



BREWARRINA SHIRE COUNCIL

MEETING OF COUNCIL AGENDA

NOVEMBER

**FRIDAY 24th NOVEMBER 2023
COMMENCING AT 10:00AM**



**BREWARRINA SHIRE COUNCIL
57 BATHURST STREET
BREWARRINA NSW 2839**

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The Council of the
SHIRE OF BREWARRINA



All communications to be addressed to the General Manager

SHIRE OFFICE
57 Bathurst Street
BREWARRINA NSW 2839
PO Box 125
BREWARRINA NSW 2839
Telephone: (02) 6830 5100
Fax: (02) 6839 2100

Email: breshire@brewarrina.nsw.gov.au

NOTICE OF ORDINARY MEETING

NOTICE is hereby given that an ORDINARY MEETING of the Council of Brewarrina will be held on **Friday 24th November 2023** at the **Goodooga Central School Library commencing at 10.00 am** for the transaction of the following business.

1.	Opening Prayer & Acknowledgement of Country:	
2.	Apologies / Leave of Absence:	
3.	Declaration of Interest:	Page 3
4.	Confirmation of Minutes:	
	Minutes of Ordinary Council Meeting held on Friday 27 th October 2023	Page 9
5.	Mayoral Minute	Page 19
6.	Reports of Committees:	NIL
7.	Reports to Council For Action:	
	a. Drought Plan Development Report	Page 27
	b. Monthly Financial Reports	Page 79
	c. Quarterly Budget Review Statement 1 st Quarter 2023/2024	Page 81
	d. Policies Bad Debt Write Off Policy	Page 129
	e. Draft Annual Report 2022-2023	Page 135
	f. Pre-Event Recovery Plan	Page 213
8.	Reports for Information:	
	• Reports For Information Covering Report	Page 257
	• Status Report	Page 259
	a) General Manager / Mayor Diary	Page 267
	b) Transport	Page 271
	c) Utilities	Page 273
	d) Economic Development	Page 275
	e) Human Resources	Page 279
	• Items for Correspondence	NIL
9.	Notice of Motion / Questions with Notice:	NIL
10.	Confidential Matters:	

	1. Sale of Land - Brenda Street Goodooga, Lot 2 DP 173482.	Page 283
	2. Exercise of Option Notice - Licence Agreement with BAI Communications Pty Ltd	Page 287
11.	Conclusion of Meeting:	

Delegations: Nil
David Kirby
General Manager

The Council of the
SHIRE OF BREWARRINA



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SHIRE OFFICE
57 Bathurst Street

BREWARRINA NSW 2839 PO Box 125

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Email: breshire@brewarrina.nsw.gov.au

DISCLOSURE OF INTEREST AT ORDINARY COUNCIL MEETING

Meeting Date:

Item Number:

Subject:

.....
.....

I, declare the following interest:

Pecuniary:

Must leave Chamber; take no part in the discussion and voting.

Non-Pecuniary - Significant Conflict:

Recommended that affected person leaves Chamber, takes no part in discussion and voting.

Non-Pecuniary - Insignificant Conflict:

Affected person may choose to remain in Chamber and participate in discussion and voting.

For the reason that:

.....
.....

Signed: Date:

(Definitions are provided on the next page)

Definitions

(Local Government Act and Code of Conduct)

Pecuniary - An interest that a person has in a matter because of a reasonable likelihood or expectation or appreciable financial gain or loss to the person or another person with whom the person is associated.

(Local Government Act, 1993 Sections 442 and 443).

A Councillor or other member of a Council Committee who is present at a meeting and has a pecuniary interest in any matter which is being considered must disclose the nature of that interest to the meeting as soon as practicable.

The Councillor or other member must not take part in the consideration or discussion on the matter and must not vote on any question relating to that matter.

(Section 451)

Non-Pecuniary - A private or personal interest the council official has that does not amount to

a pecuniary interest as defined in the Act (for example; a friendship, membership of an association, society or trade union or involvement or interest in an activity and may include an interest of a financial nature).

If you have declared a non-pecuniary conflict of interest you have a broad range of options for managing the conflict. The option you choose will depend on an assessment of the circumstances of the matter, the nature of your interest and the significance of the issue being dealt with. You must deal with a non-pecuniary conflict of interest in at least one of these ways.

- It may be appropriate that no action is taken where the potential for conflict is minimal. However, Council officials should consider providing an explanation of why they consider a conflict does not exist.
- Limit involvement if practical (for example, participate in discussion but not in decision making or vice-versa). Care needs to be taken when exercising this option.
- Remove the source of the conflict (for example, relinquishing or divesting the personal interest that creates the conflict or reallocating the conflicting duties to another officer).
- Have no involvement by absenting yourself from and not taking part in any debate or voting on the issue as if the provisions in Section 451(2) of the Act apply (particularly if you have a significant non-pecuniary conflict of interest).

Previous Months Minutes

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**MINUTES OF THE ORDINARY MEETING OF THE COUNCIL OF THE SHIRE OF
BREWARRINA HELD AT THE BREWARRINA SHIRE COUNCIL CHAMBERS ON
FRIDAY 27TH OCTOBER 2023**

Meeting commenced at 10.00am

1: PRESENT:

Councillors	Vivian SLACK-SMITH Isaac GORDON Mark BROWN Donna JEFFRIES Angelo PIPPOS Douglas GORDON
General Manager	David KIRBY
Executive Assistant	Arianne TAN

2: APOLOGIES

130/23

RESOLVED on MOTION by Councillor PIPPOS; Seconded by Councillor D GORDON; That Council grant the leave of absences for Councillor SHERIDAN and Councillor FRAIL for Friday 27th October 2023 Ordinary Business Meeting.

The MOTION upon being PUT to the MEETING was declared CARRIED.

3. DECLARATION OF PECUNIARY OR NON-PECUNIARY CONFLICT OF INTEREST:

- NIL

4: CONFIRMATION OF MINUTES:

Confirmation of the Minutes of the Ordinary Meeting of Friday 15th September 2023

131/23

RESOLVED on MOTION by Councillor BROWN; Seconded by Councillor D GORDON; that the Minutes of the Ordinary Meeting of Friday 15TH September 2023 covered by resolutions 117/23 to 129/23 action request be adopted.

The MOTION upon being PUT to the MEETING was declared CARRIED.

5: MAYORAL MINUTE:

GENERAL MANAGER ANNUAL PERFORMANCE REVIEW

PURPOSE:

The purpose of this Mayoral Minute is to advise Council of the outcomes of the General Manager's Annual Performance Review.

RECOMMENDATION:

1. That Council endorse the report of the General Managers Performance Review Committee and specifically the "Summary of Annual Review Process 2022/2023" document as prepared by Local Government Management Solutions.
2. That the General Manager, Mr David Kirby, be congratulated on his performance rating being at a "3.28 Meets Expectations to Exceeds Expectations" level.
3. That following the 2022/2023 Annual Performance Review of Councils General Manager, Mr David Kirby, and the better than satisfactory performance result, the General Manager's existing Total Remuneration Package be increased by way of a 10%.

132/23

**RESOLVED on MOTION by Councillor I Gordon, Seconded by Councillor Stanton;
That;**

1. That Council endorse the report of the General Managers Performance Review Committee and specifically the "Summary of Annual Review Process 2022/2023" document as prepared by Local Government Management Solutions.
2. That the General Manager, Mr David Kirby, be congratulated on his performance rating being at a "3.28 Meets Expectations to Exceeds Expectations" level.
3. That following the 2022/2023 Annual Performance Review of Councils General Manager, Mr David Kirby, and the better than satisfactory performance result, the General Manager's existing Total Remuneration Package be increased by way of a 10%.

6: REPORTS OF COMMITTEES

- NIL

7: REPORTS FOR ACTION TO COUNCIL:

ITEM 1: BANK RECONCILIATION & INVESTMENTS

PURPOSE:

The purpose of this report is to present the reconciliation of Council's cashbook and bank statement as at 30th Sep 2023. The presentation of this information is not a requirement of any Act, however it has been provided historically for the information of Councillors.

RECOMMENDATION:

That Council;

1. The bank reconciliation report is received as information.
2. The Certification of the Responsible Accounting Officer for compliance with the Investment Policy and the Ministerial Investment Order dated 28 April 2017 be received and noted.

133/23

**RESOLVED on MOTION by Councillor STANTON, Seconded by Councillor I
GORDON;**

That Council accept;

1. The bank reconciliation report is received as information.
2. The Certification of the Responsible Accounting Officer for compliance

**MINUTES OF THE ORDINARY MEETING OF THE COUNCIL OF THE SHIRE OF
BREWARRINA HELD AT THE BREWARRINA SHIRE COUNCIL CHAMBERS ON
FRIDAY 27TH OCTOBER 2023**

with the Investment Policy and the Ministerial Investment Order dated 28 April 2017 be received and noted.

The MOTION upon being PUT to the MEETING was declared CARRIED.

ITEM 2: WORK HEALTH AND SAFETY POLICY

PURPOSE:

The purpose of this report is to inform Council about the Work Health and Safety Policy changes to ensure compliance with Council legislative obligations.

RECOMMENDATION:

That Council;

Re-adopts the Work Health and Safety Policy with legislative amendments and updates.

134/23

RESOLVED on MOTION by Councillor JEFFRIES, Seconded by Councillor BROWN;

That;

That Council re-adopts the Work Health and Safety Policy with legislative amendments and updates.

The MOTION on being PUT to the MEETING was declared CARRIED.

**ITEM 3: POLICIES REVIEW DEBT MANAGEMENT DEBT RECOVERY & PROVISION
OF CREDIT FINANCIAL HARDSHIP**

PURPOSE:

The purpose of this report is to inform Council's Debt Management policies to recovery overdue debt and relief under S567 and S607 to rates payer experience short term financial hardship.

RECOMMENDATION:

That Council;

Re-adopts the amendments and updates for below polices, - Debt Management Policy - Debt Recoveries and Provision of Credit Policy - Financial Hardship Policy

135/23

RESOLVED on MOTION by Councillor BROWN, Seconded by Councillor STANTON;

That Council;

Re-adopts the amendments and updates for below polices,

- Debt Management Policy**
- Debt Recoveries and Provision of Credit Policy**
- Financial Hardship Policy**

The MOTION on being PUT to the MEETING was declared CARRIED.

ITEM 4: POLICIES REVIEW GIFTS AND BENEFITS POLICY

PURPOSE:

The purpose of this report is to offer guidance to Councillors and staff in regard to

**MINUTES OF THE ORDINARY MEETING OF THE COUNCIL OF THE SHIRE OF
BREWARRINA HELD AT THE BREWARRINA SHIRE COUNCIL CHAMBERS ON
FRIDAY 27TH OCTOBER 2023**

receiving or being offered gifts or benefits and to provide direction for managing the Gifts and Benefits disclosure process.

RECOMMENDATION:

136/23

That Council;

Re-adopts the amendments and updates for Gifts and Benefits Policy

RESOLVED on MOTION by Councillor D GORDON, Seconded by Councillor PIPPOS;

That Council; Re-adopts the amendments and updates for Gifts and Benefits Policy.

The MOTION on being PUT to the MEETING was declared CARRIED.

ITEM 5: BREWARRINA MAINSTREET MASTERPLAN

PURPOSE:

To update Council on the Brewarrina Mainstreet Masterplan Redevelopment and Place Making Study

RECOMMENDATION:

That Council;

137/23

1. That Council resolve to endorse and accept the Brewarrina Mainstreet Masterplan Report by Hassel Group.
2. That Council authorise the General Manager to find potential grants for each of the study areas and finalise a scope of works for each area.

RESOLVED on MOTION by Councillor d GORDON, Seconded by Councillor PIPPOS;

That Council;

1. **That Council resolve to endorse and accept the Brewarrina Mainstreet Masterplan Report by Hassel Group.**
2. **That Council authorise the General Manager to find potential grants for each of the study areas and finalise a scope of works for each area.**

The MOTION on being PUT to the MEETING was declared CARRIED.

ITEM 6: REGIONAL EMERGENCY ROAD REPAIR FUND

PURPOSE:

The purpose of this report is to advise Council of the funding received under the Regional Emergency Road Repair Fund (RERRF).

RECOMMENDATION:

138/23

That Council;

Receive this Regional Emergency Road Repair Fund Report as Information.

**RESOLVED on MOTION by Councillor FRAIL, Seconded by Councillor I GORDON;
That Council;**

Receive this Regional Emergency Road Repair Fund Report as Information.

The MOTION on being PUT to the MEETING was declared CARRIED.

REPORTS FOR INFORMATION:

The purpose of this report is for Councillors to receive the Status Report, Councils Information Reports as well as the items for Correspondence.

RECOMMENDATION:

That the Status Report, Information Reports, which are listed from a-n, and the Items for Correspondence be received as information.

8: REPORTS FOR INFORMATION:

The purpose of this report is for Councillors to receive the Status Report, Councils Information Reports as well as the items for Correspondence.

RECOMMENDATION:

That the Status Report, Information Reports, which are listed from a-h, and the Items for Correspondence be received as information.

- **Status Report**
- **Information Report**
 - a. General Manager / Mayor
 - b. Transport
 - c. Plant
 - d. Utilities
 - e. EDM
 - f. Human Services
 - g. FAM
 - h. Correspondence
- **Items for Correspondence:**
 1. Dolly Parton's Imagination Library.
 2. Transport for NSW Presentation
 3. Position Paper - Addressing Town Water Security for regional NSW
 4. Draft AWC Board Meeting Minutes - 8 September 2023
 5. DRAFT - Meeting Minutes -231004 (Barwon Darling)

139/23

**RESOLVED on MOTION by Councillor PIPPOS; Seconded by Councillor JEFFRIES;
That;
The status Report, Information Reports and Items of Correspondence be received and noted.**

The MOTION on being PUT to the MEETING was declared CARRIED.

10: NOTICE OF MOTION/ QUESTIONS WITHOUT NOTICE:

PURPOSE:

To table the Notice of Motion for discussion from Councillor Jeffries regarding a feasibility study for the establishment of carp fertilising facility.

RECOMMENDATION:

That Council;

Receive this report and resolve to apply for funding to conduct a feasibility study for the establishment of a Carp and Plant Fertilisers Processing Facility In Brewarrina.

140/23

RESOLVED on MOTION by Councillor JEFFRIES; Seconded by Councillor PIPPOS;

That Council;

1. Receive this report and resolve to apply for funding to conduct a feasibility study for the establishment of a Carp and Plant Fertilisers Processing Facility In Brewarrina.

11: CLOSED SESSION

RESOLVED on MOTION by Councillor BROWN, Seconded by Councillor D GORDON; that Council move to close the Meeting to the public as per section of the Local Government Act 1993:

141/23

Section 10B (2) (a) of the Local Government Act 1993, the discussion of personnel matters concerning particular individuals (other than Councillors)

The MOTION upon being PUT to the MEETING was declared CARRIED.

Meeting moved into closed session at 11:15am

Council resumed open session at 11:30 am

12: OPEN SESSION

Evaluation Report – Supply and Delivery of Bitumen Emulsion

That Council:

1. That Fulton Hogan Pty Ltd be awarded this contract as the Single Source supplier to Brewarrina Shire Council for the period 1 January 2024 to 31 December 2025, and
2. That a provision be allowed for a 12-month extension based on satisfactory supplier performance, which may take this contract through to 31 December 2026.

Evaluation Report – Provision of Linemarking

That Council:

1. That White Line Road Services Pty Ltd be awarded this contract as the Panel Source suppliers to Brewarrina Shire Council for the period 1 January 2024 to 31 December 2025, and
2. That a provision be allowed for a 12-month extension based on satisfactory supplier performance, which may take this contract through to 31 December 2026.

Evaluation Report – Provision of Traffic Control T272324OROC

That Council:

1. That Lack Group Pty Ltd be awarded this contract as the Panel Source suppliers to Brewarrina Shire Council for the period 1 January 2024 to 31 December 2025, and
2. That a provision be allowed for a 12-month extension based on satisfactory supplier performance, which may take this contract through to 31 December 2026.

Meeting concluded at 11:40am

MAYORAL MINUTE

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BREWARRINA SHIRE COUNCIL

Mayoral Minute

Agenda Submission for Ordinary Meeting held on Friday 24th November 2023

TITLE:	MAYORAL MINUTE GENERAL MANAGER ANNUAL PERFORMANCE REVIEW (Correction) CLOSED SESSION <i>The meeting is closed to the public pursuant to Section 10A(2)(a) of the Local Government Act 1993, the discussion of personnel matters concerning particular individuals (other than Councillors)</i>	DOC REF: MAYOR 1
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REPORT BY:	Vivian Slack-Smith Mayor	DATE: 24 th Nov 2023
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IPR / MANAGEMENT PLAN REFERENCE:
4 - A COMMUNITY WITH INTEGRATED LEADERSHIP

PURPOSE:
The purpose of this Mayoral Minute is to advise Council of the outcomes of the General Manager's Annual Performance Review and rescind original motion with correction.

RECOMMENDATION:
Recommendation

- 1. That Council rescind Part 3 of motion from the Mayoral Minute on the 23rd October 2023** *“following the 2022/2023 Annual Performance Review of Councils General Manager, Mr David Kirby, and the better than satisfactory performance result, the General Manager’s existing Total Remuneration Package be increased by way of a 10% discretionary increase to \$264,000 effective 1st August 2023.”*
- 2. That Council resolve to accept the adjusted motion to - following the 2022/2023 Annual Performance Review of Councils General Manager, Mr David Kirby, and the better than satisfactory performance result, the General Manager’s existing Total Remuneration Package be increased by way of a 10% discretionary increase effective 1st August 2023.**

CONTENT:

Background

Council at its Ordinary Meeting on 23rd October 2023 resolved to accept the General Manager Reviews as conducted by LGNSW. Part 3 of the motion stated an annual total that was not adjusted and does not equal the actual figure.

Councils finance department will need to apply the 10% to the current salary to ensure the figure is accurate. This was an oversight at the writing of the business paper and will need to be corrected for the record.

GOVERNANCE IMPLICATIONS:

Performance review Committee comprising the Mayor and Councillors, ensure that Council's statutory requirements under Section 223 under the Local Government Act to monitor performance of the General Manager are adhered to. The Mayor also has statutory requirements under Section 226 under the Local Government Act, to lead the performance review.

CONCLUSION:

Mayor
Vivian Slack-Smith

BREWARRINA SHIRE COUNCIL

Mayoral Minute

Agenda Submission for Ordinary Meeting held on Friday 27th October 2023

TITLE:	MAYORAL MINUTE GENERAL MANAGER ANNUAL PERFORMANCE REVIEW CLOSED SESSION <small>The meeting is closed to the public pursuant to Section 10A(2)(a) of the Local Government Act 1993, the discussion of personnel matters concerning particular individuals (other than Councillors)</small>	DOC REF: MAYOR 1
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REPORT BY:	Vivian Slack-Smith Mayor	DATE: 23 rd October 2023
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IPR / MANAGEMENT PLAN REFERENCE:
4 - A COMMUNITY WITH INTEGRATED LEADERSHIP

PURPOSE:
The purpose of this Mayoral Minute is to advise Council of the outcomes of the General Manager's Annual Performance Review.

RECOMMENDATION:
Recommendation

1. That Council endorse the report of the General Managers Performance Review Committee and specifically the "Summary of Annual Review Process 2022/2023" document as prepared by Local Government Management Solutions.
2. That the General Manager, Mr David Kirby, be congratulated on his performance rating being at a "3.28 Meets Expectations to Exceeds Expectations" level.
3. That following the 2022/2023 Annual Performance Review of Councils General Manager, Mr David Kirby, and the better than satisfactory performance result, the General Manager's existing Total Remuneration Package be increased by way of a 10% discretionary increase to \$264,000 effective 1st August 2023.

CONTENT:

Background

Mr David Kirby was appointed to the position of Councils General Manager effective 1 August 2022 on a five (5) year performance-based contract of employment. This contract is the standard contract of employment for General Managers as issued by the Office of Local Government.

As per the terms of the contract, Council is to ensure that the employee's performance is reviewed at least annually with any such review to have regard to performance criteria.

In respect of such reviews and the outcomes thereof, the Office of Local Government has issued "Guidelines for the Appointment and Oversight of General Managers" noting that these Guidelines have been issued under section 23A of the Local

Government Act and must be taken into consideration by Councils when exercising their functions in relation to the recruitment and oversight of their General Manager. The General Managers Performance Agreement for 2022/2023 was separated into two parts as follows:

Part one: comprises the (34) Key Performance Areas. These year-on-year operational KPAs cover a broad range of strategic and operational requirements of a General Manager.

Part two: comprises (46) Specific Strategic and Operational Objectives to be achieved during the review period and covers particular projects that are identified in Councils current Operational Plan and Delivery Program.

Current Situation

It is advised that the General Managers Performance Review Committee met with Mr David Kirby on 15 September 2023 to review his performance for the 2022/2023 period. The review was facilitated by Mr Christian Morris of LG Management Solutions who attended the review remotely.

A summary of the outcome of the GMs review, as provided by Mr Morris, is attached herewith. It should be noted that the scoring definitions as per Mr Morris’s summary of the Review are as follows:

5	Outstanding – Performance consistently exceeds requirements and expectations as supported by quantifiable data
4	Exceeds Expectations – Performance exceeds requirements at times, consistently high quality of work and outcomes
3	Meets Expectations – Performance meets expected outcomes
2	Improvement Required – Major requirements have been met, but expectations are not consistently delivered
1	Unsatisfactory – Important requirements have not been met, major shortcomings
N/A	Not applicable – e.g., if the milestone is not yet due and progress cannot be reported on

The Committee assessed the GM’s overall performance rating as “3.28 Meets Expectations to Exceeds Expectations” for the 2022/2023 appraisal period and encouraged him to “keep up the good work.” This is an excellent result and reflects the GM’s high level of performance during the initial year as Councils General Manager.

It will be recommended that the GM be congratulated on the level of performance. In addition, because of the level of performance, as assessed by the Committee, it is proposed that the GM’s Total Remuneration Package be reviewed and increased. In this regard, it is advised that the “Guidelines for the Appointment and Oversight of General Managers” provides as follows:

Under the approved standard contract, general managers are entitled to an annual increase in their salary package on each anniversary of the contract, equivalent to the latest percentage increase in remuneration for NSW public sector senior executive office holders as determined by the Statutory and Other Offices Remuneration Tribunal.

Councils may also approve discretionary increases to the general manager’s total remuneration package under the approved standard contract as a reward for good performance. Discretionary increases may only be approved after a formal review of the general manager’s performance has been undertaken and the general manager’s performance has been assessed as being better than satisfactory.

Any discretionary increases should be modest and in line with community expectations and only apply for one year unless the council determines that it is to apply for the balance of the contract. All discretionary increases in remuneration, together with the reasons for the increase, must be reported to an open meeting of the council.

On appointment to the position as General Manager, Mr Kirby's TRP was assessed at a level of \$240,000, following advice from Local Government Management Solutions. The TRP comprises components for salary, superannuation, and private use of a motor vehicle.

Having regard to the outcome of the Performance Review, the Review Committee considered it appropriate that the TRP be increased by way of a discretionary increase of 10% effective 1st August 2023.

It should be noted that the General Manager did not receive any increase in remuneration for NSW public sector senior executive office holders as determined by the Statutory and Other Offices Remuneration Tribunal, as increases were not provided to NSW public sector senior executive office holders in 2022/2023. It is further noted that all Council employees, except those designated Senior Staff as per the Local Government Act, received a 4.5% wage increase effective the first full pay period after 1 July 2023.

Financial Implications

Funds that allow for the engagement of a facilitator in respect of the General Managers annual review, the ongoing employment of the General Manager and the proposed TRP increase, are all provided for in Councils 2023/2024 Operational Plan.

GOVERNANCE IMPLICATIONS:

Performance review Committee comprising the Mayor and Councillors, ensure that Council's statutory requirements under Section 223 under the Local Government Act to monitor performance of the General Manager are adhered to. The Mayor also has statutory requirements under Section 226 under the Local Government Act, to lead the performance review.

CONCLUSION:

Recommendation

4. That Council endorse the report of the General Managers Performance Review Committee and specifically the "Summary of Annual Review Process 2022/2023" document as prepared by Local Government Management Solutions.
5. That the General Manager, Mr David Kirby, be congratulated on his performance rating being at a "3.28 Meets Expectations to Exceeds Expectations" level.
6. That following the 2022/2023 Annual Performance Review of Councils General Manager, Mr David Kirby, and the better than satisfactory performance result, the General Manager's existing Total Remuneration Package be increased by way of a 10% discretionary increase to **\$264,000** effective 1st August 2023.

That the documents and considerations in respect of this matter remain confidential to the Council.

