, and

(c) a copy of the notice given under subsection (1).

(5) A council must comply with this section when proposing to adopt a policy each year in accordance with section 252 (1) even if the council proposes to adopt a policy that is the same as its existing policy.

Section 254 of the Act requires that a part of a council or committee meeting which considers the adopting or amending of such a policy must not be closed to the public.

1.1.3 The role of a councillor

Section 232 of the Local Government Act defines the role of a councillor. It provides that councillors have two distinct roles; as a member of the governing body of the council; and as an elected person. Councils as members of the governing body should work as part of a team to make decisions and policies that guide the activities of the council. The role as an elected person requires councillors to represent the interests of the community and provide leadership. Councillor expenses and facilities policies should facilitate and assist councillors to carry out their role.

Section 232 (What is the role of a councillor?) states:

(1) The role of a councillor is, as a member of the governing body of the council:

- to direct and control the affairs of the council in accordance with this Act
- to participate in the optimum allocation of the council’s resources for the benefit of the area
- to play a key role in the creation and review of the council’s policies and objectives and criteria relating to the exercise of the council’s regulatory functions
- to review the performance of the council and its delivery of services, and the management plans and revenue policies of the council.

(2) The role of a councillor is, as an elected person:

- to represent the interests of the residents and ratepayers
- to provide leadership and guidance to the community
- to facilitate communication between the community and the council.

1.1.4 Other requirements

Section 12 provides that the public is able to inspect during office hours at the council, and at no charge, the current version and the immediately preceding version of the council’s expenses and facilities policy. The public are also entitled to a copy of the policy either free of charge or on payment of a reasonable copying charge.
Section 23A makes provision for the Director General of the former Department of Local Government to prepare, adopt or vary guidelines that relate to the exercise by a council of any of its functions. It also requires that a council must take the relevant guidelines into consideration before exercising any of its functions.

1.2 Provisions under the Local Government (General) Regulation 2005

Clause 271 of the Regulation requires councils to include detailed information in their annual reports about the payment of expenses and facilities to councillors.

Clause 217 (Additional information for inclusion in annual reports) states in part:

(1) For the purposes of section 428 (2) (r) of the Act, an annual report of a council is to include the following information:

   details (including the purpose) of overseas visits undertaken during the year by councillors, council staff or other persons while representing the council (including visits sponsored by other organisations),

(a1) details of the total cost during the year of the payment of the expenses of, and the provision of facilities to, councillors in relation to their civic functions (as paid by the council, reimbursed to the councillor or reconciled with the councillor), including separate details on the total cost of each of the following:

   (i) the provision during the year of dedicated office equipment allocated to councillors on a personal basis, such as laptop computers, mobile telephones and landline telephones and facsimile machines installed in councillors’ homes (including equipment and line rental costs and internet access costs but not including call costs),

   (ii) telephone calls made by councillors, including calls made from mobile telephones provided by the council and from landline telephones and facsimile services installed in councillors’ homes,

   (iii) the attendance of councillors at conferences and seminars,

   (iv) the training of councillors and the provision of skill development for councillors,

   (v) interstate visits undertaken during the year by councillors while representing the council, including the cost of transport, the cost of accommodation and other out of pocket travelling expenses,

   (vi) overseas visits undertaken during the year by councillors while representing the council, including the cost of transport, the cost of accommodation and other out of pocket travelling expenses,
(vii) the expenses of any spouse, partner or other person who accompanied a councillor in the performance of his or her civic functions, being expenses payable in accordance with the Guidelines for the payment of expenses and the provision of facilities for Mayors and Councillors for Local Councils in NSW prepared by the Director General from time to time,

(viii) expenses involved in the provision of care for a child of, or an immediate family member of, a councillor, to allow the councillor to undertake his or her civic functions.

Clause 403 disallows the payment of a general expense allowance and for a vehicle to be made available for the exclusive use of a councillor other than the mayor.

Clause 403 (Payment of expenses and provision of facilities) states:

A policy under section 252 of the Local Government Act 1993 must not include any provision enabling a council:

(a) to pay any councillor an allowance in the nature of a general expense allowance, or

(b) to make a motor vehicle owned or leased by the council available for the exclusive or primary use or disposition of a particular councillor other than a mayor.

1.3 Other NSW Government policy provisions

1.3.1 Division of Local Government Guidelines

As noted above under section 252(5) of the Local Government Act 1993 the council expenses policy must comply with these guidelines issued under section 23A of the Act.