Mayor
Vivian Slack-Smith

REPORTS TO COUNCIL FOR ACTION

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BREWARRINA SHIRE COUNCIL

Agenda Submission for Ordinary Meeting held on Friday 24th November 2023

TITLE:	Drought Plan Development	DOC REF: GM:
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REPORT BY:	David Kirby GENERAL MANAGER	DATE: 6th November 2023
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IP&R REFERENCE:

Theme 4: A Community with Integrated Leadership
– L4. Benchmarking Quality of Life and Reporting

PURPOSE:

The purpose of this report is to advise Council of the funding received under the Regional Emergency Road Repair Fund (RERRF).

RECOMMENDATION:

That Council;

1. Accept this report as information
2. Nominate two representatives to participate in the RDRP process on behalf of Council
3. Nominated a Council staff contact as a local information conduit to work with the FNWJOC Drought Project Officer
4. Council to supply local plans relevant to Brewarrina Shire Council to the Drought Project Officer for review
5. Council to undertake local media promotion of the RDRP process to promote the launch of the consultation process in January 2024
6. Council to adopt the RDRP Project Plan for (RDRP 004 or RDRP 016) for implementation by the FNWJO as attached.

CONTENT:

Background

At the beginning of 2020, 100 per cent of New South Wales was in drought. Between 2017 and 2020, many regions faced the lowest rainfall and driest conditions in 120 years – 2019 was the driest and warmest year on record for NSW and rainfall was 55 per cent below average. It also followed in quick succession from the Millennium drought and left little time for primary producers to recover and protect themselves against future crises, exacerbating the social and economic impacts.

But drought is unpredictable, recurring and more importantly a hallmark of the Australian climate. It is slow moving and people are not sure if they are in one until it is well and truly happening. The event, its impacts and the recovery are long and cyclical in nature.

Therefore, we need a long-term view of the cycle of drought and non-drought years and with recent events stark in memory, now is the time to take stock and intensify a coordinated approach across three levels of government to ensure regional areas are better prepared for the next drought.

To mitigate the devastating social and economic impacts of drought, the NSW Government has set in motion a planning program to help communities and economies survive. The NSW Government in partnership with the federal Future Drought Fund, regional drought resilience plans (RDR Plans) are being prepared across the State, funded by this partnership, as a first step to understanding drought resilience actions for future funding.

The aim of the project is to direct continuous funding for drought resilience initiatives which reflect local need and context of drought.

The RDRP's objective is to help communities develop a holistic, community-wide view of how they become more resilient to future droughts. This is achieved through improving underlying community strength, economy and environmental aspects of a region.

Communities need long term strategies to improve baseline resilience which transcends the cyclical nature of drought.

Links to other strategies, discovering and enlightening local meanings of resilience and recognising synergies in existing work that can enhance resilience rather than growing the scope of regional projects is a key principle.

The Narrative

Change the "Drought" narrative from "Crisis" to "Proactive Management - We can't stop it, but we can manage it".

Drought management is similar to personal health management; we don't wait for a health crisis that will threaten our being; instead, we manage our health with regular health checks, access to improved information and technologies and implement strategies to reduce risk through planning, reviewing and re-evaluating.

We need to manage drought, like our health and not wait for CRISIS when it's too late.

We need to normalise drought by ensuring there are pre-drought, drought and post drought strategies in place – we can't eliminate drought BUT we can eliminate CRISIS.

FNWJO Project Delivery – Two Drought Plans

After consultation with Councils in the region, Far North-West Joint Organisation lodged 2 applications to the Regional Drought Resilience Planning Program, Round 1

- Consortia RDRP 004 (Bourke, Brewarrina, Cobar and Walgett)
- Consortia RDRP 016 (Coonamble, Warren and Bogan)

The applications were successful, with funding secured to create two (2) Regional Drought Plans for RDRP 004 and RDRP 016.

Each drought plan will have regional and local actions specific to each region that promote self-reliance and drought resilience of regional communities, improve the natural capital of agricultural landscapes to optimise environmental outcomes & strengthen the wellbeing and social capital of rural, regional & remote community.

Each Drought Plan will have its own budget allocations however economies of scale will be found in consultant recruitment, consultation processes and engagement by applying similar delivery strategies across the development of both RDRP 004 and RDRP 016 Regional Drought Plans.

Funding / Timeline Summary

Consortia RDRP 004 (Bourke, Brewarrina, Cobar and Walgett) Details - \$560,000

	Activity	Milestone Payment	Due Date
Milestone 1	Executed Funding Deed Copies of certificates of currency for insurance policies	\$105,000	June 2023 ✓
Milestone 2	Development – Project Plan Developed and Agreed	\$105,000	6 th November 2023
Milestone 3	Draft RDR Plan to the Department for the Department will supply RDR plan to CSIRO for independent review		26 th March 2024
Milestone 4	Incorporate CSIRO's feedback and provide the final RDR Plan and final report to the Department		29 th May 2024
Milestone 5	Implement Plan approved by the Department, containing agreed activities to be delivered and estimated costs, timings other details of those activities.	\$300,000	30 th June 2024
Milestone 6	Final Report and acquittal	\$50,000	30 th April 2025

TOTAL \$560,000

Consortia RDRP 016 (Coonamble, Warren and Bogan) \$450,000

	Activity	Milestone Payment	Due Date
Milestone 1	Executed Funding Deed Copies of certificates of currency for insurance policies	\$100,000	June 2023
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Milestone 4	Incorporate CSIRO's feedback and provide the final RDR Plan and final report to the Department		29 th May 2024
Milestone 5	Implement Plan approved by the Department, containing agreed activities to be delivered and estimated costs, timings other details of those activities.	\$200,000	30 th June 2024
Milestone 6	Final Report and acquittal	\$50,000	30 th April 2025

TOTAL \$450,000

RDRP Objectives

Consistent with the strategic priorities and objectives of the Future Drought Fund Agreement, the objectives of the RDRP process are to:

- grow self-reliance and performance of the agricultural sector
- improve the natural capital of agricultural landscapes for better environmental outcomes
- strengthen the wellbeing and social capital of rural, regional and remote communities.

Strong community and diverse regional economies are core objectives of the NSW Government, providing both short and long term opportunities to strengthen drought resilience.

Council Support required to deliver Regional Drought Resilience Plan

To ensure the success of the Regional Drought Resilience Plan for the (insert Council name) LGA;

1. Nominate *Councillor* to attend with the General Manager the FNWJOC launch, meetings and act as a "Council Representative" for the Project. Name and Contact details (phone, email and postal address) to be supplied to droughtplan@farnorthwestjo.nsw.gov.au by 24th November 2023.
2. Nominated a *Council staff contact* as a local information conduit to work with the FNWJOC Drought Project Officer to source local contacts, information and plans (this might be a PA or Economic Development practitioner). Local Plans (Council or otherwise) that refer or are impacted by drought; Plans might include; Community Strategic Plans, Economic Development Plans, Local Environmental Plans, Regional Infrastructure Plans, Water Security Plans – anything that may inform the development of a drought plan relevant to your LGA. These are to be supplied to droughtplan@farnorthwestjo.nsw.gov.au by 24th November 2023.
3. Provide localised media support for the Regional Drought Resilience Plan by;
 - a. Attending the launch of the plan to be held at (tentatively Cobar on or about the 13th December and launched by the Premier???)
 - b. Undertake local media promotion of the Regional Drought Plan Development for your area through promotion in electronic, print and radio media releases to elevate the importance of the plan (media pack to be supplied)

FNWJO Drought Plan Contacts

Ross Earl, Executive Officer
M) 0409 362 307 - E) eo@farnorthwestjo.nsw.gov.au

Belinda Colless, Project Officer
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FINANCIAL IMPLICATIONS:

LEGAL IMPLICATIONS:

ATTACHMENTS:

1. Drought Project Narrative
2. Regional Drought Resilience Plans

David Kirby
General Manager

Project Narrative

A supporting guide for local governments and consortia

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This Project Narrative is intended to assist practitioners with background in drought and resilience programs and policy to enable understanding in resilience thinking while preparing a Regional Drought Resilience Plan (RDR Plan) for their region. It provides support and guidance on addressing drought as a system step-change. This narrative is not intended to be a brief for tender purposes but can assist briefing at a strategic level.

This Program Narrative should be read first. Other project management documents include a Project Management Guide which is a practical tool for project rollout and should be read and used in conjunction with the Stakeholder Engagement Guide and the RDR Plan Template.

1. Regional Drought Resilience Planning in NSW

Of all the climate and weather-related conditions that affect Australia, drought is often the most challenging. New South Wales (NSW) in particular, is prone to periods of persistent drought.

The economic, social and environmental costs of drought across NSW over time has been substantial. The toll taken on regions and their communities has been enormous and the impacts often linger for decades.

Through the **Regional Drought Resilience Program**, councils have the opportunity to collaborate to develop drought resilience plans that can set a positive forward direction for their communities in coping with and rising above the challenges of drought.

The most effective response to rising uncertainty is to plan for greater drought resilience. This can be achieved by building sustainable and diverse regional economies, reducing the vulnerability of communities to changing economic conditions and accelerating recovery, as well as enhancing thriving natural environments and environmental processes which keep the landscape healthy.

The Regional Drought Resilience Planning Program is one of [eight foundational programs](#) under the Commonwealth Government's Future Drought Fund. These plans focus on innovative ways to build regional drought resilience, taking steps to plan now to stem the impact of future drought on NSW regions.

The NSW Regional Drought Resilience Planning program is jointly funded through the Australian Government's Future Drought Fund and the NSW Government, supporting local governments to work together regionally to proactively and pragmatically plan for drought resilience.

Regional Drought Resilience Plans are intended to support actionable improvements to a regions' social, economic and natural environments and will:

- identify ways for councils to support regional resilience to future droughts; and
- devise actions communities can undertake to build drought resilience

1.1 Project Background

Drought is an enduring feature of the Australian landscape. It has significant economic, social and environmental impacts. To assist states and regions the federal Future Drought Fund provides secure, continuous funding for drought resilience initiatives to help Australian farms and communities prepare for the impacts of drought¹.

¹ DAFF on-line [Future Drought Fund - DAFF \(agriculture.gov.au\)](#)

The fund provides support through the *Drought Resilience Funding Plan 2020-2024*. (the Future Drought Fund Agreement) which aims to enhance the public good by building broader drought resilience. This means the benefits generated by the funding must be able shared by many, rather than an assistance approach through strategic priorities of:

1. economic resilience for an innovative and profitable agricultural sector
2. environmental resilience for sustainable and improved functioning of farming landscapes; and
3. social resilience for resourceful and adaptable communities².

This project focuses on addressing the strategic priorities through partnering with the NSW Government to develop regional drought resilience plans (RDR Plans). **The RDR Plans focus on the community as a system where economic, environmental and social capacity to endure, respond and evolve through drought are enhanced.**

1.2 Drought response in NSW

From 2017 to 2020, NSW experienced the worst drought over the historical record from the 1890s. It affected the whole state and most river valleys across NSW, with some more impacted than others. Between January 2017 and December 2019, NSW temperatures were the warmest and rainfall was the lowest on record³.

The onset of the drought in 2017, less than 10 years after the Millennium Drought, left little time for primary producers to recover and protect themselves against future crises, exacerbating the social and economic impacts of the current drought⁴.

Traditionally, Australia's drought response has focused heavily on the programs at the farm gate, with assistance targeting primary producers.

The **Regional Drought Resilience Program** recognises that drought impacts every aspect of regional and rural communities well **beyond the farm gate**.

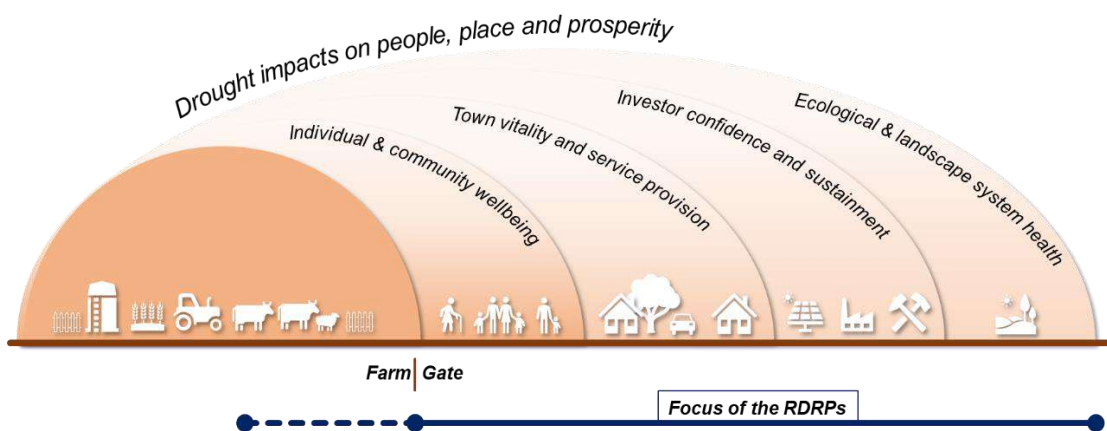


Figure 1: Drought impacts on people, place and prosperity
Source: Meridian Urban

² DAFF Drought Funding Plan 2020-2024 p.5
³ Water in NSW on line fact sheets <https://www.industry.nsw.gov.au/water/allocations-availability/droughts-floods/drought-update/critical-valleys-in-drought>

Throughout recent decades of drought in NSW, the response has been led by a strong focus on water security needs and on farm relief packages. Impacts from recent droughts have been supported by two primary initiatives:

- \$310 million drought relief package targeted at on farm issues, subsidies and immediate relief, operated primarily from DPI's *Drought Hub*; and
- \$170 million in the *Drought Stimulus* package aimed at commencing small scale capital projects in the regions to keep jobs in the regions.

Collective Commonwealth and state policies and strategies currently in place identify that resilience enhancement **requires greater attention to communities underlying capacity to endure long periods of drought.**

In response, the RDRP program provides support to help regions better plan for and become more resilient to the impacts of drought over time, having regard to the multitude of impacts on people, place and prosperity.

2. Previous drought assistance

During the 2017-2020 drought, Water NSW conducted extensive [community engagement](#) focusing on water shortages, the NSW Government's extreme events policy and the critical water advisory panel.

The [Rural Assistance Authority](#) has responsibility for administering and assisting access to a wide array of grant and assistance packages for disasters and droughts, but also for subsidies and farm assistance which are unrelated to natural hazards. There has been a strong focus on drought relief through water infrastructure and on-farm assistance. However, some businesses found eligibility for the range of subsidies and assistance a challenge. The impact of drought extends beyond the farm gate to the broader community.

More work is required for governments and communities to proactively prepare and plan for drought to avoid future costly 'in crisis' responses using a systemic, inclusive, place-based and long-term approach.

3. The Nature of Drought

Droughts are a natural and recurring feature of the Australian climatic cycle.⁵ As such, droughts will come again, and they are anticipated to get worse. Droughts are challenging times, not just at the farm gate⁶. Droughts do not appear suddenly like other natural disasters or events. They are incremental and start with a dry spell that becomes persistent.

Drought is pervasive, recurring and distressing. It is difficult to determine a start and end, and when the landscape has recovered. As for other disasters, they are difficult to predict or compare with differences in seasonality, extent, duration, severity, among other variables all contributing to the drought experience⁷.

⁵ DAFF, Drought Policy on-line [Drought policy - DAFF \(agriculture.gov.au\)](#)

⁶ Australian Government Drought Response and Resilience Plan, 2019

⁷ Bureau of Meteorology Drought Knowledge Centre on-line <http://www.bom.gov.au/climate/drought/knowledge-centre/>

Australia has highly variable rainfall records and in contrast also has highly variable periods of low rainfall. The Bureau of Meteorology has four definitions of drought⁸, which are meteorological, agricultural, hydrological and socio-economic.

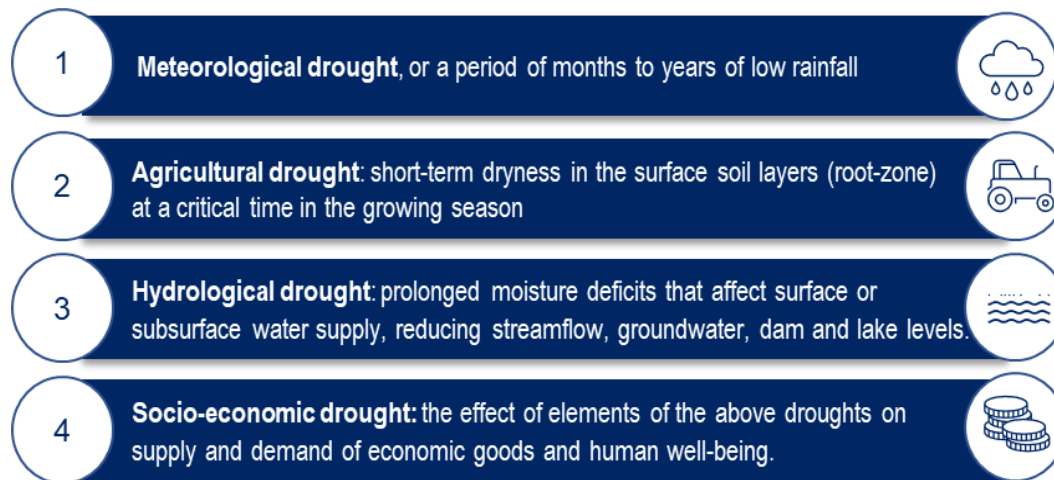


Figure 2: Types of droughts
Source: Bureau of Meteorology

3.1 What is a drought declaration?

Drought declarations are made by the Minister and supported by data confirmed through the Enhanced Drought Information System (EDIS). A key feature of EDIS is the development of the NSW DPI Combined Drought Indicator (CDI). The CDI integrates a range of data and model outputs in a framework that is useful for decision makers. It combines meteorological, hydrological and agronomic definitions of drought (above) using indexes for rainfall, soil and water and plant growth. From these, a fourth index, drought direction (DDI), is developed⁹.

3.2 Stages of drought

Used together, the indexes of the EDIS indicate the stage of drought. The six stages progress from a non-drought stage where all indicators suggest good conditions for production to recovery, drought affected and improving, drought affected and worsening to fully drought affected. Complementing the stages is detailed information on:

1. A technical and on-the-ground description of typical field conditions; and
2. A suggested on farm response; and
3. A suggested advisory or policy response¹⁰.

⁸ Bureau of Meteorology Drought Knowledge Centre on-line <http://www.bom.gov.au/climate/drought/knowledge-centre/>

⁹ EDIS on-line <https://edis.dpi.nsw.gov.au/cdi-drought-phases>

¹⁰ EDIS on-line <https://edis.dpi.nsw.gov.au/cdi-drought-phases>

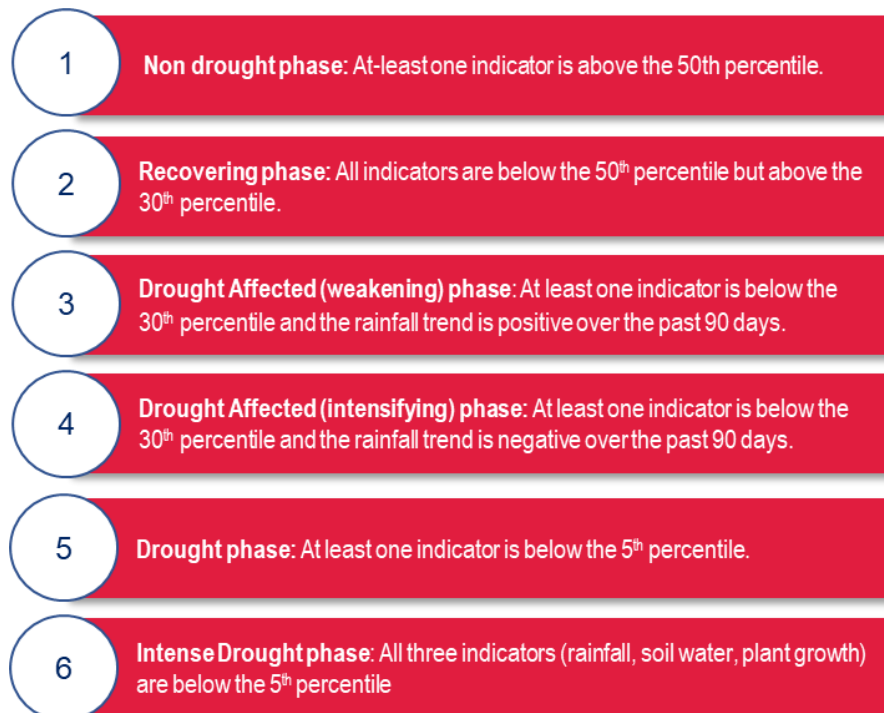


Figure 3: Stages of drought in NSW
Source: EDIS online

3.3 Symptoms and consequences of drought

Symptoms of drought often first emerge with primary producers who must manage stocking rates, costs of feed and water, becoming more prudent with spending leading to reduced local small business income. As these drought symptoms cascade across communities, job losses and population decline are often observed as people relocate to find work. The loss of professionals and skilled workers can then impact the range of services available.

Signs of persistent drought are exposed in slowly declining primary and secondary business prosperity which has compounding and flow on economic effects far beyond the farm gate. Regional economies are underpinned by primary producers who are directly impacted by climatic conditions, but other enterprises including small businesses, that support townships and communities, depend on a diverse and functioning economy to maintain supply chains and local goods and services.

Loss of population in smaller communities is acutely felt, leading to erosion of lifestyle and liveability, a decline in community events, volunteering, sporting competitions and the like, culminating in social fabric weakening. Further hidden impacts of mental and financial stress can have devastating consequences¹¹. Local government feels the brunt of these impacts and is at the forefront of the community socio-economic shocks and long term legacy of drought on the underlying community spirit.

This is not a seasonal matter because drought can persist for extended periods, and people are unlikely to return over the medium and long term. Addressing drought is more than response support for those directly impacted once a declaration occurs. The long term, compounding and deep impacts to community strength is at risk.

Resilience actions and drought responses must target strengthening across the connected and interrelated parts which bind a prosperous rural community.

4. Dealing with future drought

The Federal Drought Fund Agreement commits federal and state governments to work together to develop, design, implement and fund drought preparedness, response and recovery programs consistent with the Agreement. In NSW the Regional Drought Resilience Planning Program aims to empower regional communities to plan for the future by working with local councils, NSW government agencies, communities and industries to become more resilient against the impacts of drought and other challenges¹².

The NSW Government is seeking to **improve drought preparedness by promoting strong and diversified regional economies**, building future-ready primary industries, and fostering stronger communities. Local Government is best placed to manage the impacts of drought because they understand local needs and how drought materialises in their communities.

4.1 Systemic change

The challenge is the ongoing complexity of drought, from preparing for it, to managing it and then recovering from it. That is why drought is not just about water availability. Regional economic development policies are critical to assist in minimising population loss in drought-affected communities, building a strong community fabric to prevent social and mental health pressures, building an economy that is more resilient to economic shocks and financial hardship, and a healthy natural environment to support primary producers. **Regional communities are best placed to identify stresses, challenges, actions and solutions across these triple bottom line themes to strengthen baseline resilience for the future.**

¹² Regional drought Resilience Planning online <https://www.nsw.gov.au/regional-nsw/future-ready-regions/regional-drought-resilience-planning>



Figure 4: Viewing resilience as a system

4.2 The local view for local benefit

The RDR Plans will portray a local view of drought in the region and consider future scenarios based on the strengths identified in regional economic plans and water strategies. The execution of the RDR Plans will enliven local enthusiasm for self-reliance and self determination to better cope with drought.

The bottom-up approach will equip communities with the skills and knowledge to identify the impacts of drought (including broader economic implications) and develop pragmatic actions to address and mitigate these impacts and build local leadership capabilities

The RDRP process and partnerships will enable communities to think creatively about how limited resources can best be managed to respond to the environmental, economic and social impacts of drought and enable regions to more quickly identify emerging drought and broader economic impacts so that responses are timely and targeted.

4.3 Inclusive engagement

Understanding local context of drought can only come from local voices and lived experience. The RDR Plans are accompanied by a comprehensive stakeholder engagement guide to assist local government on the engagement journey. Stakeholder identification and mapping will include community across the four environments at local, regional and state agency scale. A primary goal is to increase the involvement and input from local First Nations communities in drought resilience planning processes.

4.4 Governance and partnerships

Collaboration is a resilience imperative. Natural hazards and events do not recognise boundaries. Regions experience droughts together and this means that together there are also shared solutions. Seeking partners with common challenges, forming alliances and recognising resourcing and funding opportunities to address impacts on a regional scale can expedite resilience actions.

Working together, linking local governments, partnering with neighbours, teaming stakeholders and industry, and connecting community is a practical and rational way to share skills, knowledge and resources to realise resilience to natural hazards.

Partnerships can utilise enduring governance arrangements which suit the context of drought and the pathway to resilience chosen by the region and stakeholder groups, across action triggers or common resilience actions.

5. Recognising links rather than growing scope

The RDRP should highlight and amplify resilience issues in strategies plans and work that many regions are already undertaking. The project should link drought resilience enhancement actions to existing local and regional policy and program priorities. **Connecting actions and strategies, and ensuring they have a resilience lens, is integral to improving drought resilience.**

This broader focus on drought resilience planning will ensure that the approach is consistent with and complements existing NSW strategies. These include:

- Regional Economic Development Strategies (REDS)
- NSW State and Regional Water Strategies; and
- the 20 Year Economic Vision for Regional NSW.

In a world characterised by rising uncertainty, regional economies – particularly those heavily reliant on a single industry – are exposed to economic downturns such as drought. Strengthening the resilience of major employing industries and identifying emerging sectors into which regional economies can diversify can mitigate the severity of these downturns.

Confirming baseline and facilitating infrastructure is in place to enable local empowerment is also fundamental. This includes the tangible facilitating infrastructure along with the softer skill and capacity building access to education and knowledge sharing.

5.1 Opportunities and challenges in drought resilience

Drought resilience must be contemplated from local regional, state and federal scales. Many challenges exist at the macro scale, through to micro, as well as hyper micro, individual and property scale. Likewise, the spectrum of opportunity is equally wide.

By identifying and setting pathways which overcome or mitigate challenges to drought resilience, we better equip our communities to endure and continue to prosper. The methodology can be applied at any of the scales to embed long term shift in resilience thinking and continuous improvement in outcomes.

Some of the drought resilience opportunities and challenges for consideration include those set out below and are likely to manifest or present differently in different communities and across NSW regions. Table 1 overleaf sets out some examples of drought context and issues for other regions and the action opportunities.

Project Narrative

Regional Drought Resilience Planning Program



Table 1: Resilience Opportunities and Actions - Examples

Example Resilience Challenge or Opportunity	Resilience Environment	Example Resilience Action or Implementation Consideration
<p>Recognising links through multi-objective outcomes.</p> <p>Recognise how actions can benefit multiple parts of the environments over different spatial and temporal scales</p>	All	<ul style="list-style-type: none"> actions to diversify economy could also support youth education and employment through start-ups or traineeships at the local scale in short term actions to support stronger asset management systems across regions can attract permanent technical skills to benefit many at a local or partnership regional scale over the long term actions to strengthen regional biodiversity protection can support stronger tourism links and economic diversification on a regional scale, employment on a local scale and the economy over the longer term
<p>Pragmatic project / action pathway to prioritise efforts that benefit multiple futures.</p>	All	<ul style="list-style-type: none"> prioritisation of infrastructure construction (or job intensive projects) can be leveraged for immediate short term population growth and economic benefit development or reinstatement of regionally significant events calendars as short term economic recovery
<p>Population and demographic challenges – decline, attracting new, caring for age and special needs to combat long term trends.</p>	Social resilience	<ul style="list-style-type: none"> prioritisation of an ageing in place strategy innovative programs to support permanent new resident attraction
<p>Fragmentation of service provision and reduced services in rural and remote communities for a stronger baseline.</p>	Social resilience	<ul style="list-style-type: none"> maintain regional populations in essential services even through tough times to ensure any downturn is not exacerbated through interagency cooperation maintain expertise and assistance in the local community (boots on ground) for when going gets tough through partnerships and resource sharing
<p>Natural resource and landscape management.</p>	Environmental resilience	<ul style="list-style-type: none"> investment in proactive, long-term approaches in topics such as bushfire mitigation, stewardship of healthy Country and management in harmony with the cycle rather than

Project Narrative

Regional Drought Resilience Planning Program



		<p>in harmony with funding through relationship building and agency cooperation</p> <ul style="list-style-type: none"> • alternative income streams for graziers and farmers in on-property natural resource and pest management or carbon farming
<p>Identification or reinforcement of local strengths to leverage economic diversification or uniqueness.</p>	<p>Economic resilience</p>	<ul style="list-style-type: none"> • long term strategies to support and augment existing local industry and business which transcend cycles • strategies for long term growth in industries which can proceed in isolation of the landscape

6. Key benefits of Regional Drought Resilience Planning

The co-design and locally led inputs drawn from those who live and work in the region will collectively contribute to the development of RDR Plans with the key benefits of:

1. Increased understanding of the region's current and future drought resilience, considering the region's unique economic, environmental and social characteristics.
2. Forming stronger connections, relationships and networks within regions.
3. combine First Nations' and local knowledge with resilience and risk data and information to make informed decisions.
4. Identification of actions, pathways and opportunities to improve regional drought resilience, mitigate risks and adapt to change.
5. Being in a stronger position to implement strategic actions and take advantage of opportunities as they arise.
6. Develop concrete actions to address and mitigate short and long term drought impacts.

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Australia's National
Science Agency



Regional Drought Resilience Plans

Independent Review Guide

June 2022



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Foreword

Background on the Future Drought Fund

The Australian Government established the Future Drought Fund (FDF) to provide secure, continuous funding for drought resilience initiatives. Through the FDF, the Australian Government is working with state and territory governments to support regions in developing Regional Drought Resilience (RDR) Plans to prepare for and manage future drought risks.

These plans will:

- be community-led and owned through partnerships of local governments, regional organisations, communities and industry
- identify actions to prepare for future droughts, with a sharp focus on the agricultural sector and allied industries
- bring people together to share their local knowledge and perspectives
- recognise that no two regions are the same
- be evidence-based
- use best practice approaches to resilience, adaptation and transformation
- build on existing planning
- draw out regional needs and priorities to inform future investments.

The Regional Drought Resilience Planning (RDRP) program is running in all Australian states and territories. The foundational year (to June 2022) is enabling jurisdictions to establish the program and allowing all parties to learn and refine their approaches and processes.

In the 2021-22 Budget, the Australian Government announced funding for a further three years of the RDRP program, to June 2024. More plans will be developed in the extension years of the program. The additional funding will ensure all agricultural regions have plans, and allow for small grants to take forward priority actions identified in the plans.

Regional Drought Resilience Plan review process

Australian Government Department of Agriculture, Water and the Environment (DAWE) has commissioned CSIRO to undertake a review of each Regional Drought Resilience Plan. This review has a dual purpose. Firstly, it provides independent, expert feedback to help regions develop effective plans. It also provides some assurance to the Commonwealth to support its administration of the program, and assistance to the states and territories in managing drought resilience.

As the review is commencing late in the planning process for the foundational year of the RDRP program, DAWE acknowledge that many regions have not had the opportunity to account for the specifics of this guide in their planning. To accommodate this, there are differences in the scope of the reviews between the foundational and extension years as set out in this document. Feedback from the review of foundation year plans will also help influence thinking and processes for plans developed during the extension of the RDRP program.

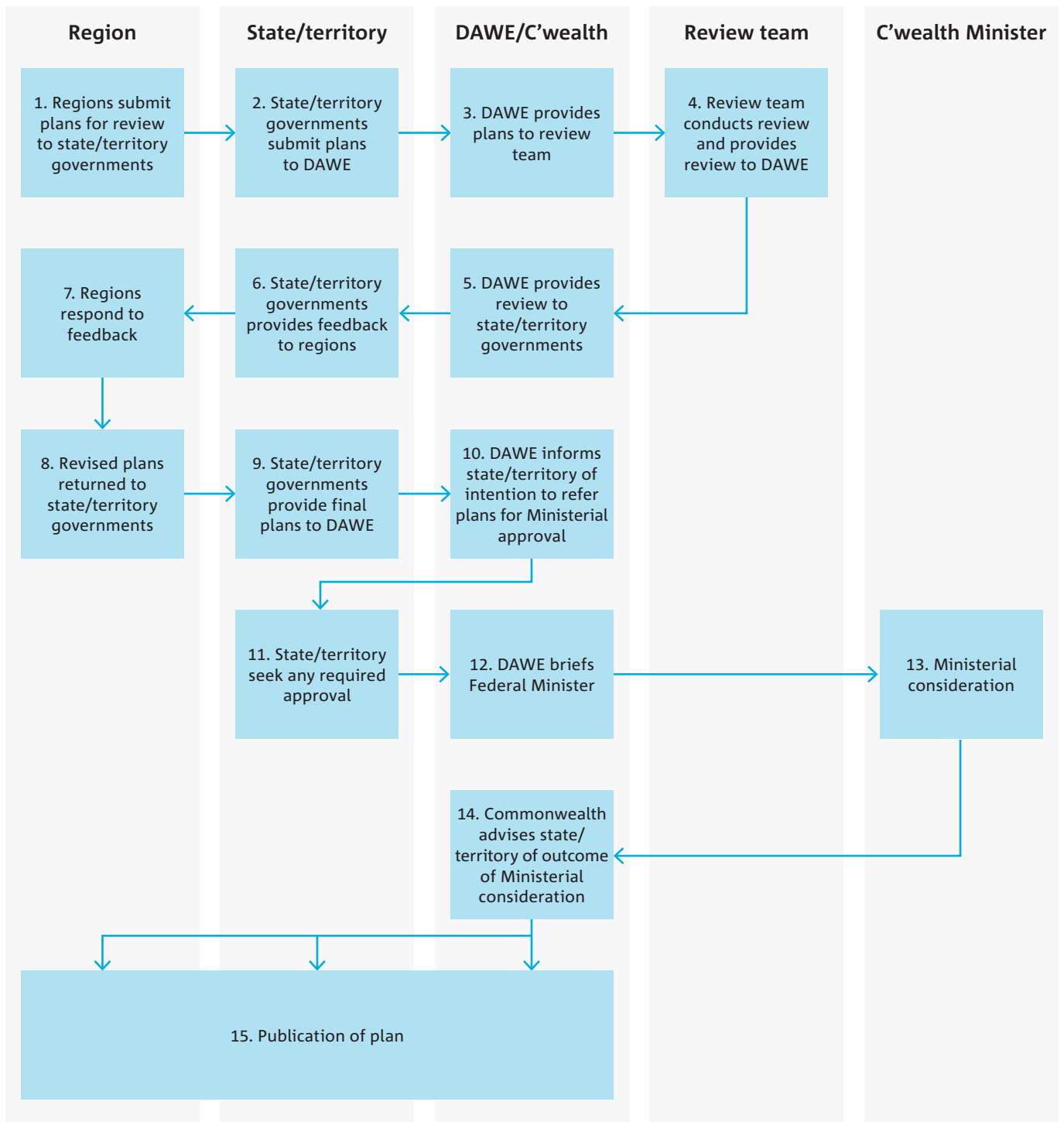
As regions complete the final draft of their plans, they will be provided to the review team via the relevant state and territory government and DAWE.

The review team will send feedback on each RDR plan to the FDF RDRP team at DAWE, who will check the review and pass feedback on to the regions via the relevant state and territory government.

Regions will have the opportunity to respond to information provided in the review, either through adapting their plan, noting that future work will be done, or by outlining a different approach. For a small number of plans where substantive revisions are made, there is an opportunity for a plan to be considered by the review team for a second time for additional feedback.

Regions should return their revised plans via their state or territory government to the FDF RDRP team at DAWE, who will provide it to the Minister for their consideration.

This process is illustrated below.



Regional Drought Resilience Plan assessment review process flowchart

Future Drought Fund Regional Drought Resilience Planning Team
 Department of Agriculture, Water and the Environment

1 About the Regional Drought Resilience Plan Review Guide

1.1 Aim of review

CSIRO has been commissioned by the Australian Government Department of Agriculture, Water and the Environment (DAWE) to provide independent reviews of Regional Drought Resilience (RDR) plans. This work is intended to support the development of high-quality plans that lead to improved drought resilience in regional communities. The independent reviews seek to provide opportunities for current resilience thinking, principles and best practice to inform RDR plans.

Planning for building and enhancing resilience requires active collaborative learning. The reviews based on this guide will also support an ongoing learning journey to develop effective RDR plans.

1.2 Who is the audience for this review guide?

This review guide is for the following audiences:

1. People in regions developing RDR plans to show how their plans will be reviewed. This is the primary audience.
2. CSIRO reviewers who need to understand and apply the review criteria.
3. DAWE Future Drought Fund (FDF) team who gain assurance from the review process as part of its administration of the Regional Drought Resilience Planning (RDRP) program.
4. State and territory government program managers who need to understand the review criteria to support regions in the development of their plans.

The guide is not intended as an instruction or prescribed process for how to conduct regional drought resilience planning. Rather, it provides guidance on what the review team will consider when reviewing a regional drought resilience plan, based on the principles of resilience thinking and practice.

The guide identifies a comprehensive set of considerations that will lead to the best possible outcomes. However, the way in which these considerations are addressed is not prescriptive. If they are not included, it does not mean the plan 'fails'. The review is an opportunity for detailed independent feedback from experts in resilience planning science. The feedback may help to identify gaps and to improve the plan now, or in time as a living document.

1.3 How was the review guide developed?

The review guide was developed by integrating two perspectives:

1. Materials developed and agreed under the RDRP program, namely:
 - a. the Regional Drought Resilience Planning Program Framework (RDRP Framework)^{1,2}
 - b. program implementation plans
 - c. monitoring, evaluation, and learning frameworks.
2. Broad literature and experience drawing on resilience planning, implementation, and assessment approaches used elsewhere, resilience principles and practices drawn from international scientific literature ^{e.g. 3,4}, and current and previous CSIRO resilience assessment work ^{e.g. 5,6}.

Key elements from these perspectives were distilled to establish a set of ideal components of a resilience plan. The components were then reviewed and adjusted to ensure they can be applied pragmatically.

1.4 How to navigate the review guide

This guide contains:

1. An introduction to resilience planning and what makes it different from other kinds of planning.
2. Descriptions of the components of resilience plans, including links to the RDRP Framework.

Each component includes sets of questions that will guide the review of the RDR plans:

- i. Overview questions check whether each component is addressed in the plan.
 - ii. Detailed questions are used to review the extent to which the component is addressed and prompt more specific feedback. Some review questions will be applied to both the foundational and extension year plans, while other questions will only be applied to extension year plans.
3. A glossary. Resilience planning uses terms and concepts that may be unfamiliar or may be defined differently in everyday usage. Terms that have glossary definitions are indicated by dotted underlines in the text of the report.

1.5 Resilience planning in practice

This guide describes a comprehensive set of components for resilience planning, based on best practice. The review team recognises that planners operate within time and resource constraints that may not allow the comprehensive set to be realised in practice. The review team also recognises that a range of methodologies can be used in planning for resilience. Furthermore, the review team recognises that plans have been under development prior to this guide being available, and foundational year plans will be reviewed with this in mind.

The purpose of the review is to support the development of effective and meaningful plans, and provide guidance to DAWE as to the comprehensiveness with which resilience planning principles have been addressed within each plan. For the foundational year, the focus of the reviews will be on key requirements directly related to specifications in the RDRP Framework.

1 The Future Drought Fund 2021. Future Drought Fund Regional Drought Resilience Planning Program Framework. DAWE, Canberra, Australia.

2 The Future Drought Fund 2022. Future Drought Fund Regional Drought Resilience Planning Program Framework Extension. DAWE, Canberra, Australia.

3 Biggs, R., Schlüter, M. & Schoon, M. L. 2015. Principles for building resilience: sustaining ecosystem services in social-ecological systems.

4 Woodruff, S. C., Meerow, S., Stults, M. & Wilkins, C. 2018. Adaptation to resilience planning: Alternative pathways to prepare for climate change. *Journal of Planning Education and Research*, 0739456X18801057.

5 Maru, Y., O'Connell, D., Grigg, N., Abel, N., Cowie, A., Stone-Jovicich, S., Butler, J., Wise, R., Walker, B. & Million, A. 2017. Making 'resilience', 'adaptation' and 'transformation' real for the design of sustainable development projects: piloting the Resilience, Adaptation Pathways and Transformation Assessment (RAPTA) framework in Ethiopia. May 2017. CSIRO, Australia.

6 O'Connell, D., Maru, Y., Grigg, N., Walker, B., Abel, N., Wise, R., Cowie, A., Butler, J., Stone-Jovicich, S. & Stafford-Smith, M. 2019. Resilience, adaptation pathways and transformation approach. A guide for designing, implementing and assessing interventions for sustainable futures (version 2). CSIRO, Australia.

2 Introduction to resilience planning and reviews

2.1 What is resilience planning?

Resilience planning is about more than developing a plan to improve the state and trajectory of a region. Resilience plans focus on developing the capacities of a system to absorb, adapt, or transform, and to deal with specified stresses or shocks, such as drought, as well as unspecified stresses or shocks⁷.

For resilience planning to be meaningful and make a difference, it needs to:

- provide clarity about what resilience means
- specify resilience *of what, to what, for whom?*
- recognise that building resilience can involve *maintaining, modifying, or transforming* parts, sectors, or whole systems in a region
- consider interactions between the focal spatial scale (e.g. region), its surroundings (other regions), and the scales above (e.g. state/territory) and below (e.g. local community).

As an example of the difference between resilience and other planning, an economic development plan that focuses primarily on improving efficiency can in fact reduce resilience if gains in efficiency mean that alternative options for doing things are compromised. In relation to unspecified future stresses or shocks, typically there is no certainty about what will emerge. The best use of time and resources is therefore not trying to specify what will happen, but building general resilience and preparedness for dealing with a variety of challenges when they arise.

According to the literature, the field of plan evaluation assesses plans using common foundational elements^{8,9,10}. The six foundational elements of plans are:

1. goals that describe future desired conditions
2. an evidence base that identifies issues to be addressed
3. strategies that guide decision making to ensure plan goals are achieved
4. public participation in plan creation
5. inter-organisational coordination
6. details regarding implementation and monitoring.

Resilience plans also consider deep uncertainty. Risks associated with drought and climate projections and their interaction with local and international contexts are often not able to be quantified in a robust way and may be unknown. Ideally, resilience plans should consider a range of plausible futures, identify thresholds of potential concern, and develop options and linked pathways that enable stakeholders to take action towards agreed goals, even under uncertainty. Resilience plans also include building the capacity to create and pursue alternative options and paths as more is learned and conditions change¹¹.

7 Walker, B., Holling, C. S., Carpenter, S. R. & Kinzig, A. 2004. Resilience, adaptability and transformability in social–ecological systems. *Ecology and society*, 9.
8 Berke, P. & Godschalk, D. 2009. Searching for the good plan: A meta-analysis of plan quality studies. *Journal of Planning Literature*, 23, 227-240.
9 Lyles, W. & Stevens, M. 2014. Plan quality evaluation 1994–2012: Growth and contributions, limitations, and new directions. *Journal of Planning Education and Research*, 34, 433-450.
10 Woodruff, S. C., Meerow, S., Stults, M. & Wilkins, C. 2018. Adaptation to resilience planning: Alternative pathways to prepare for climate change. *Journal of Planning Education and Research*, 0739456X18801057.
11 Maru, Y. & Stafford Smith, M. 2014. GEC special edition—Reframing adaptation pathways. *Global Environmental Change*, 28, 322-324.

2.2 Applying resilience thinking to the reviews

The FDF RDRP Framework outlines the inputs, processes, assessments, contents, outputs, outcomes and strategic goals to be considered when developing RDR plans. Informed by resilience thinking, the RDRP Framework^{12,13} provides a strong, agreed foundation to build a detailed resilience review guide.

RDR plans will be reviewed from a resilience perspective by considering the foundational elements of plans (see Section 2.1). Along with this, the reviews will consider how the system is described and its resilience assessed; how scenarios are used to explore plausible futures and uncertainty; any proposed active learning and adaptive governance elements; and options and pathways presented in the plan. These elements are organised into the nine components of the review listed in Table 1 and detailed in Section 3 below.

Table 1. The nine review components of the Regional Drought Resilience Plans

REVIEW COMPONENTS	
1	Definitions, vision, goals, outcomes
2	Stakeholder engagement, participation, and partnerships
3	Active learning and adaptive governance
4	Evidence base, a stocktake of past and current relevant work and alignment
5	System description and resilience assessment
6	Future scenarios
7	Intervention options and pathways for building regional resilience
8	Assessment of pathways and theory of change for recommended actions
9	Monitoring, evaluation, and learning

The components are inter-related. For example, outputs of some components are inputs to others. Some components describe processes that are common across most or all other components. Some components are set provisionally at first and iteratively refined as more is learned and progressed in other components. For this reason, a tenth aspect of the review will look at the relationships between components (see Section 3.2). The relationships between components are illustrated in Figure 1.

12 The Future Drought Fund 2021. Future Drought Fund Regional Drought Resilience Planning Program Framework. DAWE, Canberra, Australia.

13 The Future Drought Fund 2022. Future Drought Fund Regional Drought Resilience Planning Program Framework Extension. DAWE, Canberra, Australia.

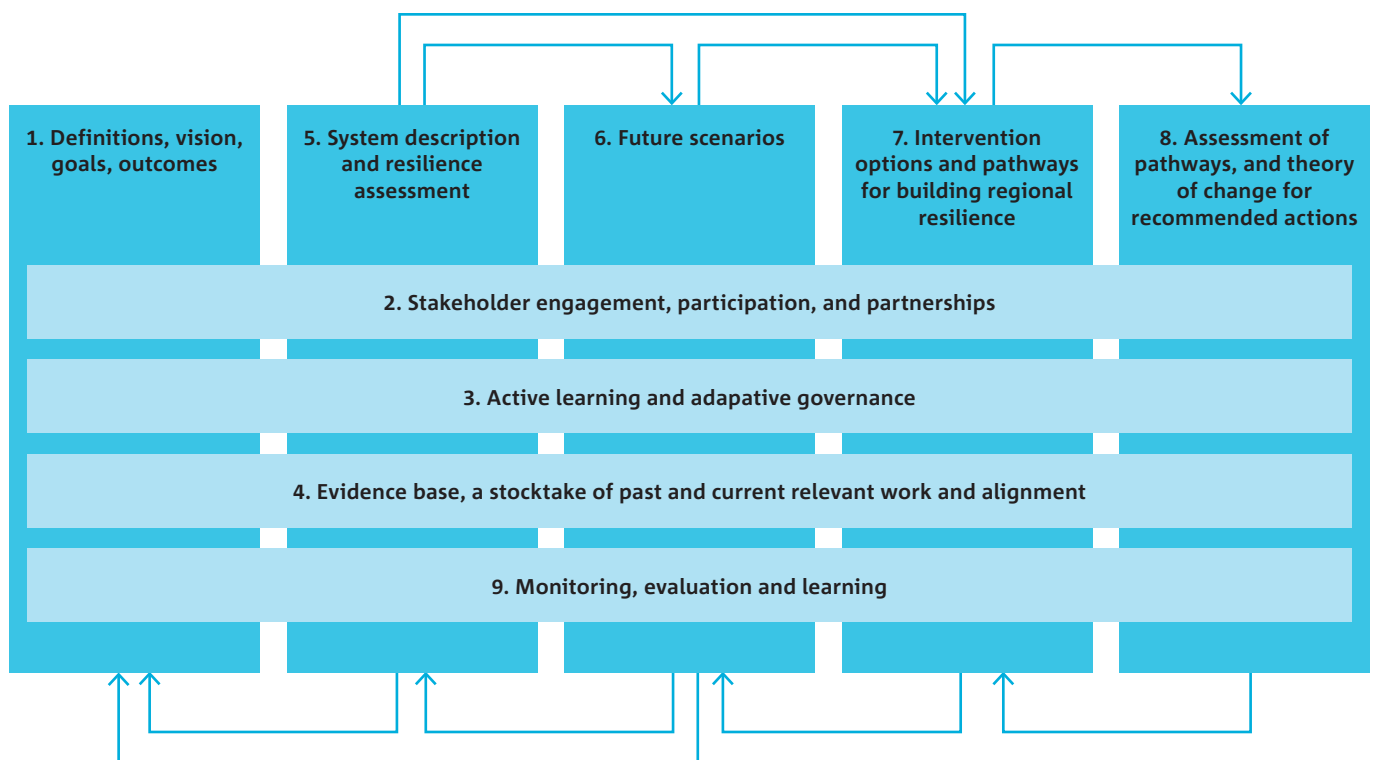


Figure 1. Visualisation of the Regional Drought Resilience Plan review components. Horizontal boxes represent cross-cutting components. Arrows represent iterative learning between components



3 Review guidance

3.1 Review components

The following sections describe the nine components the review team will consider. The description includes an explanation of what the component is, what the RDRP Framework requires with regards to the component, and what the review team will be looking for. For each component, there is a preliminary question with a simple yes or no answer. These preliminary questions will be used to provide early feedback and opportunities for missing components to be addressed before a full review process. There are then several review questions for each component.

In addition to the component-by-component review, there will also be a review of the quality of the relationships and interconnections between components. This is described in Section 3.2.

Component 1: Definitions, vision, goals, outcomes

In component 1, the review team will be considering how key terms are defined and applied, according to widely accepted definitions. The review team will also consider how well the vision, goals, and outcomes are articulated in each plan.

Use and application of key definitions

RDRP framework

Regions must consider incremental, transitional, and transformational opportunities and diverse innovative pathways to build economic, social, and environmental resilience for multiple outcomes.