1.3.2 Circulars to Councils

The policy must take into account the following Circulars.

Circular 08/24 Misuse of council resources.

Circular 08/37 Council decision making prior to ordinary elections

As previously stated, these guidelines replace any previous versions of these Guidelines and Circular 04/60 Policy on payment of facilities to the mayor, deputy mayor and other councillors.

1.3.3 The Model Code of Conduct for Local Councils in NSW (DLG)

The policy should be consistent with the Model Code of Conduct for Local Councils in NSW, Department of Local Government – June 2008. The following parts of the code are particularly relevant to s252 policies:

Use of council resources (pp 2324)

10.12 You must use council resources ethically, effectively, efficiently and carefully in the course of your official duties, and must not use them for private purposes (except when supplied as part of a contract of employment) unless this use is lawfully authorised and proper payment is made where appropriate.
10.14 You must be scrupulous in your use of council property, including intellectual property, official services and facilities and should not permit their misuse by any other person or body.

10.15 You must avoid any action or situation, which could create the appearance that council property, official services or public facilities are being improperly used for your benefit or the benefit of any other person or body.

10.16 The interests of a councillor in their re-election is considered to be a personal interest and as such the reimbursement of travel expenses incurred on election matters is not appropriate. Council letterhead, council crests and other information that could give the impression it is official council material must not be used for these purposes.

10.17 You must not convert any property of the council to your own use unless properly authorised.

1.3.4 Councillor Induction and Professional Development Guide (DLG)

The policy provisions on training and development should integrate with any training and development policy, plan or program developed by the council. The Division has produced a Councillor Induction and Professional Development Guide (September 2008) to assist councils to develop these programs.

1.3.5 No Excuse for Misuse, preventing the misuse of council resources (ICAC)

Councils should also be aware of and take account of the Independent Commission Against Corruption (ICAC) publication No Excuse for Misuse, preventing the misuse of council resources (Guidelines 2) November 2002. This publication is available on the ICAC website in at www.icac.nsw.gov.au.
Appendix B- Equal Employment Policy

Policy

1.1 Brewarrina Shire Council in accordance with the requirements of the Anti-Discrimination Act (1977) and the Local Government Act (1993) has a legislative responsibility in regard to its employment practices to:

- eliminate and ensure the absence of discrimination in employment on the grounds of age, race, sex, marital status and physical impairment; and

- promote equal employment opportunity for women, members of racial minorities and physically handicapped persons.

1.2 Brewarrina Shire Council also recognised it has a responsibility to ensure the absence of discrimination in employment on the grounds of age, sexuality, pregnancy, marital status literacy and intellectual impairment.

1.3 Brewarrina Shire Council will not condone any form of sexual harassment in the workplace.

1.4 In implementing Equal Employment Opportunity programmes, Council will have regard to the requirements of the relevant awards covering all employees and appointments and promotions to new or vacant positions within the Brewarrina Shire Council Organisational Structure shall be made on the basis of merit assessed considering the following criteria:

- qualifications, specialist knowledge and skills possessed
- relevant experience in the field of the new or vacant position
- performance in any previous position with Council, or other employers
- demonstrated safe working practices
- personal attributes and potential possessed
- physical health and fitness relevant to the position.

In the event that two or more applicants are equal in merit, preference of employment shall be given to an existing employee of Council.

1.5 Equal Employment Opportunity programs and relevant staff awards should provide a systematic appraisal of human
resource planning and the commitment of a workforce whose interests and capabilities are more fully utilised.

1.6 Employees of Brewarrina Shire Council can benefit from:-

- a wider and better range of jobs and training opportunities
- a better chance to use their skills and qualifications
- a chance to gain career development opportunity and job satisfaction.

1.7 Brewarrina Shire Council can benefit from:-

- a wider range of applicants for jobs
- the opportunity to obtain the best person for the job
- the opportunity to improve skills standards
- a greater chance to improve performance
- more qualified and committed people from all sections of the community.

1.8 Responsibility for preventing discrimination and promoting Equal Employment Opportunity rests with all Managers and Supervisors.

1.9 The General Manager, Department Managers and Human Resource Officer are responsibility for implementing Council’s Equal Employment Opportunity Program.

1.10 All personnel policies and practices will be regularly examined to ensure that they comply with Council’s Equal Employment Policy and the opportunity provided for staff to comment.

2. IMPLEMENTATION


Council will also appoint an EEO Officer. The Human Resource Officer or other person as determined by the General Manager will fill that role.