These include economic resilience for an innovative and profitable agricultural sector; environmental resilience for sustainable and improved farming landscapes and other diverse environmental outcomes; and social resilience for resourceful and adaptable communities.

What is it about?

Any key terms referred to in the plan require definitions for how they are interpreted and used. The terms include resilience, adaptation, and transformation.

Why is it important?

Definitions of resilience can vary. Common normative definitions usually assume that resilience is always desirable. This is not necessarily the case. For example, an undesirable invasive weed may be difficult to eradicate and therefore very resilient. In the research community, resilience is often defined more descriptively, as the ability of a system to absorb a disturbance and re-organise so as to keep functioning in the same kind of way¹⁴. Defined this way, resilience is a property of a system and can be desirable or undesirable. For the purposes of this guide, both interpretations of resilience are workable, so long as the definition is made clear.

Another broader perspective on resilience which may be more helpful in planning is to use 'resilience' as a way of thinking^{15,16}. Resilience thinking integrates concepts of persistence, with concepts of adaptation and transformation. Resilience thinking provides a framework for planning to build resilience. Resilience thinking includes consideration of different capacities^{17,18}:

- Absorptive capacity for maintaining of key functions and structures of a system in the face of shocks
- Adaptive capacity for modifying the system when needed
- Transformative capacity for radically changing the system or building a new system if maintaining and modifying the existing system won't work.

What will the review consider?

Overview question

O 1-1. Are key terms clearly defined and used consistently in line with the science of resilience thinking and practice? (Yes/No)

Detailed question (foundation and extension)

D 1-1. To what extent are key terms defined clearly and consistently in line with the science of resilience thinking and practice?

14 Walker, B. 2020. Resilience: what it is and is not. *Ecology and Society*, 25.

15 Walker, B. & Salt, D. 2012. *Resilience thinking: sustaining ecosystems and people in a changing world*, Island press.

16 O'Connell, D., Grigg, N., Maru, Y., Bohensky, E., Hayman, D., Measham, T., Wise, R., Dunlop, M., Patterson, S. & Vaidya, S. 2020. A Resilience Checklist—a guide for doing things differently and acting collectively. (Resilience Checklist version 1.0 July 2020). CSIRO.

17 Folke, C., Carpenter, S. R., Walker, B., Scheffer, M., Chapin, T. & Rockström, J. 2010. Resilience thinking: integrating resilience, adaptability and transformability. *Ecology and society*, 15.

18 Béné, C., Wood, R. G., Newsham, A. & Davies, M. 2012. Resilience: new utopia or new tyranny? Reflection about the potentials and limits of the concept of resilience in relation to vulnerability reduction programmes. *IDS Working Papers*, 2012, 1-61.

Vision, goals, and outcomes

RDRP framework

Strategic goal: building sustainable and improved functioning of farming landscapes, an innovative and profitable agriculture sector, and resourceful and adaptable communities that are more resilient to future droughts. It also lists several short-term and long-term outcomes that contribute to the overall strategic goal.

What is it about?

A shared vision and agreed goals and outcomes are necessary to establish a common direction. This is about ensuring visions, goals and outcomes are clear in the plan.

Why is it important?

A vision is a shared, aspirational view of the future. When defining a vision from a resilience planning perspective, relevant questions include: what does a region that is resilient to drought look like, and what is realistic in a future with more frequent or severe droughts?

A drought resilience goal is an aspiration to achieve a desired systemic outcome, contributing to the vision, and realistically able to be realised over the long term, despite the occurrence of future droughts.

Outcomes are the results of actions and changes in the immediate and medium-term, which together contribute to the goal/s of the plan.

The regional vision, goals and outcomes of regional drought resilience plans should resonate with those of the RDRP Framework, whilst being context and location specific.

What will the review consider?

Overview question

O 1-2. Do the vision, goals, and outcomes articulate intentions that are practical to achieve (given uncertainty) when future droughts occur? (Yes/No)

Detailed question (foundation and extension)

D 1-2. To what extent do the vision, goals, and outcomes recognise and accommodate future large change, uncertainty, and multiple values?

Component 2: Stakeholder engagement, participation, and partnerships

Engagement and participation

What is it about?

An important resilience principle is ensuring broad participation and partnership in the design, implementation, and assessment of the plan¹⁹.

In this component, the review team will review engagement with, and participation of, the wider regional, community, and industry stakeholders, as well as partnerships to facilitate each step in the development of the resilience plan and its implementation.

The review team will look for evidence of the type, extent, and quality of engagement in developing the resilience plan and what might be proposed in the plan for its implementation.

Why is it important?

Engagement and participation processes can range from informing stakeholders (e.g. fact sheets) to consulting (e.g. public comments), through to inclusion in deliberative workshops, collaborating in decision making, or empowering stakeholders to lead decisions.

Developing a stakeholder map and engagement plan is a useful way to support active stakeholder participation and recruitment to different roles, including the collective governance of the design, implementation of the plan, and assessment of its progress and results.

Stakeholder mapping identifies stakeholders (individuals, social groups, communities and organisations). It explores their connections and relationships, as well as their potential influence and interest in the regional resilience plan.

Involving a diverse range of stakeholders, including vulnerable and marginalised people and communities, helps ensure the plan is informed by the views/values, interests, knowledge, experience and resources of those who could be affected by the plan.

In order to get the best out of engagement, stakeholders should feel confident that they will not be exposed to discrimination, criticism, harassment, or any other emotional or physical harm when contributing their views. Engagement platforms and processes that are ethical, fair and respectful provide the best opportunities to build trust and address any power differences or points of conflict that can hamper resilience building.

What will the review consider?

Overview question

O 2-1. Across all components of the plan, was there inclusive and effective engagement with, and active participation of, key regional, community, and industry stakeholders resulting in a co-designed, community-led, and collectively owned resilience plan? (Yes/No)

Detailed question (foundation and extension)

D 2-1. How inclusive was the engagement and participation in accommodating diverse values, perspectives, knowledge, and experience in each of the components for developing the plan?

Detailed questions (extension only)

D 2-2. To what extent did the stakeholder engagement activities provide ethical, fair, respectful, and safe processes that take account of power dynamics and conflicting viewpoints?

D 2-3. To what extent was stakeholder engagement informed by thorough stakeholder mapping information?

D 2-4. What extent and depth of engagement is envisaged for the implementation of the plan?

¹⁹ Biggs, R., Schlüter, M. & Schoon, M. L. 2015. Principles for building resilience: sustaining ecosystem services in social-ecological systems.

Partnership

RDRP framework

The RDRP Framework requires collaboration and partnership arrangements among members of the regional consortium responsible for the development of the plan. It also requires partnerships and networks to be built between multiple stakeholders, including those managing natural resources, and effective partnerships to provide inputs to inform drought resilience planning.

Regions are required to partner with their local Drought Resilience Adoption and Innovation Hubs.

The RDRP Framework also requires collaborative/partnership approaches to be in place to enable communities to be part of the development of RDR plans.

What is it about?

A partnership is a well-defined agreement between two or more individuals or organisations to pool resources and collaborate in a mutually beneficial process of sharing roles, responsibilities, and decision-making to produce mutually beneficial outcomes and goals. The review will examine how the planning process used partnerships.

Why is it important?

In developing a resilience plan, going beyond consultation and passive engagement to seek and establish partnerships with diverse stakeholders may be more difficult and time-consuming, but it helps to ensure the plan has the shared support and ownership of intended beneficiaries.

Building resilience may require transitions and transformation. These types of change can only occur through multi-stakeholder partnerships – no one actor can achieve such change alone.

Active engagement, participation, and effective partnerships bring in diverse perspectives, skills, experiences, and resources, improving understanding of the system when designing the resilience plan. It also helps build trust, confidence, and legitimacy in the resilience planning processes.

What will the review consider?

Overview question

O 2-2. Was the resilience plan co-developed by regional partnerships of appropriate entities, and regional stakeholders? (Yes/No)

Detailed question (foundation and extension)

D 2-5. What was the quality of collaboration and partnership in all components in the development of the resilience plan?

Detailed question (extension only)

D 2-6. What level of partnership arrangements is proposed for the activities to be implemented under the plan?

Component 3: Active learning and adaptive governance

Active learning

RDRP framework

The RDRP Framework encourages learning for future design and delivery of programs from the foundational pilot year of RDR plan development. The RDRP Framework also calls for the facilitation of cross-community sharing of learning on their drought resilience planning process.

What is it about?

The review team will be looking for structures and processes for active learning in the development of the plan, and in what is proposed for its implementation.

Why is it important?

Active learning is about learning from experience, structured reflection, and applying that knowledge to the future. It involves trying new things and changing in response to what is learned.

Active learning helps explore and shape useful responses, and strengthens the capacity to develop new solutions, especially when faced with problems for which there are not yet any answers.

Active learning is particularly relevant to drought. Drought is uncertain in both frequency and intensity, and drought interacts with and influences other stresses and shocks, like agricultural water availability, bushfires, and energy supply. Building resilience to drought requires active, structured learning to support adaptive governance of the drought resilience plan and its implementation. Testing new approaches and viewing failures as opportunities will encourage innovation.

The review team will be looking for three levels of learning²⁰:

1. correcting and refining existing processes and practices without needing to question the underlying assumptions and goals.
2. revisiting underlying processes and reframing assumptions and goals to reform practices.
3. questioning established paradigms and power relationships to radically change practices and enable new and innovative ways for transformation.

What will the review consider?

Overview question

O 3-1. Does the drought resilience plan have ways to encourage active learning across all components? (Yes/No)

Detailed question (foundation and extension)

D 3-1. To what extent does the resilience plan set up structured learning processes and foster a learning culture in each of the components?

Detailed questions (extension only)

D 3-2. To what extent does the resilience plan create opportunities to probe established ways of doing things and create safe places for failure and learning for innovation.

D 3-3. To what extent does the resilience plan identify the type and nature of learning required based on the complexity of the system, stakeholder needs, and the kind of change that is required?

D 3-4. To what degree does the plan create mechanisms for capturing and managing formal knowledge gained (e.g. via updated plans, reports, and other communications)?

²⁰ Pahl-Wostl, C., 2009. A conceptual framework for analysing adaptive capacity and multi-level learning processes in resource governance regimes. *Global environmental change*, 19(3), pp.354-365.

Adaptive governance

RDRP framework

The RDRP Framework and Program Implementation Plans with states and territories require collaborative governance of the co-design and ownership of resilience plan development and implementation. The foundational year when resilience plan development is piloted will also provide opportunities to learn whether governance arrangements are fit for purpose.

What is it about?

The review team will be looking for structures and processes for adaptive governance in the development of the plan, and in what is proposed for its implementation.

Why is it important?

Adaptive governance is about building in flexibility to adapt your governance requirements in response to changing circumstances, while remaining accountable to stated goals, vision, and values. This involves planning for, and allowing for, the possibility of changes to key roles, responsibilities, decision-making processes, and governance structures, as new information or problems arise. It is also about ensuring everyone's voice is heard, and establishing a mandate and process for decision making. The level of governance should allow agile and effective decisions.

Key principles for adaptive governance^{21,22,23} include:

- allowing authority for decision making to be distributed across different organisations at different scales (also known as polycentric governance). This is more resilient than a single point of control
- allowing decisions to be made at the lowest appropriate level (also known as subsidiarity)
- ensuring good diversity of stakeholders in collaboration
- encouraging and implementing active learning.

What will the review consider?

Overview question

O 3-2. Does the drought resilience plan provide for adaptive governance arrangements and processes? (Yes/No)

Detailed questions (foundation and extension)

D 3-5. To what extent does the plan establish clear governance principles, and transparent, equitable processes, responsibilities, and accountabilities, in the service of diverse stakeholder goals at different levels in the system?

D 3-6. To what extent are governance arrangements designed to enable and support spare (buffer) capacities, flexibility, and diverse response options to change?

Detailed questions (extension only)

D 3-7. To what extent are there decentralised, nested governance arrangements that ensure capacities to undertake tasks at an appropriate level without unnecessary reliance on a centralised entity? Does the plan ensure that if there is any failure at one level, it is nested in a wider level that can facilitate inclusive, coordinated decision-making?

D 3-8. To what extent are there processes in place for reviewing, revising and revisiting all components as knowledge about the system changes over time?

D 3-9. To what extent are proposed governance arrangements designed to acknowledge and respond constructively to uncertainty, alternative perspectives, and feedback from stakeholders?

21 Ruane, S. 2020. Applying the principles of adaptive governance to bushfire management: a case study from the South West of Australia. *Journal of Environmental Planning and Management*, 63, 1215-1240.

22 Ostrom, E. 1990. *Governing the commons: The evolution of institutions for collective action*, Cambridge university press.

23 Moran, M. & Elvin, R. 2009. Coping with complexity: Adaptive governance in desert Australia. *GeoJournal*, 74, 415-428.

Component 4: Evidence base, a stocktake of past and current relevant work and alignment

RDRP framework

Plans are to be evidence-based, ‘informed by suitable, valid data and analysis’, and ‘building on, complementing and taking account of existing strategic planning, to the extent it is available and relevant’.

In addition, the RDRP Framework intends plans ‘to harness diverse, region-specific knowledge and skills’.

‘Support for relevant climate, social, economic and environmental data, research and information will be available from the Commonwealth and states and territories, including from the Future Drought Fund Climate Services for Agriculture Program and Drought Innovation Hubs.’

What is it about?

The review team will review the range and quality of data, literature, information, and knowledge used to inform the planning process.

The review team will consider the extent to which regions have:

- reviewed and harnessed existing drought resilience-related knowledge and perspectives from within and outside the region
- built upon existing strategic planning at the state, local, and regional levels, issue-specific planning, and other FDF programs.

Why is it important?

Planning informed by evidence allows planners to make decisions and justify recommendations, separated from the influence of political and personal opinions or ideologies. Using evidence in planning seeks to inform decisions using the best available data, information and knowledge.

Quality of evidence can range from anecdotal to case studies, to published research or government data, to integrated systematic reviews with their own conclusions. The methodology used in arriving at the evidence can also influence its quality.

Ideally, the range of evidence should include knowledge and insights from local lived experience, Indigenous knowledge, and knowledge of the values and aspirations of a diverse range of people in the region. The evidence base should also include other relevant current and past work, its alignment and outcomes.

The science and data can change, so it is important that there are processes in place that allow the plan to incorporate new data and knowledge as it arises.

What will the review consider?

Overview question

O 4-1. Is the drought resilience plan building on past and existing work, using suitable and valid data, methods and evidence across all components? (Yes/No)

Detailed questions (foundation and extension)

D 4-1. To what extent does the plan build on past and current relevant work?

D 4-2. What is the quality of the evidence underpinning the different components and key links?

D 4-3. To what extent is the plan usefully linked and aligned with other plans and policies?

Detailed questions (extension only)

D 4-4. To what extent does the plan include ongoing updating of datasets, information, and provisions to incorporate new knowledge so that plan implementation is supported by new evidence and evolving knowledge?

D 4-5. To what extent does the underpinning evidence for the plan represent different scales and interactions between scales?

Component 5: System description and resilience assessment

In this component, the review team will look at the extent to which a systems approach is used to describe the system and assess its state of resilience to drought and other associated stresses and shocks.

System description

RDRP framework

Each plan is required to include ‘an integrated assessment of how the drought has affected the region in the past (if applicable) and how drought is likely to affect the region’s economic, environmental and social characteristics in the future’.

What is it about?

The system description defines the region’s system – the key components and relationships affected by drought and associated stresses and shocks.

It describes what is understood about the current state of the region as a system, including cause-effect relationships with regard to the impacts of drought in the region. The system description also identifies influences at different scales (e.g. farm, region, nation), as well as drivers of change that amplify or dampen the effects of drought on the region as a system.

Why is it important?

A system description highlights what people value in the system, the drivers of change (e.g. markets, technology, climate, governance arrangements, values, demographics, social factors), and their impacts on the features and goals that people care about²⁴.

Examples of system interactions that may be important to characterise include:

- interactions between key components of the regions as a system, for example, between financial, natural, social, human, and built capital (depleting natural capital for financial gain, or increases in financial or built capital made at the cost of human or social capital, such as mental health or social cohesion)
- interactions between scales (e.g. Australian Government water or carbon trading rules influencing farm-scale water and land use decisions that in turn shape national value chains and carbon emissions).

In any system description, there will be unknowns and uncertainties. Descriptions of these are just as important as descriptions of what is known and understood about the system.

Different stakeholders in the region can have different views on drought and may identify different features and relationships as important. These differences can be described without needing to find agreement. More advanced system descriptions will acknowledge and include diverse perspectives, highlighting areas in common and where different perspectives are harder to reconcile.

System descriptions for resilience assessment differ from descriptions in other kinds of planning in that they focus on system interactions and represent diverse stakeholder interests and experiences.

What will the review consider?

Overview question

O 5-1. Does the drought resilience plan include an evidence-based system description of how the region’s key economic, social and environmental components (and the links between them) are affected by drought and associated shocks and stresses? (Yes/No)

Detailed question (foundation and extension)

D 5-1. How inclusive is the scope of the system description? Does it include economic, social and environmental processes and their relationships, and does it include different people’s perspectives of the system?

Detailed question (extension only)

D 5-2. In the plan’s system description, to what degree are droughts (and climate variability more generally) viewed as normal events that are opportunities to build resilience or drive transformation through learning, preparedness, and planning?

²⁴ Walker, B.H., Abel, N., Anderies, J.M. and Ryan, P., 2009. Resilience, adaptability, and transformability in the Goulburn-Broken Catchment, Australia. *Ecology and society*, 14(1).

Resilience assessment

What is it about?

A resilience assessment explores how people and nature in the region have been, and will likely be, affected by drought. It is an assessment of the current state and trajectory of resilience of the region to the effects of drought for different stakeholders.

An advanced assessment also includes resilience of the region to multiple unspecified shocks. Other assessments such as risk assessments or vulnerability assessments may exist or have been done for the region, and the resilience assessment can build upon those by integrating resilience-focussed analyses.

Why is it important?

Resilience assessment is at the heart of resilience planning. It is also the most challenging task because it explores how the system may respond to future events that have not yet occurred. Commonly, it will be a qualitative analysis that draws on both qualitative and quantitative information.

A resilience assessment differs from more conventional risk assessments by focusing more explicitly on the system's preparedness and response capacities, instead of only focusing on the likelihood and consequences of specific hazards²⁵. It takes into account the overlapping concepts of vulnerability and resilience. Vulnerability seeks to identify the weakest parts of the region systems (those most affected negatively by disturbances), whilst resilience identifies the characteristics that make the region more robust to disturbances.

Ideally, the resilience assessment considers both specified and general resilience. Specified resilience is the resilience of a particular part of the system to an identified stress or shock (specifying resilience of what, to what, for whom). General resilience is the ability of a system to deal with a diverse range of unspecified stresses and shocks²⁶.

Building on the system description, the resilience assessment identifies a few key factors and relationships that have significant influences on the impacts of drought, as well as preparedness and response to droughts.

Resilience assessment establishes if there are thresholds (e.g. tipping points, or points of no return) related to drought and associated stresses and shocks. It also assesses if past and current drought-related interventions have built resilience capacities to maintain, modify or transform the region, or had unintended consequences that led to unwanted trade-offs or other effects. Resilience assessment identifies opportunities, intervention options for building resilience of the region to drought, and associated stresses and shocks.

Examples of system properties that a resilience assessment may reveal include²⁷:

- slow variables (e.g. soil moisture, rising salinity, vegetation fuel load, demographic and health trends, debt to income ratios, vegetation cover) that shape other, faster responses in the system
- feedback loops, such as vicious cycles that reinforce unwanted outcomes (e.g. poverty traps reinforced by land degradation)
- critical thresholds or tipping points, which once crossed are difficult or impossible to return from (e.g. rising saline groundwater)
- unintended consequences including perverse effects or unexpected effects in other locations or at future times (e.g. land clearing in one part of the region altering hydrology elsewhere in the region)
- rebound effects (e.g. investment in water-saving technology that enables increased water use productivity but no reduction in total water use).

25 O'Connell, D., Maru, Y., Grigg, N., Walker, B., Abel, N., Wise, R., Cowie, A., Butler, J., Stone-Jovicich, S. & Stafford-Smith, M. 2019. Resilience, adaptation pathways and transformation approach. A guide for designing, implementing and assessing interventions for sustainable futures (version 2). CSIRO, Australia.

26 Walker, B. 2020. Resilience: what it is and is not. Ecology and Society, 25.

27 O'Connell, D., Maru, Y., Grigg, N., Walker, B., Abel, N., Wise, R., Cowie, A., Butler, J., Stone-Jovicich, S. & Stafford-Smith, M. 2019. Resilience, adaptation pathways and transformation approach. A guide for designing, implementing and assessing interventions for sustainable futures (version 2). CSIRO, Australia.

What will the review consider?

Overview question

O 5-2. Does the drought resilience plan include an evidence-based assessment of the resilience of the current state and trajectory of the region to drought and associated shocks and stresses? (Yes/No)

Detailed questions (foundation and extension)

D 5-3. How well are the cause-effect relationships between people, nature and drought described in the resilience assessment?

D 5-4. To what degree does the plan provide assessment of the resilience of specified characteristics of the region to different drought-related risks or shocks?

Detailed questions (extension only)

D 5-5. To what extent does the plan's resilience assessment evaluate a spectrum of resilience properties, including the region's capacity to maintain, modify, and transform in response to drought?

D 5-6. To what degree does the plan's resilience assessment evaluate general resilience in response to shocks and disturbances of all kinds?

D 5-7. To what extent does the plan's resilience assessment recognise the potential for complex, unpredictable responses (e.g. unintended consequences of complex networks of cause and effect, tipping points, or points of no return)?

Component 6: Future scenarios

RDRP framework

RDR plans must be developed using best-practice resilience planning principles including consideration of adaptation pathways and scenario testing.

RDR plans must include an integrated assessment of how drought has affected the region in the past (if applicable) and how drought is likely to affect the region's economic, environmental and social characteristics in the future, based on up-to-date information, research and climate science (projections, mapping, modelling and scenarios) for the region.

What is it about?

Future scenarios are descriptions of possible futures. Because of the uncertain and unknown nature of the future, scenario processes can be used to develop multiple plausible futures.

Why is it important?

In the context of RDR planning, scenarios are a powerful way to explore how drivers of change or megatrends may significantly shape possible futures of the region, and how those may interact with the impacts of drought.

Scenarios can be used with stakeholders to explore alternative futures presenting different challenges, opportunities and options for dealing with drought. Scenarios are often flexible, accessible narratives of the plausible futures that incorporate multiple viewpoints. Scenarios enable shared learning and inform the generation of intervention options robust to possible alternative futures.

Scenario development can be based on evidence of what is likely to happen, imagining what could happen, or exploring what stakeholders would like to happen. In the context of RDR planning, scenarios can be developed by identifying how impacts of drought may interact with drivers of change that are likely to influence the future of the region.

A starting point for developing future scenarios for RDR plans is foresighting analysis done in Australia through the Strategic Foresight for Regional Australia report²⁸.

²⁸ Taylor, B., Walton, A., Loechel, B., Measham, T. & Fleming, D. 2017. Strategic foresight for regional Australia: Megatrends, scenarios and implications. Canberra: CSIRO and the Australian Government Department of Infrastructure, Regional Development and Cities, Australia.

What will the review consider?

Overview question

O 6-1. Does the drought resilience plan explore plausible future scenarios involving key drivers of change and drought events, their impacts, and implications for diverse stakeholders? (Yes/No)

Detailed question (foundation and extension)

D 6-1. To what extent do the scenarios developed provide insights for generating intervention options that are robust under different plausible futures?

Detailed questions (extension only)

D 6-2. To what extent are future scenarios and system responses in scenarios informed by the system description and resilience assessment?

D 6-3. To what extent are scenarios used to foster awareness of uncertainty and constructive engagement with it?

Component 7: Intervention options and pathways for building regional resilience

RDRP framework

'An evidence-based, triple-bottom-line strategy, outlining actions and pathways to mitigate and/or adapt to drought impacts, facilitate transformational change, and increase drought resilience within the region'. Given the complexity and interaction of drought with other stresses and shocks likely in the future, and uncertainties in how these will play out, generating diverse intervention options is a valuable way to build regional resilience.

What is it about?

The review team will look at whether the plan, building on assessment of the current state and trajectory of the region with respect to drought and other shocks, has identified what aspects of the region to maintain, modify, or transform to build resilience. It will consider whether the plan has identified potential intervention options and pathways that could bring about the changes needed to achieve the outcomes and goals of the plan.

Why is it important?

It is important to develop options for intervention because the future is uncertain²⁹. Intervention options are diverse proposed actions that provide choices about implementation, depending on what is learned from earlier actions and if and when conditions change in the future. Intervention options can be activities, projects, programs, policies, initiatives and/or investments. A set of complementary and alternative intervention options that are prioritised, sequenced and put together, form a pathway³⁰.

The development of intervention of options can be guided by resilience principles³¹. Plans can have intervention options that assist with:

- building intentional redundancy to create reserves and spare capacity
- creating response diversity – that is having multiple options to achieve a given need or fulfill a particular function (so if one becomes unviable, or doesn't work, there are back-up options)
- fostering an appropriate level of connectivity such that a region is not over- or under-connected, and not overly dependent on external support
- enabling preparedness, flexibility and quick and effective responses to stresses and shocks
- building absorptive, adaptive and transformative agency and capacities
- managing the key variables and feedback loops central to the manifestation and effect of drought and associated shocks in the region.

29 Haasnoot, M., Kwakkel, J. H., Walker, W. E. & Ter Maat, J. 2013. Dynamic adaptive policy pathways: A method for crafting robust decisions for a deeply uncertain world. *Global environmental change*, 23, 485-498.

30 Wise, R. M., Fazey, I., Smith, M. S., Park, S. E., Eakin, H., Van Garderen, E. A. & Campbell, B. 2014. Reconceptualising adaptation to climate change as part of pathways of change and response. *Global environmental change*, 28, 325-336.

31 Walker, B. 2020. Resilience: what it is and is not. *Ecology and Society*, 25.

The plan can have multiple and linked pathways that together are likely to bring the change needed in the region as a system, and that contribute to achieving desired outcomes and goals. Exploring: 1) what to maintain, 2) what to modify, and 3) what to transform in the region to build resilience to drought and broadly to other associated but unspecified shocks can provide three broad pathways, each with a set of diverse and innovative intervention options³². Pathways may also be sector-based, or structured around economic, social, and environmental outcomes.

In the linked pathways there are decision triggers. If certain conditions are met, an alternative intervention option is initiated that changes that pathway in order to achieve outcomes and goals. A simple hypothetical example of an intervention option is genetic modification of the main crop in the region for drought resistance. In this example, the returns from genetic modification will only be cost effective up to a certain level of drought severity and frequency, beyond which the crop will fail anyway. If these levels are likely to be exceeded, a decision is triggered to shift to other intervention options, for example, a shift to drought resilient livestock production, or high value small scale irrigated crops, or other less drought sensitive livelihood activities.

The intervention options and pathways are better developed first without being constrained by available resources or organisational remits, so that a holistic view on what is really required to bring about the needed change is achieved. This could then be followed by discussion to consider which set of intervention options to start with, given available resources and who does what within their organisational remits.

What will the review consider?

Overview question

O 7-1. Does the plan identify diverse intervention options that are prioritised and sequenced over time? (Yes/No)

Detailed questions (foundation and extension)

D 7-1. To what extent have intervention options been developed that increase intentional reserves and spare capacity of diverse kinds, that can be relied upon in times of drought and related shocks, and that enable diverse responses to such shocks?

D 7-2. To what extent are intervention options designed to reduce over-reliance on external support and under-networking beyond the region?

D 7-3. To what extent does the resilience plan have intervention options or actions put together as sets to provide multiple and complementary pathways to achieve the goal of the plan?

D 7-4. To what extent are the proposed intervention options innovative (new ideas, technologies, business models, institutions, practices)?

Detailed question (extension only)

D 7-5. To what extent does the plan contain intervention options that recognise and manage key 'slow variables' that have the potential to increase the vulnerability or resilience of the system to shocks, or conversely, those that may alleviate vulnerability?

32 Maru, Y., O'Connell, D., Grigg, N., Abel, N., Cowie, A., Stone-Jovicich, S., Butler, J., Wise, R., Walker, B. & Million, A. 2017. Making 'resilience', 'adaptation' and 'transformation' real for the design of sustainable development projects: piloting the Resilience, Adaptation Pathways and Transformation Assessment (RAPTA) framework in Ethiopia. May 2017. CSIRO, Australia.

Component 8: Assessment of pathways and theory of change for recommended actions

Assessment of pathways

RDRP framework

An assessment of the feasibility and practicality of proposed actions and the quantitative and qualitative public-good benefits to the region.

What is it about?

This component will review whether the plan has assessed the likely effectiveness of the proposed options and pathways (outlined in Component 7).

Why is it important?

It is important to assess the characteristics of intervention options suggested in each pathway and whether they are likely to contribute to building specified resilience to drought, and/or general resilience to multiple interacting stresses and shocks. Doing this helps planners understand whether each of their suggested intervention options and pathways are likely to be feasible and effective, and whether, together, they are sufficient to achieve the desired outcomes and goals.

Feasibility and cost-effectiveness can be evaluated using techniques such as a cost-benefit analysis that includes evaluation of the contribution to the public good, and intended and unintended burdens and benefits to different groups in the region.

Resilience plan review will also consider whether the intervention options³³ proposed:

- a. are ‘foundational’, without which other interventions will be ineffective
- b. are ‘no regrets’ options that provide the desired effect in any of the plausible future scenarios
- c. are designed to prevent or enable thresholds from being crossed
- d. pave a way for, or foreclose/impede, other intervention options for building resilience.

Finally, if each option proposed as necessary in the respective pathways were to be implemented together as a set, would the root causes of problems be addressed sufficiently to build economic, social, and environmental resilience to drought and associated stresses and shocks?

³³ O’Connell, D., Maru, Y., Grigg, N., Walker, B., Abel, N., Wise, R., Cowie, A., Butler, J., Stone-Jovicich, S. & Stafford-Smith, M. 2019. Resilience, adaptation pathways and transformation approach. A guide for designing, implementing and assessing interventions for sustainable futures (version 2). CSIRO, Australia.

What will the review consider?

Overview question

O 8-1. Does the drought resilience plan articulate the contributions of its proposed intervention options (actions, etc.) and pathways to regional resilience? (Yes/No)

Detailed question (foundation and extension)

D 8-1. To what extent does the plan assess the proposed intervention options and pathways for their contribution to building resilience?

Detailed questions (extension only)

D 8-2. To what extent are the intervention options or actions recommended necessary for building resilience to drought?

D 8-3. Taken as a set, to what extent are the intervention options proposed sufficient for building resilience to drought?

Theory of change

What is it about?

Of the options and pathways the plan may contain, actioning a subset of recommended activities that are within scope of available resources and organisational remits is necessary to put the plan in motion. A theory of change spells out how these activities will lead to outputs and outcomes that contribute to the goals of the resilience plan³⁴.

Why is it important?

A theory of change is important because it spells out how and why change may occur as a result of what is proposed to initiate the plan. This is important to ensure that what is proposed by way of investment and implementation is closely linked to achieving the goals of the resilience plan, and has a high likelihood of actually building resilience.

What will the review consider?

Overview question (extension only)

O 8-2. Does the plan have a theory of change for the recommended actions? (Yes/No)

Detailed question (extension only)

D 8-4. How advanced and plausible are the assumptions and mechanisms for how the actions will bring about desired change?

³⁴ Maru, Y. T., Sparrow, A., Butler, J. R., Banerjee, O., Ison, R., Hall, A. & Carberry, P. 2018. Towards appropriate mainstreaming of “Theory of Change” approaches into agricultural research for development: Challenges and opportunities. *Agricultural systems*, 165, 344-353.

Component 9: Monitoring, evaluation, and learning

RDRP framework

Each plan is required to ‘specify a monitoring, evaluation and review process to ensure transparency, adaptive management, and long-term implementation’.

What is it about?

The review team will examine whether there is a well thought through and enacted monitoring, evaluation, and learning (MEL) plan in the resilience plan. The review team will consider whether the MEL plan supports rapid learning as part of the process of developing the plan, and whether processes for adaptive adjustment of the plan based on MEL results are in place.

Why is it important?

The MEL component supports accountability, communication, rapid learning, and responsive adjustments in relation to resilience planning. Accountability involves understanding the roles and responsibilities of the planning partners and knowing to what extent they are carrying out the different components of the planning to achieve stated outcomes and goals.

MEL also provides the evidence base for active learning and adaptive governance (Component 3). Learning and governance provide mechanisms to make rapid and effective adjustments and changes to activities and pathways, and to generate information for communicating the progress of the plan and its implementation to stakeholders regularly.

The review team will review the MEL processes that are in place to track and report on progress during the development of the plan and its implementation. MEL will help to ensure that the activities recommended by the plan are being implemented effectively, and contributing to the changes required to build resilience.

What will the review consider?

Overview question

O 9-1. Does the drought resilience plan include MEL? (Yes/No)

Detailed question (foundation and extension)

D 9-1. Is the MEL based on well-informed, realistic assumptions and mechanisms that explains how the drought resilience plan is expected to bring about the desired change in the system?

Detailed question (extension only)

D 9-2. To what extent does the MEL have in-built learning opportunities?

3.2 Reviewing integration between components

Interactions exist between all of the components of this review. Some components (or elements of components) are important to include within most other components. For example, stakeholder engagement, participation, and partnerships; active learning and adaptive governance; and evidence base, are all cross-cutting components. As a result, they include review questions that apply to most other components.

Some components generate inputs or guide other components, and are most effective when updated iteratively as more is learned about the system. For example, vision, goals, and outcomes set at the beginning will provide direction for many components, and should be iteratively checked and refined in response to new developments in other components (Figure 1).

The review team will look at the extent to which cross-cutting components are evident across multiple components. The team will also review the extent to which the plan supports the necessary linkages among components.

What will the review consider?

Overview question

O 10-1. Does the plan demonstrate evidence of the necessary linkages between the components? (Yes/No)

Detailed question (foundation and extension)

D 10-1. What is the extent and quality of the necessary interactions and linkages among the components for planning, demonstrated in the RDR plan?

4 Glossary

TERM	DEFINITION
Absorptive capacity	The ability of individuals and groups to continue without adapting or changing their behaviour in response to environmental and socioeconomic changes.
Adaptation	Adjustment or modification in natural and/or human systems in response to actual or expected shocks and stresses to moderate harm, reduce vulnerability and/or exploit beneficial opportunities.
Adaptive capacity	The ability of individuals and groups to adjust and respond to environmental and socioeconomic changes.
Controlling variable	A key element in the system that is underlying or shaping change of the system.
Economic resilience	The ability of the economy to absorb the economic impact of stresses and shocks without changing the economic status or outcomes.
Environmental resilience	The ability of the natural environment to cope with a diverse range of stresses and shocks while maintaining natural processes and ecosystem services.
Feedback loop	A chain of cause-and-effect relationships forms a loop when the outputs are routed back as inputs into the same system. It can either amplify or dampen the effects of change. For example, poverty can be reinforced by feedback loops (e.g. poverty leads to poor health which leads to unemployment which leads to greater poverty).
General resilience	The ability of the system to deal with a diverse range of unspecified stresses and shocks.
Governance	Governance is the structures and processes by which individuals, groups and agencies in a society share power and make decisions. It can be formally institutionalised, or informal.
Intentional redundancy	Spare or reserve capacity that provides options for responding to change and shocks.
Intervention options	Alternative or complementary actions, projects, programs, policies, initiatives and investments that are planned to bring about change in the system.
Megatrends	Major global or regional influences that have driven change in the past and are expected to shape change into the future.
Public-good benefits	A good or service in which the benefit received is available to all, and where access to the good or service cannot be restricted.
Rebound effects	Reduction in expected gains with implementing technologies that increase efficiency of resource use when this efficiency encourages more use of the resource.
Resilience	The ability of a system to absorb a disturbance and re-organise so as to maintain the existing functions, structure and feedbacks. Also see general resilience, specified resilience, economic resilience, environmental resilience and social resilience.
Resilience thinking	Considers the dynamics and development of complex social-ecological systems. It encompasses resilience, adaptation, and transformation as interconnected concepts that define the broad range of type and magnitude of change in social ecological systems at different scales.
Response diversity	A range of different reactions to change that contribute to the same function.
Shock	A short, sharp event that causes an adverse effect, e.g. bushfire.
Slow variables	Slowly changing factors that shape the nature of faster responses in the system, e.g. soil moisture, rising salinity, vegetation fuel load, demographic and health trends, debt to income ratios, vegetation cover.
Specified resilience	Resilience of a particular part of a system to an identified stress or shock, though the timing and magnitude of the stress or shock may be unknown.
Social resilience	The ability of the human society to cope with a diverse range of stresses and shocks while maintaining existing social and community functions.
Stresses	An event that occurs gradually over a timeframe that causes an adverse effect, e.g. drought.
Theory of change	Refers to theories, causal mechanisms and assumptions that explain how and why outcomes and impacts will be achieved through use, implementation and production of proposed inputs, activities and outputs.
Threshold	The point at which a change in a level or amount a controlling variable causes a system to shift to a qualitatively different regime. Also referred to as a tipping point.
Tipping point	See 'Threshold'.
Transformation	The process of radically changing or building a new system with different structure, functions, feedbacks and identity.
Transformative capacity	The capacity to create a fundamentally new system when ecological, economic, or social (including political) conditions make the existing system untenable.



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BREWARRINA SHIRE COUNCIL

Agenda Submission for Ordinary Meeting held on Friday 24th Nov 2023.

TITLE:	BANK RECONCILIATION & INVESTMENTS	DOC REF:
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REPORT BY:	Rizwan Mushtaq Assistant Accountant	DATE 07/11/2023
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IP&R REFERENCE:
Objective 5.2.2 - Timely and accurate reporting for efficient management and accountability

RECOMMENDATION:
That:
<ol style="list-style-type: none"> 1. The bank reconciliation report is received as information. 2. The Certification of the Responsible Accounting Officer for compliance with the Investment Policy and the Ministerial Investment Order dated 28 April 2017 be received and noted.

CONTENT:																																						
<ol style="list-style-type: none"> 1. <u>BANK RECONCILIATION</u> 																																						
PURPOSE:																																						
The purpose of this report is to present the reconciliation of Council's cashbook and bank statement as at 31 st Oct 2023. The presentation of this information is not a requirement of any Act, however it has been provided historically for the information of Councillors.																																						
<table border="1"> <thead> <tr> <th colspan="2">Bank Reconciliation for 31st Oct 2023</th> </tr> </thead> <tbody> <tr> <td colspan="2">Cash book</td> </tr> <tr> <td>Opening Cashbook balance</td> <td>30,973.82</td> </tr> <tr> <td>Add: Receipts</td> <td>3,065,429.93</td> </tr> <tr> <td>Add: Recalled investments</td> <td>879,500.00</td> </tr> <tr> <td>Less: Payments</td> <td>3,930,654.10</td> </tr> <tr> <td>Less: Investments</td> <td></td> </tr> <tr> <td>Current Cashbook Balance</td> <td>45,249.65</td> </tr> <tr> <td colspan="2">Council Operating Account</td> </tr> <tr> <td>Opening Statement Balance</td> <td>30,973.76</td> </tr> <tr> <td>Add: Receipts</td> <td>3,045,280.76</td> </tr> <tr> <td>Add: Recalled investment</td> <td>879,500.00</td> </tr> <tr> <td>Less: Payments</td> <td>3,912,641.11</td> </tr> <tr> <td>Less: Investments</td> <td>0</td> </tr> <tr> <td>Current Statement Balance</td> <td>43,113.41</td> </tr> <tr> <td>Add: Unpresented Receipts</td> <td>2,136.24</td> </tr> <tr> <td>Less: Unpresented Payments</td> <td>-</td> </tr> <tr> <td>Reconciliation Balance</td> <td>45,249.65</td> </tr> <tr> <td>Difference</td> <td>-</td> </tr> </tbody> </table>	Bank Reconciliation for 31st Oct 2023		Cash book		Opening Cashbook balance	30,973.82	Add: Receipts	3,065,429.93	Add: Recalled investments	879,500.00	Less: Payments	3,930,654.10	Less: Investments		Current Cashbook Balance	45,249.65	Council Operating Account		Opening Statement Balance	30,973.76	Add: Receipts	3,045,280.76	Add: Recalled investment	879,500.00	Less: Payments	3,912,641.11	Less: Investments	0	Current Statement Balance	43,113.41	Add: Unpresented Receipts	2,136.24	Less: Unpresented Payments	-	Reconciliation Balance	45,249.65	Difference	-
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2. INVESTMENTS

PURPOSE

In accordance with Clause 212 of the Local Government (General) Regulation 2005, the responsible accounting officer must provide the Council with a written report (setting out details of all money that the council has invested under Section 625 of the Act) to be presented to the ordinary meeting each month.

Ref	Institution	Amount	Term & Rate	Maturity Date
71	NAB	1,500,000.00	83 days @ 4.80%	13/12/2023
81	NAB	3,000,000.00	92 days @ 4.90%	25/01/2024
82	NAB	1,500,000.00	85 days @ 4.85%	08/11/2023
90	NAB	1,000,000.00	91 days @ 4.70%	29/11/2023
91	NAB	1,500,000.00	90 days @ 4.93%	22/11/2023
108	CBA	2,000,000.00	183 days @ 5.31%	21/02/2024
113	CBA	1,500,000.00	63 days @ 4.38%	13/12/2023
114	CBA	1,500,000.00	84 days @ 4.86%	01/11/2023
115	CBA	1,000,000.00	70 days @ 4.51%	06/12/2023
At Call	CBA	-	at call - variable	
BOS at call	CBA	1,237,859.02	at call - variable	
Total		15,737,859.02		

Certification – Responsible Accounting Officer

I hereby certify that the investments listed above have been made in accordance with Section 625 of the Local Government 1993, Clause 212 of the Local Government (General) Regulation 2005 and Council's Investment Policy.

Angus Chan
Responsible Accounting Officer

GOVERNANCE IMPLICATIONS:

Compliance with Local Government (General) Regulation 2005- Clause 212:

The responsible accounting officer of a council must provide the council with a written report (setting out details of all money that the council has invested under section 625 of the Act) to be presented;

- If only one ordinary meeting of the council is held in a month, at a meeting, or*
- If more than one such meeting is held in a month, at whichever of those meetings the council by resolution determines.*

David Kirby
General Manager

ATTACHMENTS:

Nil

BREWARRINA SHIRE COUNCIL

Agenda Submission for Ordinary Meeting held on Friday 24th November 2023

TITLE:	QUARTERLY BUDGET REVIEW STATEMENT 1st QUARTER 2023/2024	DOC REF: GM:
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REPORT BY:	Angus Chan FINANCE & ADMINISTRATION MANAGER	DATE: 15 th Nov 2023
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IPR / MANAGEMENT PLAN REFERENCE:

Objective 5.2.2 - Timely and accurate reporting for efficient management and accountability

PURPOSE:

The Purpose of this report is to submit to Council a report detailing the variances to the budget for the 2023/2024 financial year as presented in the Quarterly Budget Review Statement for the quarter ended 30 September 2023.

RECOMMENDATION:

That:

- 1. The Quarterly Budget Review Statement for the quarter ended 30 September 2023 be received and accepted and authorisation be given for the adjustments indicated therein.**

CONTENT:

The *Local Government (Financial Management) Regulation 2005* Clause 203(1) states that a Quarterly Budget Review Statement must be prepared and submitted to Council no later than two months after the end of each quarter.

At its meeting on the 23 June 2023, Council adopted the Delivery Program and Operational Plan 2023/24, which included the annual budget for 2023/2024. The September quarterly review compares actual expenditure and revenue against the budget for the first quarter and allows variations to be made from information received and Council resolutions made since the draft budget was compiled. Also included in the review are projects and grant works that were not budgeted at 30 June 2023.

The adopted budget for the financial year showed a General Fund surplus of \$1,684,028; Water Fund deficit of \$173,500 and Sewer Fund surplus of \$147,000 a combined surplus result of \$1,657,528 after depreciation is added back.

The predicted budget result for the quarter to 30 September 2023 is a General Fund surplus of \$1,631,028; Water Fund deficit of \$173,500 and Sewer Fund surplus of \$147,000, a combined funds surplus result of \$1,604,528 after depreciation is added back.

Budget Results - (Surplus)/Deficit	General Fund	Water Fund	Sewer Fund	Combined Funds Total
Original Budget Result (excluding Depreciation)	(1,684,028)	173,500	(147,000)	(1,657,528)
Net Adjustment from September Review	53,000	0	0	53,000
Revised Budget result (excluding Depreciation)	(1,631,028)	173,500	(147,000)	(1,604,528)

Explanations of the material variations to income and expenditure budgets are shown on the attached Quarterly Budget Review Statement.

CONSULTATION:

Council, Council staff and Funding bodies.

GOVERNANCE IMPLICATIONS:

Clause 203 (1) of the *Local Government (General) Regulations 2005* requires a council's responsible accounting officer to prepare and submit a Quarterly Budget Review Statement (QBRS) to Council within two months of the end of the quarter.

CONCLUSION:

Report by Responsible Accounting Officer

The following statement is made in accordance with Clause 203(2) of the *Local Government (General) Regulations 2005*:

It is my opinion that the Quarterly Budget Review Statement for Brewarrina Shire Council for the quarter ended 30 September 2023 indicates that Council's projected financial position at 30 June 2023 will be satisfactory at year-end, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.

 Angus Chan
 Responsible Accounting Officer

 David Kirby
 General Manager

ATTACHMENT:

Quarterly Budget Review Statement

BREWARRINA SHIRE COUNCIL											
COMBINED FUNDS SUMMARY											
INCOME	FY 22/23 Full Year	YTD Set 23	2023/24 Estimates	2023/24	Total	EXPENDITURE	FY 22/23 Full Year	YTD Set 23	2023/24 Estimates	2021/22	Total
				September Review						September Review	
General Purpose Revenues	(6,860,924)	(1,372,391)	(6,187,000)	0	(6,187,000)						
Governance	(740)	0	(5,200)	0	(5,200)	Governance	780,792	347,567	891,000	-7,000	884,000
Administration	(718,784)	(97,778)	(296,800)	(20,000)	(316,800)	Administration	2,674,546	1,093,517	3,326,400	70,000	3,396,400
Public Order & Safety	(314,475)	(50,087)	(63,000)	0	(63,000)	Public Order & Safety	591,256	74,962	514,500	0	514,500
Health	(53,683)	(10,621)	(47,000)	0	(47,000)	Health	125,872	65,189	140,800	10,000	150,800
Environment	(355,494)	(303,946)	(375,500)	0	(375,500)	Environment	699,618	244,251	736,100	0	736,100
Community Services & Education	(534,013)	(84,328)	(593,795)	0	(593,795)	Community Services & Education	227,054	338,901	688,500	0	688,500
Housing & Community Amenities	(117,540)	(27,275)	(114,384)	0	(114,384)	Housing & Community Amenities	446,901	130,576	512,000	0	512,000
Water	(1,151,659)	(803,304)	(1,085,000)	0	(1,085,000)	Water	1,451,588	405,397	1,536,000	0	1,536,000
Sewer	(560,053)	(512,646)	(520,000)	0	(520,000)	Sewer	686,177	117,463	677,500	0	677,500
Recreation & Culture	(139,038)	(4,008)	(74,000)	0	(74,000)	Recreation & Culture	1,357,828	254,635	1,439,800	0	1,439,800
Mining, Manufacturing & Construction	(1,398)	(324)	(5,500)	0	(5,500)	Mining, Manufacturing & Construction	26,860	12,723	219,500	0	219,500
Transport & Communication	(14,970,177)	(2,859,496)	(4,208,249)	0	(4,208,249)	Transport & Communication	11,295,727	4,550,307	5,132,500	0	5,132,500
Economic Affairs	(320,112)	(211,280)	(544,000)	0	(544,000)	Economic Affairs	1,627,665	394,896	1,649,800	0	1,649,800
Sub-Total	(26,098,089)	(6,337,482)	(14,119,428)	(20,000)	(14,139,428)	Sub-Total	21,991,884	8,030,385	17,464,400	73,000	17,537,400
Capital Income - General	(6,201,250)	(7,883,000)	(15,888,766)	450,000	(15,438,766)	Capital Expenditure - General	7,794,613	9,437,500	17,016,766	-450,000	16,566,766
Capital Income - Water	(110,000)	(110,000)	(150,000)	0	(150,000)	Capital Expenditure - Water	420,500	420,500	390,000	0	390,000
Capital Income - Sewer	0	0	(1,000,000)	0	(1,000,000)	Capital Expenditure - Sewer	150,000	150,000	1,000,000	0	1,000,000
Sub-Total	(6,311,250)	(7,993,000)	(17,038,766)	450,000	(16,588,766)	Sub-Total	8,365,113	10,008,000	18,406,766	-450,000	17,956,766
TOTAL INCOME	(32,409,339)	(14,330,482)	(31,158,194)	430,000	(30,728,194)	TOTAL EXPENDITURE	30,356,996	18,038,385	35,871,166	-377,000	35,494,166
=====											
Combined Funds							Original	Dec Quarter	Original		
Operating Result	(4,106,205)	1,692,903	3,344,972	53,000	3,397,972		Estimate	Review	Estimate	September	
Depreciation Add Back	3,443,000	3,643,000	6,370,500	0	6,370,500						
Sub-Total	(7,549,205)	(1,950,097)	(3,025,528)	53,000	(2,972,528)		FY 22/23 Full Year	YTD Set 23	2023/24	Review	Total
Capital Result	2,053,863	2,015,000	1,368,000	0	1,368,000	General	(5,782,396)	996,993	(1,684,028)	53,000	(1,631,028)
						Water	179,429	(518,407)	173,500	0	173,500
						Sewer	107,624	(413,683)	(147,000)	0	(147,000)
Result for Year Excluding Depreciation	(5,495,343)	64,903	(1,657,528)	53,000	(1,604,528)	(Surplus)/Deficit	(5,495,343)	64,903	(1,657,528)	53,000	(1,604,528)