In the absence of the appointed person for any reason, the General Manager will assume the responsibility and functions.

The Award Consultative Committee will assist to develop and review specific policies, guidelines and best practice standards and in conjunction with the Management team will be responsible for monitoring compliance with Council’s policy.

All long term appointments to Council staff shall be on an open application basis with merit being the criterion for selection.
The General Manager, Department Managers, Human Resource Officer and all those employees in supervisory roles shall be responsible for preventing discrimination, both direct and indirect, and for promoting EEO in the workplace.

All advertisements will have included the words “EEO is Council Policy”.

3. COMMUNICATIONS

Council’s EEO Policy is to be prominently displayed and freely available to all staff members (e.g. at the office and all Depots within the Shire).

Posters or other EEO related material should be distributed or made readily available to all staff.

Changes in personnel policies and/or practices should be recorded and publicised.

An indirect program including a section on EEO Policy and the rights and obligations of staff should be part of the induction process for new staff.

EEO responsibilities and accountabilities are to be included on duty statements of all staff with management or supervisory responsibilities.

4. COLLECTION AND RECORDING OF INFORMATION

Employment data is collected and recorded on employee personnel files to which may be added any EEO related matter submitted to the EEO officer in writing, or by in-confidence interview if required.

Other than the above, systems for collecting or recording EEO statistics shall be developed and implemented as the need arises.

5. REVIEW PROCESS

The EEO Officer and Award Committee will:-

- regularly review Council’s EEO policies and programmes including guidelines and best practice standards
- consult with management about EEO programmes and review their implementation.

The EEO Officer shall report annually to the General Manager and Council on all aspects of any programmes initiated by the Officer and Award Committee.

6. EVALUATION OF POLICIES AND PROGRAMS

The EEO Officer and the Award Committee shall annually review Council’s EEO Policy and Objectives and shall report to the General Manager on any aspect requiring attention.
Accountability for EEO responsibilities will be incorporated in the performance agreements of all management and supervisory staff and this will form a part of the appraisal of the performance of the staff.

7. REVIEW AND AMENDMENT OF PLANNING

Council shall review its EEO Policy at least every four (4) years and make such amendments as may then be required to meet the existing circumstances.

The above shall not preclude Council prior to that date from reviewing or amending its EEO Policy upon the receipt of a report by Council’s General Manager recommending such action.

8. RESPONSIBLE OFFICER

The Human Resource Officer, General Manager, or any other person appointed as the EEO Officer, will:-

- ensure that Council’s EEO Policy and Programme is implemented within Council
- ensure that all staff comply with Council’s EEO Policy and with legal obligations under relevant legislation
- ensure that management audits of the EEO programme are undertaken on a regular basis to ensure that the EEO Policy and programme continue to meet their objectives.
Appendix C- Complaints Policy

POLICY STATEMENT

This policy is intended to effectively handle complaints and provides a means for improving customer service. Brewarrina Shire Council recognises that any complaints received provide the organisation with an opportunity to identify and resolve issues of concern raised by members of the community.

Council will ensure that every complaint is:

- Received courteously
- Investigated fully
- Acted upon quickly and appropriately and
- Processed according to consistent standards for privacy, timeliness, fairness, natural justice, cultural diversity, special circumstances and accessibility to all.

PURPOSE

The objective of this policy is to improve customer service and to develop a coherent procedure to effectively and consistently manage complaints in relation to Council activities.

RESPONSIBILITIES

It is the responsibility of all staff to ensure that any complaints are handled expeditiously with a view to satisfactorily resolving the subject of complaint and ensuring that a similar problem does not occur in the future.

This policy serves to explain to staff and the community how Council will deal with complaints.

DEFINITIONS

In this policy the words below are defined as follows:-

"'administrative complaint’" shall mean dissatisfaction with the level of service provided in regard to the Council’s operations, policies, procedures, charges, staff and agents. A customer request is not an administrative complaint but concerns about inaction in respect of a customer request shall constitute an administrative complaint.

"'legal or criminal complaint”” shall mean a complaint alleging either:-
• a breach of the pecuniary interest provisions of the *Local Government Act*, (1993); or
• corrupt conduct as provided by the *Independent Commission Against Corruption Act*, (1988).

“competitive neutrality complaint” shall mean: -

• a complaint that Council has not met the Government’s requirements under the “*Policy Statement on the Application of National Competition Policy to Local Government*” or “*Pricing and Costing of Council Businesses - A Guide to Competitive Neutrality*”, including a concern that Council has not established an effective complaints handling mechanism;
• a complaint that Council has not abided by the spirit of competitive neutrality in the conduct of a business activity.