BREWARRINA SHIRE COUNCIL											
GENERAL FUND SUMMARY											
INCOME	FY 22/23 Full Year	YTD Set 23	2023/24 Estimates	2023/24	Total	EXPENDITURE	FY 22/23 Full Year	YTD Set 23	2023/24 Estimates	2023/24	Total
				September						September	
General Purpose Revenues	(6,860,924)	(1,372,391)	(6,187,000)	0	(6,187,000)						0
Governance	(740)	0	(5,200)	0	(5,200)	Governance	780,792	347,567	891,000	-7,000	884,000
Administration	(718,784)	(97,778)	(296,800)	(20,000)	(316,800)	Administration	2,674,546	1,093,517	3,326,400	70,000	3,396,400
Public Order & Safety	(314,475)	(50,087)	(63,000)	0	(63,000)	Public Order & Safety	591,256	74,962	514,500	0	514,500
Health	(53,683)	(10,621)	(47,000)	0	(47,000)	Health	125,872	65,189	140,800	10,000	150,800
Environment	(355,494)	(303,946)	(375,500)	0	(375,500)	Environment	699,618	244,251	736,100	0	736,100
Community Services & Education	(534,013)	(84,328)	(593,795)	0	(593,795)	Community Services & Education	227,054	338,901	688,500	0	688,500
Housing & Community Amenities	(117,540)	(27,275)	(114,384)	0	(114,384)	Housing & Community Amenities	446,901	130,576	512,000	0	512,000
Recreation & Culture	(139,038)	(4,008)	(74,000)	0	(74,000)	Recreation & Culture	1,357,828	254,635	1,439,800	0	1,439,800
Mining, Manufacturing & Construction	(1,398)	(324)	(5,500)	0	(5,500)	Mining, Manufacturing & Construction	26,860	12,723	219,500	0	219,500
Transport & Communication	(14,970,177)	(2,859,496)	(4,208,249)	0	(4,208,249)	Transport & Communication	11,295,727	4,550,307	5,132,500	0	5,132,500
Economic Affairs	(320,112)	(211,280)	(544,000)	0	(544,000)	Economic Affairs	1,627,665	394,896	1,649,800	0	1,649,800
Sub-Total	(24,386,377)	(5,021,532)	(12,514,428)	(20,000)	(12,534,428)	Sub-Total	19,854,118	7,507,526	15,250,900	73,000	15,323,900
Capital Income	(6,201,250)	(7,883,000)	(15,888,766)	450,000	(15,438,766)	Capital Expenditure	7,794,613	9,437,500	17,016,766	-450,000	16,566,766
TOTAL INCOME	(30,587,627)	(12,904,532)	(28,403,194)	430,000	(27,973,194)	TOTAL EXPENDITURE	27,648,731	16,945,026	32,267,666	-377,000	31,890,666
General Fund											
Operating Result	(4,532,258)	2,485,993	2,736,472	53,000	2,789,472						
Depreciation Add Back	2,843,500	3,043,500	5,548,500		5,548,500						
Sub-Total	(7,375,758)	(557,507)	(2,812,028)	53,000	(2,759,028)						
Capital Expenditure	1,593,363	1,554,500	1,128,000	0	1,128,000						
Result for Year Excluding Depreciation	(5,782,396)	996,993	(1,684,028)	53,000	(1,631,028)						

BREWARRINA SHIRE COUNCIL											
WATER FUND SUMMARY											

INCOME	FY 22/23 Full Year	YTD Set 23	2023/24	2023/24	Total	EXPENDITURE	FY 22/23 Full Year	YTD Set 23	2023/24	2023/24	Total
			Estimates	September					Estimates	September	

				Review					Review		

Operating Income	(1,151,659)	(803,304)	(1,085,000)	0	(1,085,000)	Operating Expenditure	1,451,588	405,397	1,536,000	0	1,536,000
Capital Income	(110,000)	(110,000)	(150,000)	0	(150,000)	Capital Expenditure	420,500	420,500	390,000	0	390,000
TOTAL INCOME	(1,261,659)	(913,304)	(1,235,000)	0	(1,235,000)	TOTAL EXPENDITURE	1,872,088	825,897	1,926,000	0	1,926,000
=====											
Water Fund											
Operating Result	299,929	(397,907)	451,000	0	451,000						
Depreciation Add Back	431,000	431,000	517,500		517,500						
sub-total	(131,071)	(828,907)	(66,500)	0	(66,500)						
Capital Result	310,500	310,500	240,000	0	240,000						
Result for Year Excluding Depreciation	179,429	(518,407)	173,500	0	173,500						

BREWARRINA SHIRE COUNCIL											
SEWER FUND SUMMARY											

INCOME	FY 22/23 Full Year	YTD Set 23	2023/24	2023/24	Total	EXPENDITURE	FY 22/23 Full Year	YTD Set 23	2023/24	2023/24	Total
			Estimates	September					Estimates	September	

Operating Income	(560,053)	(512,646)	(520,000)	0	(520,000)	Operating Expenditure	686,177	117,463	677,500	0	677,500
Capital Income	0	0	(1,000,000)	0	(1,000,000)	Capital Expenditure	150,000	150,000	1,000,000	0	1,000,000
TOTAL INCOME	(560,053)	(512,646)	(1,520,000)	0	(1,520,000)	TOTAL EXPENDITURE	836,177	267,463	1,677,500	0	1,677,500
=====											

Sewer Fund											
Operating Result	126,124	(395,183)	157,500	0	157,500						
Depreciation Add Back	168,500	168,500	304,500		304,500						
sub-total	(42,376)	(563,683)	(147,000)	0	(147,000)						
Capital Result	150,000	150,000	0	0	0						
Result for Year Excluding Depreciation	107,624	(413,683)	(147,000)	0	(147,000)						

BREWARRINA SHIRE COUNCIL							
GENERAL PURPOSE REVENUE							
YTD Actuals		YTD Actuals	Estimate Budget	Variations	Comments	September Review	Total
30/06/2023		30/09/2023	2023/24			2023/24	
	Income						
(1,122,470)	General Rates - Income	(1,154,369)	(1,153,000)	1,369			(1,153,000)
(103,635)	General Rates - Brewarrina	(74,719)	0	74,719			0
(11,378)	General Rates - Goodoodga	(11,277)	0	11,277			0
(6,809)	General Rates - Angledool	(6,883)	0	6,883			0
(1,088)	General Rates - Gongolgon	(1,118)	0	1,118			0
(999,560)	General Rates - Farmland	(1,060,373)	0	1,060,373			0
0	General Rate - Council Property Dr	0	0	0			0
0	General Rate - Council Property Cr	0	0	0			0
(1,377)	Legal Charges Rates	0	(2,000)	(2,000)			(2,000)
0	Interest - Legal Charges	0	0	0			0
0	Pensioner Rebate - Govt Reductions	0	0	0			0
0	Pensioner Rebate - Cncl Remissions	0	0	0			0
29,306	Write Offs - Legal Charges	0	10,000	10,000			10,000
(9,307)	Interest Charges Rates	0	(8,000)	(8,000)			(8,000)
7,996	Pensioner Rebate	16,827	9,500	(7,327)			9,500
18,162	Pensioner Rebate - Gov Reduction	16,827	0	(16,827)			0
(10,166)	Pensioner Rebate - Cncl Remission	0	0	0			0
16	Less: Abandonments	0	1,000	1,000			1,000
16	Abandonments - General Rates	0	0	0			0
0	Abandonments - Legal Charges	0	0	0			0
0	Abandonments - Interest Charges	0	0	0			0
(5,325,342)	Grants - Financial Assistance Grant	(111,942)	(4,362,500)	(4,250,558)			(4,362,500)
(492)	Grants - Interest Rebate LIRS Loan	0	(2,000)	(2,000)			(2,000)
0	Grants - Other Funding	0	0	0			0
0	Pensioner Rate Subsidies - General	0	0	0			0
(439,255)	Interest and Investment Revenue	(122,906)		122,906			0
(405,550)	Interest On Investments	(101,576)	(675,000)	(573,424)			(675,000)
(33,705)	Interest from Bank Accounts	(21,330)	(5,000)	16,330			(5,000)
(6,860,924)	Total Income	(1,372,391)	(6,187,000)	(4,814,609)		\$0	(6,187,000)

BREWARRINA SHIRE COUNCIL							
YTD Actuals	GOVERNANCE	YTD Actuals	Estimate Budget	Variances	Comments	September Review	Total
30/06/2023		30/09/2023	2023/24			2023/24	
	OFFICE OF GENERAL MANAGER						
	Income						
0	MV Contributions - GM	0	(5,200)	(5,200)			(5,200)
(740)	Other Revenues		0				\$0
0	Western Division Conference		0				\$0
(740)	Total Income	0	(5,200)	(5,200)		0	(5,200)
	Operating Expenditure						
259,762	Salary - GM	73,116	294,000	220,884			\$294,000
7,788	Travelling Expenses - GM	4,622	10,000	5,378			\$10,000
72,277	Fringe Benefit Tax (FBT)	17,659	125,000	107,341		(25,000)	\$100,000
0	Training Expenses - GM	0	10,000	10,000			\$10,000
13,651	Recruitment - EM	30	20,000	19,970			\$20,000
0	Uniform	0	500	500			\$500
0	Consultancy	10,375	50,000	39,625	For any unexepcted events \$71k per Engagment, \$4k for contingency		\$50,000
73,245	Audit Fees	29,055	75,000	45,945		8,000	\$83,000
147,761	Insurance - Executive	158,843	150,000	(8,843)		10,000	\$160,000
9,078	Welcome to Brewarrina	0	10,000	10,000			\$10,000
491	Subscription/Licensing/Membership	669	1,000	331			\$1,000
0	Sundry Expenses - Governance	0	1,000	1,000			\$1,000
584,054	Total Expenditure	294,368	746,500	452,132		(7,000)	739,500
583,314	(Net Surplus)/Deficit	294,368	741,300	446,932		(7,000)	\$734,300
	OFFICE OF ELECTED MEMBERS						
	Operating Expenditure						
12,293	Travelling & Sustenance - Councillor	14,061	15,000	939			\$15,000
6,411	Training/Workshops	0	20,000	20,000			\$20,000
0	Uniform - Councillors	0	10,000	10,000			\$10,000
0	Contribution	0	12,500	12,500			\$12,500
22,550	Mayoral Allowance	4,645	20,000	15,355			\$20,000
113,855	Members Fees	31,481	105,000	73,519			\$105,000
2,861	Councillors' Exp (Incl Mayor) - Other	440	5,000	4,560			\$5,000
0	Delegates Expenses	0	4,000	4,000			\$4,000
0	Section 356 Donation Expenses	0	15,000	15,000			\$15,000
0	Election Expenses	0	0	0			\$0
23,716	Insurance - Members Accident	2,571	24,500	21,929			\$24,500
23,331	Other Expenses	0	25,000	25,000			\$25,000
50,838	Subscription	0	30,000	30,000			\$30,000
133	Sundry Councillors Expenses	0	1,000	1,000			\$1,000
(59,250)	Less: Contribution by Water Fund			0			\$0
(43,875)	Less: Contribution by Water Fund	0	(61,500)	(61,500)			(61,500)
(15,375)	Less: Contribution by Sewer Fund	0	(81,000)	(81,000)			(81,000)
196,737	Total Expenditure	53,199	144,500	91,301		0	144,500
195,997	(Net Surplus)/Deficit	53,199	144,500	91,301		0	144,500
(740)	Governance Total Income	0	(5,200)	(5,200)		0	(5,200)
780,792	Governance Total Expenditure	347,567	891,000	543,433		(7,000)	\$884,000
780,052	(Net Surplus)/Deficit	347,567	885,800	538,233		(7,000)	\$878,800
(740)	Revenue	0	(5,200)	(5,200)		0	(5,200)
780,792	Expenditure	347,567	891,000	543,433		(7,000)	\$884,000
780,052	(profit) / Loss	347,567	885,800	538,233		(7,000)	\$878,800

BREWARRINA SHIRE COUNCIL							
ADMINISTRATION							
YTD Actuals		YTD Actuals	Estimate Budget	Variances	Comments	September Review	Total
30/06/2023		30/09/2023	2023/24			2023/24	
	FINANCE & ADMINISTRATION						
	Income						
0	Legal - Sundry Debtors	0	0	0			0
(192)	Fees & Fines - Printing/Photocopy	(82)	(300)	(218)			(300)
(15,000)	MV Contributions	(5,600)	(16,500)	(10,900)			(16,500)
(1,200)	MV Contributions - Community Services Manager	0	0	0			0
(4,400)	MV Contributions - Finance & Administration Mana	(1,400)	0	1,400			0
(4,300)	MV Contributions - HR Manager	0	0	0			0
(3,600)	MV Contributions - ecd Manager	(1,400)	0	1,400			0
(900)	MV Contributions - Econ Develop Co-ordinator	(1,400)	0	1,400			0
(600)	MV Contributions - GIS Coordinator	(1,400)	0	1,400			0
(20,844)	General Administration Sundry Income	(750)	(20,000)	(19,250)			(20,000)
(51,075)	Agency Fees - Service NSW	(8,853)	(53,000)	(44,147)			(53,000)
0	Training Incentive - Administration Staff	0	0	0			0
0	Long Service Contribution	0	0	0			0
(18,379)	OHS Incentive (Statewide)	0	(16,000)	(16,000)			(16,000)
(34,340)	Other Fees & Incentives	5,921	0	(5,921)			0
0	FESL - Administration Fees	(30)	0	30			0
0	Local Govt Procurement Rebate	0	0	0			0
(14,624)	Maternity Leave Reimbursement	0	0	0			0
0	Other Revenue - Road Opening Permit	0	0	0			0
0	Statecover Early Reporting Incentive	0	0	0			0
0	statewide property Mutual Rebate	0	0	0			0
0	No Notice Termination of Employment	(2,365)	0	2,365			0
0	Reimbursement of Liability Scheme	0	0	0			0
(19,716)	Reimbursement of training - Ser NSW	8,316	(10,000)	(18,316)			(10,000)
0	State Cover Mutual Performance Rebat	0	0	0			0
0	Union Picnic Day Income	0	0	0			0
0	StateCover Worker's Comp Rebate	0	(10,000)	(10,000)			(10,000)
(2,250)	Certificate-Section 603	(1,348)	(2,500)	(1,152)			(2,500)
(2,250)	Certificates - Section 603	(1,348)	0	1,348			0
0	Certificates - Section 603 Urgent GS	0	0	0			0
0	Grant- Non Cash Capital Contribution	0	0	0	Yetta		0
0	Gain/loss on Sale of Asset	0	0	0			0
5,340	Doubtful Debts Recovered	0	0	0			0
(136,741)	Total Income	(10,713)	(128,300)	(116,560)		0	(128,300)

BREWARRINA SHIRE COUNCIL							
YTD Actuals	ADMINISTRATION	YTD Actuals	Estimate Budget	Variations	Comments	September Review	Total
30/06/2023		30/09/2023	2023/24			2023/24	
	Operating Expenditure						
1,062,281	Salaries & Allowances - Administration Staff	232,918	1,045,000	812,082			1,045,000
31,459	Travelling - Administration Staff	11,519	25,000	13,481			25,000
37,253	Training - Administration Staff	14,650	50,000	35,350	Practical \$5000; Conference, 5000; \$3000 Finance Intensive training		50,000
2,935	Recruitment Expenses - Administration Staff	390	7,500	7,110			7,500
14,010	Uniform - Administration Staff	439	30,000	29,561	Budget for new uniform		30,000
58,295	Interest on Loans	0	62,000	62,000	per budget calc		62,000
10,519	Materials and services	1,426	10,000	8,574			10,000
92,554	Contractor & Consultancy Cost	63,081	170,000	106,919	Igor \$90k + \$30k Laurie + \$50k		170,000
3,697	Legal Fees	3,624	10,000	6,376			10,000
16,535	Advertising	17,036	15,000	(2,036)			15,000
5,955	Elsa Dixon Trainee Expenditure	0	20,000	20,000	Trainees		20,000
(614)	Account Fees (GST Free)	(159)	1,000	1,159			1,000
3,090	Merchant Fees (GST Inclusive)	813	3,500	2,687			3,500
2,810	Cleaning Expenses	1,966	2,000	34			2,000
172,203	IT Expenses	31,046	208,000	176,954	roundup \$40k new Cyber Security		208,000
0	Electricity & Heating	3,804	4,500	696			4,500
11,457	Insurance - Corporate	270,685	12,000	(258,685)			12,000
12,304	Other Expenses	2,205	3,000	795			3,000
2,834	Postage	1,582	5,000	3,418			5,000
18,844	Printing & Stationery	1,861	15,000	13,139			15,000
35,505	Subscription/Licensing/Membership	1,532	50,000	48,468			50,000
33,475	Telephone, Fax & Internet	6,042	30,000	23,958			30,000
9,639	Valuation Fees	0	30,000	30,000	\$20k for asset revaluation		30,000
0	Debtors Write Off	0	5,000	5,000			5,000
0	Bank Errors/Cents Rounding	(1)	0	1			0
13,441	Rates & Water	11,323	15,000	3,677			15,000
1,650,480	Corporate Support Services	677,783	1,828,500	1,150,717		0	1,828,500
1,513,740	(Net Surplus)/Deficit - Corporate Services	667,071	1,700,200	1,034,156		0	1,700,200
(231,000)	Less: Contribution from Other Fund						0
(124,125)	Less: Contribution from Water Fund	0	(170,500)	(170,500)			(170,500)
(43,875)	Less: Contribution from Sewer Fund	0	(31,000)	(31,000)			(31,000)
(30,750)	Less: Contribution from Domestic Waste Fund	0	(44,500)	(44,500)			(44,500)
(32,250)	Less: Contribution from Financial Mgmt Water Rout	0	0	0			0
(231,000)	Contribution from Other Fund	0	(246,000)	(246,000)		0	(246,000)

BREWARRINA SHIRE COUNCIL							
YTD Actuals	ADMINISTRATION	YTD Actuals	Estimate Budget	Variances	Comments	September Review	Total
30/06/2023		30/09/2023	2023/24			2023/24	
	ADMINISTRATION BUILDING						
	Income						
	Rent - Council Chamber		0	0			0
0	Total Income	0	0	0		0	0
	Operating Expenditure						
15,764	Electricity	1,925	18,000	16,075			18,000
34,998	Depreciation - Administration Building	10,902	35,000	24,098			35,000
28,008	Cleaning	7,895	25,000	17,105			25,000
17,841	Insurance - Administration Building	0	19,000	19,000			19,000
42,970	Repair & Maintenance	2,675	30,500	27,825			30,500
0	Sundry Expenses	0	1,000	1,000			1,000
492	Security Service	1,580	4,500	2,920			4,500
3,507	Rates & Water	3,350	3,600	250			3,600
143,580	Admin Building	28,328	136,600	108,272		0	136,600
56,579	Depreciation - Office Equipment	8,566	61,500	52,934			61,500
6,075	Depreciation - Furniture & Fittings	1,204	7,000	5,796			7,000
69,648	Depreciation - Buildings Specialised	1,100	76,000	74,900			76,000
206,085	Depreciation - Other Structures	51,370	235,000	183,630			235,000
338,386	Total Expenditure	62,240	379,500	317,260		0	379,500
481,966	(Net Surplus)/Deficit - Admin Building	90,567	516,100	425,533		0	516,100
	ENGINEERING						
	Income						
(23,700)	MV Contributions - Engineering	(7,000)	(26,000)	(19,000)			(26,000)
(4,100)	MV Contribution - Transport Manager	0	0	0			0
(5,700)	MV Contribution - Utilities Manager	(2,800)	0	2,800			0
(9,500)	MV Contribution - Roads Supervisor	(2,800)	0	2,800			0
(4,400)	MV Contribution - Workshop Supervisor	(1,400)	0	1,400			0
0	Training Incentive - App. Mechanic	0	(2,500)	(2,500)			(2,500)
0	Training Incentive - School Based Trainees	0	0	0			0
0	Sale Of Old Materials	0	0	0			0
(75,111)	Worker's Compensation Reimbursement - Outdoor	(23,467)	(50,000)	(26,533)			(50,000)
(98,811)	Total Income	(30,467)	(78,500)	(41,033)		0	(78,500)
	Operating Expenditure						
77,662	Salaries	72,534	150,000	77,466			150,000
8,494	Travelling - Engineering	6,942	10,000	3,058			10,000
138,029	Training - Engineering	37,041	151,000	113,959			151,000
24,999	Protective Clothing	5,118	27,000	21,882			27,000
3,695	Recruitment Expense	523	11,000	10,477			11,000
0	Uniforms	302	2,500	2,198			2,500
25,107	Materials and services	676	10,000	9,324			10,000
150,035	Contractor & Consultancy Cost - Engineering	14,486	150,000	135,514	YTD Apr \$120k, budget for extra		150,000
0	School Based App & Trainees Gdga Exp	0	0	0			0
53,314	Other Expenses	13,016	50,000	36,984			50,000
3,325	Subscription/Licensing/Membership	2,847	27,000	24,153			27,000
484,659	Total Expenses - Engineering	153,484	588,500	435,016		0	588,500
(105,000)	<i>Less: Contribution from Other Funds</i>						0
(83,625)	Less: Contribution from Water Fund	0	(111,000)	(111,000)			(111,000)
(21,375)	Less: Contribution from Sewer Fund	0	(11,000)	(11,000)			(11,000)
(105,000)	Total Expenditure	0	(122,000)	(122,000)		0	(122,000)
280,848	(Net Surplus)/Deficit - Engineering	123,017	388,000	271,983		0	388,000

BREWARRINA SHIRE COUNCIL							
YTD Actuals	ADMINISTRATION	YTD Actuals	Estimate Budget	Variances	Comments	September Review	Total
30/06/2023		30/09/2023	2023/24			2023/24	
	WORK HEALTH & SAFETY						
	Operating Expenditure						
17,987	Salaries - WHS	21,801	31,500	9,699		50,000	81,500
398	Travel - WHS	8,721	0	(8,721)		10,000	10,000
0	Training - WHS	0	0	0			0
0	Protective Clothing - WHS	0	0	0			0
360	Recruitment Expense - WHS	230	0	(230)			0
560	Uniform - WHS	0	0	0			0
36	Materials and services	79	1,000	921			1,000
3,860	Contractor & Consultancy Costs	4,256	0	(4,256)		10,000	10,000
16,394	Other Expenses	548	15,000	14,453			15,000
182	Subscription/Licensing/Membership	0	1,000	1,000			1,000
251	Telephone & Fax	36	300	264			300
40,028	Total Expenditure - WHS Officer	35,670	48,800	13,130		70,000	118,800
40,028	(Net Surplus)/Deficit	35,670	48,800	13,130		70,000	118,800
	STORES						
	Operating Expenditure						
108,132	Salaries - Store	25,788	102,500	76,712			102,500
0	Travel - Store	0	0	0			0
1,671	Training - Store	0	2,500	2,500			2,500
0	Protective Clothing - Store	0	0	0			0
0	Recruitment Expense - Store	0	0	0			0
28,017	Materials and services	6,286	25,000	18,714	As agreed with Tim		25,000
543	Cleaning	225	1,000	775			1,000
2,601	Insurance - Store	0	3,000	3,000			3,000
0	Repair & Maintenance	0	1,000	1,000	For roof leaking		1,000
676	Telephone & Fax	52	600	548			600
1,790	Rates & Water	1,699	2,000	301			2,000
143,431	Total Expenditure - Stores	34,050	137,600	103,551		0	137,600
143,431	(Net Surplus)/Deficit	34,050	137,600	103,551		0	137,600
	DEPOT						
	Operating Expenditure						
30,799	Depreciation - Depot	7,598	33,500	25,902			33,500
50,725	Cleaning	11,272	60,500	49,228			60,500
6,231	Electricity	4,809	3,500	(1,309)			3,500
6,035	Insurance - Depot	0	6,500	6,500			6,500
96,961	Repair & Maintenance	4,633	100,000	95,367			100,000
2,924	Telephone & Fax	478	2,500	2,022			2,500
4,450	Rates & Water	5,878	4,600	(1,278)			4,600
198,125	Total Expenditure - Depot	34,667	211,100	176,433		0	211,100
198,125	(Net Surplus)/Deficit	34,667	211,100	176,433		0	211,100