**PROCEDURES FOR HANDLING COMPLAINTS**

**ADMINISTRATIVE COMPLAINTS**

*How are administrative complaints made?*

Administrative complaints are usually directed to Council in writing or verbally (in person at Council offices or by phone).

*Process for Dealing with Administrative Complaints*

**Written Administrative Complaints**

1. Upon receipt, the Records Section shall refer the complaint to the appropriate manager for investigation. If the complaint alleges a breach of the Council’s Code of Conduct, it should be referred immediately to the Council’s General Manager.

2. The Manager to whom the complaint is referred for investigation shall forward a letter acknowledging the complaint (within 7 days) which:
   - demonstrates that the subject of the complaint is understood;
   - indicates what will happen next;

3. The Manager who is investigating the complaint shall do so as expeditiously as possible.

4. The Manager shall advise the complainant, in writing, when action has been completed advising what remedial action (if any) has been taken in respect of the complaint.
Note: In replying to the complainant the Manager shall explain that, if the complainant is unhappy with the manner in which the complaint has been handled or the result, an appeal may be lodged either internally (by writing to the Council) or externally to either the Department of Local Government, the Office of the Ombudsman or the Independent Commission Against Corruption.

**Verbal Administrative Complaints**

1. The officer who first receives a complaint (either by phone or over the counter) shall refer the matter to the appropriate manager for attention.

2. The Manager shall:
   
   - record the details of the complaint on the Complaint Form;
   - confirm with complainant the accuracy of what has been recorded;
   - explain what will happen next;
   - investigate the complaint as expeditiously as possible and recommend/take remedial action;
   - inform the complainant of the remedial action taken.

Note 1: In those cases where a complaint is received verbally which relates to a staff matter, the complainant is to be advised that the complaint must be lodged in writing.

Note 2: In informing the complainant of the action taken, the Manager shall explain that, if the complainant is unhappy with the manner in which the complaint has been handled or the result, an appeal may be lodged either internally (by writing to the Council) or externally to either the Department of Local Government, the Office of the Ombudsman or the Independent Commission Against Corruption.

**APPEAL PROCESS**

If a complainant is not satisfied with the manner in which a complaint was handled or the remedial action taken, an appeal may be lodged.

There is basically a two (2) stage appeal process; internal and/or external.

**Internal Appeals**

*Who will conduct internal appeals?*
The following positions are responsible for reviewing complaints as a result of an appeal:—

Review Officer for complaints relating to investigation by:—

Mayor General Manager

General Manager By any staff member

How will an internal review be conducted?

1. The reviewing officer will investigate the manner in which the complaint was originally handled and the remedial action taken.

2. If, after investigation, the reviewing officer is satisfied with the process and the remedial action taken, he/she will inform the complainant accordingly.

3. If the reviewing officer is not satisfied with the manner in which the complaint was handled or the remedial action taken, he/she will:
   - counsel the officer who initially handled the complaint;
   - institute action to achieve the desired appropriate result;
   - inform the complainant of the outcome of his/her review.

4. In the case of reviews undertaken by the General Manager, he/she will inform the Mayor.

Note: In replying to the complainant, the reviewing officer shall explain that, if the complainant is unhappy with the manner in which the complaint has been handled or the result, an appeal may be lodged with either the Department of Local Government, the Office of the Ombudsman or the Independent Commission Against Corruption.

External Appeals

If a person feels that the Council has not properly dealt with a complaint internally, that person may wish to refer the matter to any of the following Appeal Agencies:

Investigations & Review Branch
Department of Local Government
Locked Bag 3015
NOWRA NSW 2541
Telephone: (02) 4428 4100
Facsimile: (02) 4428 4199

The Office of the Ombudsman
Level 24 Coopers & Lybrand Building
580 George Street
LEGAL OR CRIMINAL COMPLAINTS

Form of Legal or Criminal Complaints

These complaints relate to alleged breaches of the pecuniary interest provisions of the *Local Government Act*, (1993) and corrupt conduct.

Persons who would seek to make such complaints should do so in writing, addressed to either to the General Manager or Mayor.

Process for dealing with legal or criminal complaints

**Pecuniary Interest**

1. Upon receipt of a complaint which refers or appears to refer to an alleged breach of the pecuniary interest provisions of the *Local Government Act*, (1993), it shall be immediately referred to the General Manager (or the Mayor, if the allegation involves the General Manager).

2. The General Manager (or Mayor) shall assess the complaint to determine whether or not it involves a pecuniary interest breach.

3. If the General Manager (or Mayor) considers that the complaint does not involve a breach of the pecuniary interest provisions, it shall be dealt with in accordance with the practice involving administrative complaints, outlined above.

4. If the General Manager (or Mayor) considers that the complaint does involve an alleged breach of the pecuniary interest provisions he/she shall refer the matter to the Department of Local Government refer the matter to the Department of Local Government to investigate the facts of the matter. If on the evidence, there is no breach, the matter should be reported to Council only. The General Manager (or Mayor) shall also inform the Council.
5. The complainant shall be informed in writing of the action taken.

**Corrupt Conduct**

1. Upon receipt of a complaint, which alleges or appears to allege corrupt conduct, it shall be immediately referred to the General Manager (or the Mayor, if the allegation involves the General Manager).

2. The General Manager (or the Mayor) shall assess the complaint to determine whether or not it involves corrupt conduct.

3. If the General Manager (or Mayor) is convinced that the complaint does not involve corrupt conduct it shall be dealt with in accordance with the practice involving administrative complaints, outlined above.

4. If the General Manager (or Mayor) considers that the complaint does involve corrupt conduct he/she shall then report the matter to the ICAC (in doing so, the General Manager (or Mayor) may decide to contact the ICAC for guidance on how to proceed). The General Manager (or Mayor) shall also inform the Council. If the conduct involves a criminal offence, the matter shall also be reported to the Police.

5. The complainant shall be informed of the action taken.

**COMPETITIVE NEUTRALITY COMPLAINTS**

**Form of competitive neutrality complaints**

Persons who would seek to make such complaints should do so in writing, addressed to the General Manager.

**Process for dealing with competitive neutrality complaints**

1. All competitive neutrality complaints shall be referred to the Public Officer.

2. The Public Officer shall inform the General Manager of the receipt of any such complaint and shall acknowledge receipt of the complaint in writing (7 days).

3. The Public Officer shall properly investigate all such complaints.

4. All members of Council’s staff shall co-operate with the Public Officer in the investigation of any competitive neutrality complaint and shall provide such information as the Public Officer shall require.
5. Council shall provide the Public Officer with such resources as are required to assist in the investigation of such complaints.

6. A record of every complaint and all action taken in relation to it shall be kept in Council’s records system.

7. After investigating the complaint, the Public Officer shall recommend appropriate action to the General Manager which may include, but is not limited to:-

- the provision of more information to the complainant to enable a more accurate understanding of competition policy;
- an investigation/review of Council’s business activity if a legitimate complaint is made;
- a change to Council’s business practice where a complaint is justified.

8. The General Manager shall review the recommendation and may either accept the recommendation or institute some other course of action.

9. Within 30 days of Council receiving the competitive neutrality complaint, the complainant shall be notified of:-

- the result of the complaint; and
- the alternative avenues of redress that are available, including:-

  Department of Local Government  
  Locked Bag 3015  
  NOWRA NSW 2541  
  Telephone: (02) 4428 4100  
  Facsimile: (02) 4428 4199

  The Office of the Ombudsman  
  Level 24 Coopers & Lybrand Building  
  580 George Street  
  SYDNEY NSW 2000  
  Telephone: (02) 9286 1000  
  Toll Free: 008 451 524

  Independent Commission Against Corruption  
  GPO Box 500  
  SYDNEY NSW 2001  
  Telephone: (02) 8281 5999  
  Toll Free: 1800 463 909  
  Facsimile: (02) 9264 5364

  Australian Competition and Consumer Commission.  
  GPO Box 3648  
  SYDNEY NSW 2001  
  Telephone: 1300 302 502  
  Facsimile: (02) 6243 1210
VERBAL ADMINISTRATIVE COMPLAINT
Verbal report concerning a problem

Is this report related to a "first up" occurrence regarding Council’s activities?

YES: This is NOT a complaint

Complete Works Request

NO: It expresses concern that Council has not responded (at all or adequately) to an earlier approach

This is a complaint - refer to relevant Manager

Manager to record details of complaint: Confirm accuracy of what has been recorded with complainant and explain what will happen next

Manager to investigate complaint and recommend/take remedial action

Manager to inform complainant of remedial action taken and advise complainant of rights of appeal