BREWARRINA SHIRE COUNCIL							
YTD Actuals	ADMINISTRATION	YTD Actuals	Estimate Budget	Variances	Comments	September Review	Total
30/06/2023		30/09/2023	2023/24			2023/24	
	WORKSHOP						
	Operating Expenditure						
0	NRMA Road Side Assistance	(5,565)	0	5,565			0
4,450	Materials and services	534	5,500	4,966			5,500
0	NRMA Road Side Assistance	828	0	(828)			0
49,883	Cleaning - Workshop	12,269	50,000	37,731			50,000
10,751	Electricity - Workshop	3,725	12,000	8,275			12,000
4,524	Insurance - Workshop	0	4,800	4,800			4,800
3,281	Repair & Maintenance - Workshop	2,294	10,000	7,706	requested by Tim		10,000
3,000	Telephone - Workshop	917	1,000	83			1,000
75,889	Total Expenditure - Workshop	20,568	83,300	62,732		0	83,300
75,889	(Net Surplus)/Deficit	15,004	83,300	62,732		0	83,300
352,473	Total Expenditure - Engineering	124,955	358,800	233,845		70,000	428,800
	EMPLOYMENT OVERHEADS & RECOVERIES						
333,071	Annual Leave Expense	34,794	415,000	380,206			415,000
(286,782)	Annual Leave Recovery	(62,328)	(318,000)	(255,672)			(318,000)
502	RDO Expense	(28,673)	0	28,673			0
0	RDO Recovery	0	0	0			0
(399)	TOIL Expenses	(2,058)	0	2,058			0
0	TOIL Recoveries	0	0	0			0
38,285	Long Service Leave Expenses	11,360	150,000	138,641			150,000
(107,554)	Long Service Leave Recoveries	(24,800)	(117,000)	(92,200)			(117,000)
190,533	Sick Leave Expense	39,564	195,000	155,436			195,000
(165,731)	Sick Leave Recoveries	(35,060)	(178,000)	(142,940)			(178,000)
176,012	Public Holiday Costs	7,620	166,000	158,380			166,000
(151,566)	Public Holiday Recoveries	(33,381)	(165,000)	(131,619)			(165,000)
4,705	Special Leave Expenses	1,757	9,000	7,243			9,000
(18,202)	Special Leave Recoveries	(3,740)	(34,000)	(30,260)			(34,000)
499,542	Superannuation Expenses	146,901	533,000	386,099			533,000
(478,567)	Superannuation Recoveries	(111,014)	(474,000)	(362,986)			(474,000)
268,883	Workers Compensation Expenses	87,770	324,000	236,230			324,000
(230,718)	Workers Compensation Recoveries	(53,277)	(250,000)	(196,723)			(250,000)
0	Grant Administration Cost Recoveries	(2,670)	0	2,670			0
(97,429)	Employment Recoveries	(20,017)	(110,000)	(89,983)			(110,000)
324	Wet Weather Expenses	0	1,000	1,000			1,000
(19,934)	Wet Weather Recoveries	(4,077)	(22,000)	(17,923)			(22,000)
(55,612)	FBT Recoveries	(14,706)	(54,000)	(39,294)			(54,000)
(23,033)	Floating Tools/Plants Recoveries	(6,121)	(23,000)	(16,879)			(23,000)
(22,090)	WHS Recoveries	(5,592)	(24,000)	(18,408)			(24,000)
(185,259)	Administration Overhead Recoveries	(35,167)	(141,000)	(105,833)			(141,000)
(520,261)	Creditors Recoveries	(85,100)	(269,000)	(183,900)			(269,000)
(11,369)	Stores Recoveries	(1,670)	(40,000)	(38,330)			(40,000)
(86,531)	Plant Oncost Recoveries	(17,046)	(84,000)	(66,954)			(84,000)
(254,083)	Training Recoveries	(64,094)	(212,000)	(147,906)			(212,000)
(1,203,264)	(Net Surplus)/Deficit	(280,825)	(722,000)	(441,175)		0	(722,000)

BREWARRINA SHIRE COUNCIL							
ADMINISTRATION							
YTD Actuals		YTD Actuals	Estimate Budget	Variances	Comments	September Review	Total
30/06/2023		30/09/2023	2023/24			2023/24	
	PLANT OPERATION						
	Income						
(3,142)	Sundry Income - Plant	0	(15,000)	(15,000)			(15,000)
(33,849)	Insurance Claim Recoveries - Plant	0	(10,000)	(10,000)			(10,000)
(58,072)	Rebates	(51,034)					0
(58,072)	Rebate - ATO Diesel	(51,034)	(65,000)	(13,966)		(20,000)	(85,000)
0	Workers Compensation - Workshop	0	0	0			0
(388,169)	Gain/Loss of Sale of Asset	0	0	0			0
(483,233)	Total Income - Plant Operation	(51,034)	(90,000)	(38,966)		(20,000)	(110,000)
	Operating Expenditure						
33,836	Workshop Manager Salaries	7,658	36,000	28,342			36,000
6,856	Training - Workshop	1,976	2,500	524			2,500
3,818	Protective Clothing - Plant	570	7,500	6,930			7,500
(2,317,248)	Plant Hire Recoveries	(616,405)	(2,432,000)	(1,815,595)			(2,432,000)
1,582,103	Plant Operating Expenses	413,668	1,459,000	1,045,332			1,459,000
1,579,658	Depreciation - Plant	394,091	1,694,500	1,300,409			1,694,500
119,726	Insurance - Plant	115,982	130,000	14,018			130,000
128,539	Other Expenses - Plant	10,012	102,000	91,988			102,000
1,945	Subscription/Licensing/Membership	0	3,000	3,000			3,000
1,139,233	Total Expenditure - Plant Operation	327,553	1,002,500	674,947		0	1,002,500
656,000	(Net Surplus)/Deficit - Plant Operation	276,519	912,500	635,981		(20,000)	892,500
(718,784)	Administration Total Income	(97,778)	(296,800)	(196,560)		(20,000)	(316,800)
2,674,546	Administration Total Expenditure	1,093,517	3,326,400	2,232,883		70,000	3,396,400
1,955,762	(Net Surplus)/Deficit	995,739	3,029,600	2,036,323		50,000	3,079,600
1,983,842	Add back : Deprec Charge	474,832	2,142,500				
(28,080)	(profit) / Loss before Dep Charge	520,908	887,100				

BREWARRINA SHIRE COUNCIL							
YTD Actuals	PUBLIC ORDER & SAFETY	YTD Actuals	Estimate Budget	Vartiances	Comments	September Review	Total
30-Jun-23		30-Sep-23	2023/24			2023/24	
	Fire Protection						
	Income						
0	Other Revenue - RFS Contribution R&M	0	0	0			0
0	Grants - Hazard Reduction	0	(61,000)	(61,000)			(61,000)
(187,619)	Grants - RFS - Fire Breaks/Bushfire	0	0	0			0
(125,295)	Reimbursements	(49,748)	0	49,748			0
0	Reimbursement - Fire Suppression	0	0	0			0
(125,295)	Reimbursement - Private Works	6,693	0	(6,693)			0
0	Reimbursement - RFS Mtce Costs	0	0	0			0
0	Reimbursement - RFS Rebate Contribu	(56,441)	0	56,441			0
(312,914)	Total Income	(49,748)	(61,000)	38,496		0	(61,000)
	Operating Expenditure						
0	Hazard Reduction Maintenance	31,025	61,000	29,975			61,000
0	Contribution To NSW Fire Brigades	0	19,500	19,500			19,500
236,573	Contribution To NSW Rural Fire Brigade	0	250,000	250,000	FY22/23 YTD Feb already \$237k		250,000
219	Rural Fire Repairs and Maintenance	0	5,500	5,500			5,500
270	Security Service - Rural Fire Service	471	1,000	529			1,000
187,619	RFS - Fire Breaks-Grants Expenditue	1,120	10,000	8,880			10,000
6,057	Private Work Expenses	1,320	5,000	3,680			5,000
2,787	Rates & Water	2,727	3,000	273			3,000
433,526	Total Expenditure	36,664	355,000	318,336		0	355,000
120,612	(Net Surplus)/Deficit	(13,084)	294,000	356,833		0	294,000
	Animal Control						
	Income						
(1,561)	Animal Control Fees	(339)	(2,000)	(1,661)			(2,000)
(881)	Registration - Companion Animals	(262)	0	262			0
(177)	Animal Infringement Notice	0	0	0			0
(64)	Microchipping	(36)	0	36			0
(340)	Impounding Fees - Dogs	(40)	0	40			0
(100)	Impounding Fees - Others	0	0	0			0
0	Lifetime Registration Reimbursement	0	0	0			0
(1,561)	Total Income	(339)	(2,000)	(1,323)		0	(2,000)
	Operating Expenditure						
0	Training - Animal Control	0	2,000	2,000			2,000
0	Protective Clothing - Animal Control	0	500	500			500
0	Recruitment Expense - Animal Control	0	0	0			0
67,311	Animal Control Expenses	17,302	55,000	37,698			55,000
66,185	Animal Control Expenses - Brewarrina	16,891	0	(16,891)			0
1,126	Animal Control Expenses - Goodooga	411	0	(411)			0
998	Depreciation - Animal Control Buildings	281	1,000	719			1,000
248	Insurance - Animal Control	0	500	500			500
3,132	Other Expenses - Animal Control	756	4,500	3,744			4,500
4,713	Repair & Maintenance - Animal Control	293	5,000	4,707			5,000
0	Telephone - Animal Control	0	500	500			500
76,402	Total Expenditure	18,632	69,000	33,066		0	69,000
74,840	(Net Surplus)/Deficit - Animal Control	18,293	67,000	31,743		0	67,000
	Emergency Services						
	Income						
0	OLG Emergency Service Levy	0	0	0			0
0	Total Income	0	0	0		0	0
	Operating Expenditure						
28,770	Contribution to SES	7,329	21,000	13,671			21,000
34,090	Depreciation - Emergency Services	6,915	38,000	31,085			38,000
9,170	Insurance - Emergency Services (Brewarrina)	0	9,500	9,500			9,500
1,081	R & M Building - Brewarrina	0	10,000	10,000			10,000
3,554	Rates & Water - Brewarrina	3,448	4,000	552			4,000
47,895	Total Expenditure	10,364	61,500	51,136		0	61,500
1,827	Insurance - Emergency Services (Gdg)	0	2,500	2,500			2,500
1,102	Other Expenses	633	1,500	867			1,500
428	R & M Building - Goodooga	0	2,000	2,000			2,000
1,306	Rates & Water - Goodooga	1,341	2,000	659			2,000
4,663	Total Expenditure	1,974	8,000	6,026		0	8,000

BREWARRINA SHIRE COUNCIL							
YTD Actuals	PUBLIC ORDER & SAFETY	YTD Actuals	Estimate Budget	Vartiances	Comments	September Review	Total
30-Jun-23		30-Sep-23	2023/24			2023/24	
81,328	(Net Surplus)/Deficit - Emergency Services	19,667	90,500	70,833		0	90,500
(314,475)	Public Order & Safety Total Income	(50,087)	(63,000)	(12,913)		0	(63,000)
591,256	Public Order & Safety Total Expenditure	74,962	514,500	422,235		0	514,500
276,781	(Net Surplus)/Deficit	24,875	451,500	426,625		0	451,500
35,089	Add back : Deprec Charge	7,196	39,000				
241,692	(profit) / Loss before Dep Charge	17,679	412,500				

BREWARRINA SHIRE COUNCIL							
YTD Actuals	HEALTH	YTD Actuals	Estimate Budget	Variances	Comments	September Review	Total
30-Jun-23		30-Sep-23	2023/24	30-Sep-23		2023/24	
	Health Service						
	Income						
(1,090)	User Charges	1,838	(1,000)	(2,838)			(1,000)
(290)	Fees & Fines	3,942	0	(3,942)			0
(800)	Outstanding Notices Sec 735a & 121zp	(160)	0	160			0
0	Food Inspections	(1,944)	0	1,944			0
0	MV Contribution - Env Serv Mgr	0	0	0			0
0	Other Revenues	0	0	0			0
0	Grants & Subsidies	0	0	0			0
(1,090)	Total Income	1,838	(1,000)	(4,676)		0	(1,000)
	Operating Expenditure						
29,661	Salary	12,256	37,000	24,744			37,000
9,093	Travelling	2,023	8,000	5,977			8,000
0	Legal Expenses	0	500	500			500
0	Other Expenses	8,000	500	(7,500)			500
0	Subscription	0	500	500			500
38,859	Total Expenditure	22,279	46,500	24,221		0	46,500
37,769	(Net Surplus)/Deficit	24,117	45,500	19,545		0	45,500
	Medical Services						
	Income						
0	Insurance Claim	0	0	0			0
(52,593)	Rent	(12,459)		12,459			0
(20,592)	Rent - 3 King Street (Dr.)	(4,464)	(18,500)	(14,036)			(18,500)
(12,021)	Rent - 4 Sandon St. Dental	(2,595)	(11,000)	(8,405)			(11,000)
(19,980)	Rent - 4 Sandon St. Surgery	(5,400)	(16,500)	(11,100)			(16,500)
0	Grants - State Funding	0	0	0			0
(52,593)	Total Income	(12,459)	(46,000)	(21,083)		0	(46,000)
	Operating Expenditure						
30,838	Depreciation	5,529	33,500	27,971			33,500
4,438	Cleaning Medical Services	2,543	2,500	(43)			2,500
1,703	Electricity	445	2,000	1,555			2,000
10,688	Insurance - Medical Centre	0	11,500	11,500			11,500
7,544	Other - NSW Rural Dr. Medical Student	0	10,000	10,000			10,000
20,573	R & M Building	25,405	23,000	(2,405)		10,000	33,000
922	Telephone	140	1,000	860			1,000
801	Security Service	140	1,000	860			1,000
9,506	Rates & Water	8,707	9,800	1,094			9,800
87,013	Total Expenditure	42,910	94,300	51,390		10,000	104,300
34,420	(Net Surplus)/Deficit	30,451	48,300	30,307		10,000	58,300
(53,683)	Health Total Income	(10,621)	(47,000)	(25,759)		0	(47,000)
125,872	Health Total Expenditure	65,189	140,800	75,611		10,000	150,800
72,189	(Net Surplus)/Deficit	54,569	93,800	49,852		10,000	103,800
30,838	Add back : Deprec Charge	5,529	33,500				
41,351	(profit) / Loss before Dep Charge	49,040	60,300				

BREWARRINA SHIRE COUNCIL							
YTD Actuals	ENVIRONMENT	YTD Actuals	Estimate Budget	Variances	Comments	September Review	Total
30-Jun-23		30-Sep-23	2023/24	30-Sep-23		2023/24	
	NOXIOUS WEEDS						
	Income						
0	Sundry Income - Certificate	(62)	(500)	(438)			(500)
(42,000)	Grants - NSW Weeds Action Program	0	(36,500)	(36,500)			(36,500)
(42,000)	Total Income	(62)	(37,000)	(36,938)		0	(37,000)
	Operating Expenditure						
2,970	Training - Biosecurity Officer	0	5,500	5,500			5,500
19,178	Wages - Biosecurity Officer	259	27,000	26,741			27,000
1,852	Telephone- Biosecurity Officer	115	1,000	885			1,000
24,000	Total Expenditure	374	33,500	33,126		0	33,500
(18,000)	(Net Surplus)/Deficit - Invasive Weeds	312	(3,500)	(3,812)		0	(3,500)
	LEVEE BANK						
	Income						
0	Grants - Levee Risk Management Study and Plan	0	0	0			0
0	Total Income	0	0	0		0	0
	Operating Expenditure						
0	R & M - Bre Levee Banks	0	0	0			0
45,314	Depreciation - Levee Banks	11,846	49,500	37,654			49,500
212	Other Expenses - Levee Banks	0	0	0			0
45,526	Total Expenditure	11,846	49,500	37,654		0	49,500
45,526	(Net Surplus)/Deficit	11,846	49,500	37,654		0	49,500
	DOMESTIC WASTE MANAGEMENT						
	Contractor & Consultancy Costs	16,978	0	(16,978)			0
26,250	Administration Contribution - DWM	0	38,000	38,000			38,000
26,250	Domestic Waste Administration	16,978	38,000	21,022		0	38,000
	Income - Brewarrina DWM						
(198,368)	User Charges, Rebates & Subsidy	(204,173)	(214,500)	(10,327)			(214,500)
(198,368)	DWM Service Brewarrina	(204,173)	0	204,173			0
0	Pensioner Rebate - Govt	0	0	0			0
0	Pensioner Rebate - Cnl	0	0	0			0
0	Abandonments - Brewarrina DW	0	0	0			0
0	Pensioner Rates Subsidy - DW	0	0	0			0
0	Tip Fees - Brewarrina	0	(1,000)	(1,000)			(1,000)
(2,102)	Interest - DWM Brewarrina	0	(1,000)	(1,000)			(1,000)
0	Other Revenue - Brewarrina DWM	0	0	0			0
0	Grants - Commonwealth Funding	0	0	0			0
0	Grants - State Funding	0	0	0			0
0	Grants - Other Funding	0	0	0			0
0	Subsidies - Brewarrina DWM	0	0	0			0
(200,469)	Total Income	(204,173)	(216,500)	191,846		0	(216,500)
	Operating Expenditure - Brewarrina						
109,799	Garbage Collection - Brewarrina	33,489	120,000	86,511			120,000
55,636	Rubbish Expenses - Brewarrina	25,025	54,000	28,975			54,000
0	Depreciation - Brewarrina DWM	0	0	0			0
89,428	Other Expenses - Brewarrina	37,740	70,000	32,260			70,000
4,619	Repair and Maintenance - Bre	0	5,500	5,500			5,500
793	Telephone/Fax/Internet - Domestic Wa	28	500	472			500
3	Write Offs Bad Debts - Brewarrina	0	2,500	2,500			2,500
87	Rates & Water - Brewarrina Tip	89	100	11			100
260,364	Total Expenditure	96,371	252,600	156,229		0	252,600
59,894	(Net Surplus)/Deficit	(107,802)	36,100	348,075		0	36,100

BREWARRINA SHIRE COUNCIL							
YTD Actuals	ENVIRONMENT	YTD Actuals	Estimate Budget	Variances	Comments	September Review	Total
30-Jun-23		30-Sep-23	2023/24	30-Sep-23		2023/24	
	Income - Goodooga DWM						
(32,603)	User Charges, Rebates & Subsidy	(33,499)	(35,000)	(1,502)			(35,000)
(32,603)	DWM Service Goodooga	(33,499)	0	33,499			0
0	Pensioner Rebate - Govt	0	0	0			0
0	Pensioner Rebate - Cncl	0	0	0			0
0	Abandonments	0	0	0			0
0	Pensioner Rates Subsidy - DW	0	0	0			0
0	User Charges - Goodooga DWM	0	0	0			0
(2,936)	Interest Charges - Goodooga DWM	0	(2,000)	(2,000)			(2,000)
0	Other Revenue - Goodooga DWM	0	0	0			0
(35,539)	Total Income	(33,499)	(37,000)	29,997		0	(37,000)
	Operating Expenditure - Goodooga						
14,254	Garbage Collection - Goodooga	7,336	14,000	6,664			14,000
36,383	Rubbish Expenses - Goodooga	8,733	41,000	32,267			41,000
0	Write Offs Bad Debts - Goodooga	0	500	500			500
50,637	Total Expenditure	16,069	55,500	39,431		0	55,500
15,099	(Net Surplus)/Deficit	(17,429)	18,500	69,428		0	18,500
	Income - Gongolgon DWM						
(3,256)	Access Charge - Gongolgon DWM	(3,340)	(3,500)	(160)			(3,500)
0	User Charges - Gongolgon DWM	0	0	0			0
(7)	Extra Charges Gongolgon DWM	0	0	0			0
0	Other Revenue - Gongolgon DWM	0	0	0			0
0	Grants - Commonwealth Funding	0	0	0			0
0	Grants - State Funding	0	0	0			0
0	Grants - Other Funding	0	0	0			0
0	Subsidies - Gongolgon DWM	0	0	0			0
(3,263)	Total Income	(3,340)	(3,500)	(160)		0	(3,500)
	Operating Expenditure - Gongolgon						
33,569	Garbage Collection - Gongolgon	12,813	35,500	22,687			35,500
0	Rubbish Expenses - Gongolgon	0	0	0			0
0	Depreciation - Gongolgon DWM	0	0	0			0
5,471	Other Expenses - Gongolgon	398	1,000	602			1,000
0	Repair and Maintenance-Gongolgon	0	0	0			0
0	Write Offs Bad Debts - Gongolgon	0	0	0			0
0	Rates & Water - Gongolgon Tip	0	0	0			0
39,041	Total Expenditure	13,211	36,500	23,289		0	36,500
35,777	(Net Surplus)/Deficit	9,871	33,000	23,129		0	33,000
137,021	Domestic Waste Management	(98,382)	125,600	461,654		0	125,600
	OTHER WASTE MANAGEMENT						
	Income						
	Commercial Waste						0
(60,341)	Commercial Waste		0				
(47,475)	Commercial Waste - Brewarrina	(48,776)	(51,500)	(2,724)			(51,500)
(6,782)	Commercial Waste - Goodooga	(6,968)	(7,500)	(532)			(7,500)
(6,084)	Tip Fees - Angledool	(7,128)	(6,500)	628			(6,500)
(929)	Interest - Extra Charges OWM	0	(1,000)	(1,000)			(1,000)
0	Interest - Less Abandonments OWM	0	0	0			0
0	Asbestos Clean-Up Barwon Four	0	0	0			0
0	Additional Commercial Waste	0	0	0			0
0	Additional Commercial Waste Bre	0	0	0			0
0	Waste - Vacant Land Brewarrina	0	0	0			0
0	Waste - Vacant Land Goodooga	0	0	0			0
0	Waste Non-Collected - Brewarrina	0	0	0			0
(61,270)	Total Income	(62,872)	(66,500)	(3,628)		0	(66,500)

BREWARRINA SHIRE COUNCIL							
YTD Actuals	ENVIRONMENT	YTD Actuals	Estimate Budget	Variances	Comments	September Review	Total
30-Jun-23		30-Sep-23	2023/24	30-Sep-23		2023/24	
	Operating Expenditure						
8,045	Garbage Collection	0	15,000	15,000			15,000
0	Other Expenses	1,100	500	(600)			500
10	Write Offs Bad Debts	0	0	0			0
4,500	Administration Contribution - OWM	0	6,500	6,500			6,500
12,555	Total Expenditure	1,100	22,000	20,900		0	22,000
(48,715)	(Net Surplus)/Deficit - Other Waste Management	(61,772)	(44,500)	17,272		0	(44,500)
	OTHER WASTE REMOVAL						
	Income						
(12,953)	Other Charges	0		0			0
(12,953)	Other Charges - Recycle Car Bodies	0	(15,000)	(15,000)			(15,000)
0	Other Charges - Building Waste	0	0	0			0
0	Other Charges - Contaminated Waste	0	0	0			0
(12,953)	Total Income	0	(15,000)	(15,000)		0	(15,000)
	Operating Expenditure						
1,119	Materials and services	1,883	10,000	8,117			10,000
0	Contractor	1,872	0	(1,872)			0
1,119	Total Expenditure	3,755	10,000	6,245		0	10,000
(11,834)	(Net Surplus)/Deficit	3,755	(5,000)	(8,755)		0	(5,000)
(313,494)	Total Income - Waste	(303,884)	(338,500)	203,055		0	(338,500)
389,966	Total Expenditure - Waste	147,485	414,600	267,115		0	414,600
76,472	(Net Surplus)/Deficit - Waste	(156,399)	76,100	470,170		0	76,100
	STREET CLEANING						
	Operating Expenditure						
213,862	Street Cleaning	78,015	200,000	121,985			200,000
1,674	Contractors	0	10,000	10,000			10,000
276	Other Expenses	0	500				500
215,812	Total Expenditure	78,015	210,500	131,985		0	210,500
215,812	(Net Surplus)/Deficit - Street Cleaning	78,015	210,500	131,985		0	210,500
	STORMWATER DRAINAGE						
	Operating Expenditure						
0	Depreciation - Stormwater Drainage	0	0	0			0
24,059	Depreciation - Stormwater Drainage	6,532	26,000	19,468			26,000
256	Repair & Maintenance	0	2,000	2,000			2,000
24,315	Total Expenditure	6,532	28,000	21,468		0	28,000
24,315	(Net Surplus)/Deficit	6,532	28,000	21,468		0	28,000
(355,494)	Environment Total Income	(303,946)	(375,500)	166,117		0	(375,500)
699,618	Environment Total Expenditure	244,251	736,100	491,349		0	736,100
344,124	(Net Surplus)/Deficit	(59,694)	360,600	657,466		0	360,600
69,373	Add back : Deprec Charge	18,378	75,500				
274,751	(profit) / Loss before Dep Charge	(78,072)	285,100				

BREWARRINA SHIRE COUNCIL							
YTD Actuals	COMMUNITY SERVICE & EDUCATION	YTD Actuals	Estimate Budget	Variances	Comments	September Review	Total
30/06/2023		30/09/2023	2023/24			2023/24	
	COMMUNITY DEVELOPMENT PROJECT						
	Income						
(67,892)	Grants - Community Devlpmnt Officer	(20,877)	(70,500)	(49,623)			(70,500)
(81,935)	Grants - Special Events	0	(31,000)	(31,000)			(31,000)
(48,622)	Grants - Seniors Week	0	(50,000)	(50,000)			(50,000)
0	Grants - NAIDOC Week	0	0	0			0
(3,313)	Grants - Youth Week	0	(3,500)	(3,500)			(3,500)
0	Grant - COVID-19 Pandemic Support Fn	0	0	0			0
(30,000)	Grant - Australia Day	0	(25,000)	(25,000)			(25,000)
(120,000)	Grant - Reconnecting Regional NSW	0	(140,000)	(140,000)			(140,000)
0	Grant - Transport Access Regnl Progr	0	0	0			0
(269,827)	Total Income	(20,877)	(320,000)	(299,123)		0	(320,000)
	Operating Expenditure						
33,255	Salary - Community Devlpmnt Officer	24,353	100,000	75,647			100,000
1,691	Travelling - Comm Devlpmnt Officer	10,661	1,000	(9,661)			1,000
2,245	Training - Comm Devlpmnt Officer	0	2,000	2,000			2,000
0	Uniforms - Comm Devlpmnt Officer	0	500	500			500
26,395	Community Development Projects	226,155	151,500	(74,655)			151,500
63,586	Total Expenditure	261,169	255,000	(6,169)		0	255,000
(206,241)	(Net Surplus)/Deficit - Community Development	240,293	(65,000)	(305,293)		0	(65,000)
	OTHER COMMUNITY SERVICES						
	Operating Expenditure						
0	Other Community Services Expenses	0	14,000	14,000			14,000
0	Total Expenditure	0	14,000	14,000		0	14,000
0	(Net Surplus)/Deficit	0	14,000	14,000		0	14,000
	YOUTH CENTRE - BREWARRINA						
	Income						
(20,800)	Hire - Youth Centre	(1,000)	(23,504)	(22,504)			(23,504)
0	Other Revenue-Canteen/Disco/Market	0	0	0			0
0	Maternity Leave Reimbursement	0	0	0			0
0	Grants - Commonwealth Funding	0	0	0			0
0	SAAP Youth Centre	0	0	0			0
(126,832)	Grants - Special Events	(33,732)	0	33,732			0
0	Grants - Vacation Care	0	0	0			0
(10,175)	Grant - Community Centre (Youth)	(3,129)	(7,500)	(4,371)			(7,500)
(116,657)	Grant - Youth Worker	(30,603)	(97,811)	(67,208)			(97,811)
0	Grant - Local Sport Defibrillator Pr	0	0	0			0
0	Grant - TARP Prog – Getting Ya There	0	0	0			0
0	Grant - Reg Youth Autm Holiday Break	0	(15,000)	(15,000)			(15,000)
0	Grant - Winter Holidays Break Council	0	(15,000)	(15,000)			(15,000)
(15,000)	Grant - Summer Holidays Break	0	(15,000)	(15,000)			(15,000)
(162,632)	Total Income	(34,732)	(173,815)	(105,351)		0	(158,815)

BREWARRINA SHIRE COUNCIL							
YTD Actuals	COMMUNITY SERVICE & EDUCATION	YTD Actuals	Estimate Budget	Variances	Comments	September Review	Total
30/06/2023		30/09/2023	2023/24			2023/24	
	Operating Expenditure						
5,086	Salary - Youth Worker	4,793	140,500	135,707			140,500
2,443	Travelling - Youth Worker	1,842	6,500	4,658			6,500
1,416	Training - Youth Worker	30,790	2,000	(28,790)			2,000
484	Recruitment - Youth Worker	0	500	500			500
0	Uniforms - Youth Worker	0	1,000	1,000			1,000
4,083	Office Expenses	1,296	5,500	4,204			5,500
16,661	Depreciation - N-Sp Bldg	4,125	18,000	13,875			18,000
0	Advertising	0	0	0			0
13,290	Cleaning	3,180	11,000	7,820			11,000
4,063	Electricity	733	4,500	3,767			4,500
4,831	Insurance - Youth Services	0	5,000	5,000			5,000
4,520	Other Expenses	2,220	47,000	44,780			47,000
71	Stationery	0	500	500			500
9,845	Repair & Maintenance	276	11,000	10,724			11,000
963	Telephone	151	1,000	849			1,000
270	Security Service - Youth Centre	255	1,500	1,245			1,500
3,550	Rates & Water	3,532	4,000	468			4,000
71,576	Total Expenditure	53,193	259,500	206,307		0	259,500
(91,056)	(Net Surplus)/Deficit - Youth Services	18,461	85,685	100,956		0	85,685
	YOUTH CENTRE - GOODDOGA						
	Operating Expenditure						
10,874	Salaries and Wages - Youth Gdga	0	54,500	54,500			54,500
0	Travelling - Youth Gdga	0	2,000	2,000			2,000
0	Training - Youth Gdga	0	1,000	1,000			1,000
0	Uniforms - Youth Gdga	0	500	500			500
0	Office Expenses - Youth Gdga	0	1,500	1,500			1,500
703	Cleaning - Youth Centre Gdga	0	1,000	1,000			1,000
11,578	Total Expenditure	0	60,500	60,500		0	60,500
11,578	(Net Surplus)/Deficit	0	60,500	60,500		0	60,500
(3,055)	Electricity - Childcare	0		0			0
	SENIOR CITIZEN CENTRE						
	Income						
(3,735)	Rent	(351)	(3,000)	(2,649)			(3,000)
(3,735)	Total Income	(351)	(3,000)	(2,649)		0	(3,000)
	Operating Expenditure						
9,717	Depreciation - Sp Bldg	2,408	10,500	8,092			10,500
2,832	Cleaning Expenses	1,916	2,000	84			2,000
0	Electricity	0	0	0			0
3,393	Insurance	0	4,500	4,500			4,500
0	Other Expenses	0	0	0			0
535	Repair & Maintenance	165	5,000	4,835			5,000
368	Telephone, Fax & Internet	57	0	(57)			0
0	Rates & Water	0	0	0			0
16,845	Total Expenditure	4,546	22,000	17,454		0	22,000
13,110	(Net Surplus)/Deficit - Senior Citizens Centre	4,195	19,000	14,805		0	19,000

BREWARRINA SHIRE COUNCIL							
YTD Actuals	COMMUNITY SERVICE & EDUCATION	YTD Actuals	Estimate Budget	Variances	Comments	September Review	Total
30/06/2023		30/09/2023	2023/24			2023/24	
	AGED UNITS						
	Income						
(29,185)	Rent - Aged Units	(6,440)		6,440			0
(9,125)	Rent - Aged Unit 1	(1,540)	(10,140)	(8,600)			(10,140)
(7,420)	Rent - Aged Unit 2	(1,540)	(7,280)	(5,740)			(7,280)
(7,140)	Rent - Aged Unit 3	(1,540)	(7,280)	(5,740)			(7,280)
(5,500)	Rent - Aged Unit 4	(1,820)	(7,280)	(5,460)			(7,280)
(29,185)	Total Income	(6,440)	(31,980)	(19,100)		0	(31,980)
	Operating Expenditure						
12,244	Depreciation - Housing Sp Bldg	2,930	13,500	10,570			13,500
513	Electricity	113	500	387			500
4,548	Insurance - Aged Care Units	0	5,000	5,000			5,000
6,281	Repair & Maintenance	462	11,000	10,538			11,000
9,226	Rates & Water	8,616	9,500	884			9,500
32,812	Total Expenditure	12,121	39,500	27,379		0	39,500
3,627	(Net Surplus)/Deficit - Aged Units	5,681	7,520	8,279		0	7,520
	CENTRELINK						
	Income						
(68,634)	Agency Fees - Centrelink	(21,929)	(65,000)	(43,071)			(65,000)
(68,634)	Total Income	(21,929)	(65,000)	(43,071)		0	(65,000)
	Operating Expenditure						
33,483	Salary	7,872	37,000	29,128			37,000
0	Uniforms	0	500	500			500
0	Telephone, Fax & Internet	0	500	500			500
33,712	Total Expenditure	7,872	38,000	30,128		0	38,000
(34,922)	(Net Surplus)/Deficit	(14,057)	(27,000)	(12,943)		0	(27,000)
(534,013)	Comm Serv & Education Total Income	(84,328)	(593,795)	(469,295)		0	(593,795)
227,054	Comm Serv & Education Total Expenditure	338,901	688,500	349,599		0	688,500
(306,959)	(Net Surplus)/Deficit	254,573	94,705	(119,696)		0	94,705
38,622	Add back : Deprec Charge	9,462	42,000				
(345,580)	(profit) / Loss before Dep Charge	245,111	52,705				

BREWARRINA SHIRE COUNCIL							
YTD Actuals	HOUSING & COMMUNITY AMENITIES	YTD Actuals	Estimate Budget	Variations	Comments	September Review	Total
30/06/2023		30/09/2023	2023/24			2023/24	
	HOUSING						
	Income						
(1,008)	Insurance Claim - Council Houses	0	0	0			0
(57,238)	Rent - Council Houses			0			0
(4,486)	3 Bourke St.	0	(5,850)	(5,850)			(5,850)
(4,050)	5 Bourke St.	(1,575)	(5,850)	(4,275)			(5,850)
1,854	21 Wilson St.	(1,575)	0	1,575			0
(2,700)	32 Doyle St Goodooga	0	(6,500)	(6,500)			(6,500)
(4,784)	38 Church St.	(1,288)	(4,784)	(3,496)			(4,784)
(3,825)	41 Church St	(1,575)	(5,850)	(4,275)			
(4,946)	43 Church St	(1,575)	(5,850)	(4,275)			
0	44 Hammond St	0	0	0			0
(1,269)	1-27 Bourke St.	0	0	0			0
(5,625)	132 Dooral St.	(1,575)	(5,850)	(4,275)			(5,850)
(5,850)	1-33 Bourke St.	(1,575)	(5,850)	(4,275)			(5,850)
0	2-27 Bourke St.	0	0	0			0
(7,950)	2-33 Bourke St.	(1,750)	(6,500)	(4,750)			(6,500)
(6,900)	3-27 Bourke St.	0	(6,500)	(6,500)			(6,500)
0	Yetta Farm	(1,575)	0	1,575			0
(6,707)	4-27 Bourke St.	(1,750)	(6,500)	(4,750)			(6,500)
0	Rent - Goodooga Accommodation	0	0	0			0
(58,246)	Total Income	(15,813)	(65,884)	(50,071)		0	(54,184)
	Operating Expenditure						
11,590	Raw Materials and Consumables	1,976	15,000	13,024			15,000
57,425	Depreciation - Housing Non- Sp Bldg	17,320	50,000	32,680			50,000
5,543	Cleaning - Staff Housing	585	5,000	4,415			5,000
20,976	Electricity	5,050	18,000	12,950			18,000
19,244	Insurance - Housing	0	22,000	22,000			22,000
519	Other Expenses	4,133	1,000	(3,133)			1,000
97,251	Repair & Maintenance	13,179	95,000	81,821			95,000
3,986	Telephone - Housing	1,444	3,500	2,056			3,500
28,005	Rates & Water	27,403	29,000	29,000			29,000
244,540	Total Expenditure	71,090	238,500	167,410		0	238,500
186,294	(Net Surplus)/Deficit - Housing	55,277	172,616	117,339		0	172,616
	TOWN PLANNING						
	Income						
(18,735)	Planning and Building - Regulatory			0			
(2,720)	Advertising Fees	0	(1,000)	(1,000)			(1,000)
(10,009)	Development Application Fees - DA	(4,032)	(11,500)	(7,468)			(11,500)
0	Integrated Development Fees	0	0	0			0
(4,205)	Sec. 149 Certificates GST Excl	(1,554)	(3,000)	(1,446)			(3,000)
(180)	Sec. 149 Certificates Urgent GST	(201)	0	201			0
0	Sec. 96 - EPA Regulation Fee	0	(1,000)	(1,000)			(1,000)
0	Subdivision Fees	0	0	0			0
(1,621)	Commission - Planning First Fee PRF	(5)		5			0
0	Other Certificates (608 735A 1212P)	0	0	0			0
(6,000)	Grants - Heritage Advisor	0	0	0			0
0	Community War Mermorial Fund - CWMF	0	0	0			0
0	Grants - Local Heritage Fund	0	0	0			0
(24,735)	Total Income	(5,791)	(16,500)	(10,709)		0	(16,500)
	Operating Expenditure						
43,676	Salaries - Town Planning	11,627	50,000	38,373			50,000
6,548	Heritage Advisor and Fund	0	20,000	20,000			20,000
0	Legal Fees	0	1,000	1,000			1,000
0	Other Expenses	0	25,000	25,000			25,000
50,224	Total Expenditure	11,627	96,000	84,373		0	96,000
25,489	(Net Surplus)/Deficit - Town Planning	5,836	79,500	73,664		0	79,500

BREWARRINA SHIRE COUNCIL							
HOUSING & COMMUNITY AMENITIES							
YTD Actuals		YTD Actuals	Estimate Budget	Variations	Comments	September Review	Total
30/06/2023		30/09/2023	2023/24			2023/24	
	CEMETERIES						
	Income						
(18,043)	Cemetery Fees - Brewarrina	(4,656)	(15,000)	(10,344)			(15,000)
(2,516)	Cemetery Fees - Goodooga	(1,015)	(3,000)	(1,985)			(3,000)
(20,559)	Total Income	(5,671)	(18,000)	(12,329)		0	(18,000)
	Operating Expenditure						
428	Depreciation - Cemeteries	184	500	316			500
223	Other Expenses - Cemeteries	229	4,500	4,271			4,500
54,003	Repair & Maintenance-Cemeteries	22,235	50,000	27,765			50,000
54,654	Total Expenditure	22,648	55,000	32,352		0	55,000
34,095	(Net Surplus)/Deficit - Cemeteries	16,978	37,000	20,022		0	37,000
	PUBLIC CONVENIENCES						
	Operating Expenditure						
13,018	Materials and services	4,148	20,000	15,852			20,000
2,963	Depreciation	768	3,000	2,232			3,000
1,803	Insurance - Public Conveniences	0	2,500	2,500			2,500
38,876	Repair & Maintenance	5,531	45,000	39,469			45,000
2,599	Rates & Water	1,527	2,000	473			2,000
59,259	Total Expenditure	12,172	72,500	60,328		0	72,500
59,259	(Net Surplus)/Deficit - Public Convenience	12,172	72,500	60,328		0	72,500
	STREET LIGHTING						
	Income						
(14,000)	Subsidies - Street Lighting	0	(14,000)	(14,000)			(14,000)
(14,000)	Total Income	0	(14,000)	(14,000)		0	(14,000)
	Operating Expenditure						
38,225	Street Lighting Charges	13,039	50,000	36,961			50,000
38,225	Total Expenditure	13,039	50,000	36,961		0	50,000
24,225	(Net Surplus)/Deficit - Street Lighting	13,039	36,000	22,961		0	36,000
(117,540)	Housing & Comm Amenities Total Income	(27,275)	(114,384)	(87,109)		0	(114,384)
446,901	Housing & Comm Amenities Total Expenditure	130,576	512,000	381,424		0	512,000
329,361	(Net Surplus)/Deficit	103,301	397,616	294,315		0	397,616
60,816	Add back : Deprec Charge	18,272	53,500				
268,544	(profit) / Loss before Dep Charge	85,029	344,116				

BREWARRINA SHIRE COUNCIL

RECREATION & CULTURE		YTD Actuals	Estimate Budget	Variations	Comments	September Review	Total
YTD Actuals		30/09/2023	2023/24			2023/24	
PUBLIC LIBRARY							
Income							
(326)	User Charges - Print/Copy/Fines	(120)	(500)	(380)			(500)
(21)	Donation & Contributions	0	0	0			0
0	Other Revenues	0	0	0			0
(64,430)	Grant - State Library	0	0	0			0
(64,430)	Local Priority	0	(64,500)	(64,500)			(64,500)
(4,332)	Per Capita Subsidy	0	(4,500)	(4,500)			(4,500)
(69,109)	Total Income	(120)	(69,500)	(69,380)		0	(69,500)
Operating Expenditure							
45,317	Salaries	9,223	42,000	32,777			42,000
0	Travelling Expenses	0	1,000	1,000			1,000
0	Training - Public Library	0	1,000	1,000			1,000
0	Recruitment Expenses	0	0	0			0
0	Uniform Expenses	0	0	0			0
0	Depreciation - OE	0	0	0			0
0	Depreciation - F&F	0	0	0			0
1,163	Cleaning Expenses	0	2,000	2,000			2,000
1,502	IT Expenses	1,544	2,000	456			2,000
53,582	Contribution - Big Sky Library	0	60,500	60,500			60,500
0	Electricity	0	0	0			0
1,144	Insurance	0	0	0			0
0	Other Expenses	0	2,000	2,000			2,000
0	Postage - Library	0	0	0			0
0	Repair & Maintenance	0	0	0			0
1,044	Subscription/Licensing/Membership	895	1,500	605			1,500
1,756	Telephone, Fax & Internet	168	2,000	1,832			2,000
105,509	Total Expenditure	11,831	114,000	102,169		0	114,000
36,399	(Net Surplus)/Deficit - Public Library	11,711	44,500	32,789		0	44,500
COMMUNITY CENTRE							
Income							
(3,654)	Hire - Community Centre	(2,521)	(2,000)	521			(2,000)
(3,578)	Hire - Community Centre	(1,935)	0	1,935			0
0	Hire - Comm Cntr Viewing Room	0	0	0			0
(76)	Hire - Resource Room	(586)	0	586			0
0	Other Revenues - Public Halls	0	0	0			0
(3,654)	Total Income - Community Hall	(2,521)	(2,000)	3,042		0	(2,000)
Operating Expenditure							
32,443	Depreciation - CommCntr SpBldg	8,510	35,500	26,990			35,500
6,701	Cleaning Expenses	4,232	2,500	(1,732)			2,500
5,052	Electricity	1,510	10,000	8,490			10,000
19,638	Insurance - Public Halls	0	21,000	21,000			21,000
767	Other Expenses	2,133	1,000	(1,133)			1,000
11,253	Repair & Maintenance	216	50,000	49,784	Budgeted for oven, curtain, table... Need approval from David		50,000
238	Telephone, Fax & Internet	0	500	500			500
0	Security Service - Community Centre	0	1,000	1,000			1,000
3,647	Rates & Water	3,484	4,000	516			4,000
79,739	Total Expenditure	20,085	125,500	105,415		0	125,500
76,085	(Net Surplus)/Deficit	17,564	123,500	108,457		0	123,500

BREWARRINA SHIRE COUNCIL

YTD Actuals	RECREATION & CULTURE	YTD Actuals	Estimate Budget	Variations	Comments	September Review	Total
30/06/2023		30/09/2023	2023/24			2023/24	
	SWIMMING POOL						
	Income						
(12,410)	Insurance Reimbursement	0	0	0			0
0	Grants - State Funding	0	0	0			0
0	Grant - Brewarrina Pool Upgrade	0	0	0			0
0	Grant - Defibrillator at Swim Pool	0	0	0			0
0	Grant -Regional School Holiday Actvt	0	0	0			0
(12,410)	Total Income - Swimming Pool	0	0	0		0	0
	Operating Expenditure						
48,566	Chemical Costs - Swimming Pool	9,517	35,500	25,983			35,500
175,174	Contract Payment - Swimming Pool	14,265	200,000	185,735			200,000
17,226	Depreciation - Swim Pool Sp Bldg	5,324	18,500	13,176			18,500
0	Depreciation - Swim Pool Oth Strct	0	0	0			0
71,380	Depreciation - Swimming Pool	17,971	79,000	61,029			79,000
0	Cleaning Expenses - Swimming Pool	1,498	0	(1,498)			0
17,848	Electricity - Swimming Pool	1,236	20,000	18,764			20,000
13,753	Insurance - Swimming Pool	8,591	15,000	6,409			15,000
333	Other Expenses - Swimming Pool	704	5,500	4,796			5,500
21,051	R & M - Swimming Pool	11,266	35,000	23,734			35,000
736	Telephone - Swimming Pool	113	800	687			800
522	Security Service - Swimming Pool	128	1,500	1,372			1,500
24,295	Rates & Water - Swimming Pool	18,417	25,500	7,083			25,500
390,883	Total Expenditure - Swimming Pool	89,029	436,300	347,271		0	436,300
378,473	(Net Surplus)/Deficit - Swimming Pool	89,029	436,300	347,271		0	436,300
	GOODOOGA BORE BATH						
	Operating Expenditure						
0	Operating Expenses - Gdga Bore Bath	0	5,000	5,000			5,000
1,254	Cleaning Expenses - Gdga Bore Bath	44	5,500	5,456			5,500
0	Insurance - Gdga Bore Bath	0	3,000	3,000			3,000
32,616	R & M - Gdga Bore Bath	7,284	35,000	27,716			35,000
33,870	Total Expenditure	7,328	48,500	41,172		0	48,500
33,870	(Net Surplus)/Deficit - Goodooga Bore Bath	7,328	48,500	41,172		0	48,500
	RACECOURSE						
	Income						
0	Fees - Racecourse Brewarrina	(742)	(1,000)	(258)			(1,000)
0	Total Income	(742)	(1,000)	(258)		0	(1,000)
	Operating Expenditure						
3,167	Materials and services	0	5,000	5,000			5,000
14,991	Depreciation - Racecourse Sp Bldg	4,109	16,500	12,391			16,500
25,473	Depreciation - Racecourse Oth Strct	5,206	27,500	22,294			27,500
0	Cleaning Expenses	0	500	500			500
927	Electricity	251	1,000	749			1,000
11,923	Insurance - Racecourse	0	17,500	17,500			17,500
14,280	Other Expenses	6	5,000	4,995			5,000
282,640	Repair & Maintenance	8,612	260,000	251,388			260,000
736	Telephone, Fax & Internet	113	1,000	887			1,000
9,673	Rates & Water	9,377	10,000	623			10,000
363,811	Total Expenditure	27,674	344,000	316,326		0	344,000
363,811	(Net Surplus)/Deficit - Racecourse	26,932	343,000	316,068		0	343,000

BREWARRINA SHIRE COUNCIL

YTD Actuals	RECREATION & CULTURE	YTD Actuals	Estimate Budget	Variations	Comments	September Review	Total
30/06/2023		30/09/2023	2023/24			2023/24	
	PARKS, GARDENS & SPORTING GROUNDS						
	Income						
(425)	Fees - Parks	0	(500)	(500)			(500)
(250)	Fees - Gym	0	(500)	(500)			(500)
(675)	Total Income	0	(1,000)	(1,000)		0	(1,000)
	Operating Expenditure						
25,461	Materials and services	114	30,000	29,886			30,000
26,349	Depreciation	7,175	28,500	21,325			28,500
541	Electricity	132	1,000	868			1,000
5,153	Insurance	0	5,500	5,500			5,500
0	Other Expenses	0	1,000	1,000			1,000
126,492	Repair & Maintenance	26,261	150,000	123,739			150,000
13,009	Rates & Water	13,070	13,500	430			13,500
197,004	Total Expenditure	46,751	229,500	182,749		0	229,500
196,328	(Net Surplus)/Deficit - Parks	46,751	228,500	181,749		0	228,500
	OVALS						
	Income						
(2,985)	User Fees	(624)	(500)	124			(500)
(2,985)	Hire - Geoff New Oval	(624)	0	624			0
0	Crown Reserve Improvement Fund	0	0	0			0
0	Other Revenues	0	0	0			0
(2,985)	Total Income	(624)	(500)	749		0	(500)
	Operating Expenditure						
21,575	Depreciation - GNO Sp Bldg	7,039	23,500	16,461			23,500
5,645	Electricity	2,153	8,000	5,847			8,000
7,150	Insurance - Ovals	0	7,500	7,500			7,500
0	Other Expenses	346	1,000	654			1,000
128,903	Repair & Maintenance	41,200	100,000	58,800			100,000
954	Rates & Water	1,199	2,000	801			2,000
164,228	Total Expenditure	51,936	142,000	90,064		0	142,000
161,242	(Net Surplus)/Deficit - Ovals	51,312	141,500	90,813		0	141,500
	Local Roads and Comm Infrast Program						
(31,537)	Grant - LRICP Round 1	0	0	0			0
130,249	Grant - LRICP Round 2	0	0	0			0
(148,915)	Grant - LRICP Round 3	0	0	0			0
(50,204)	Total Income	0	0	0		0	0
	Operating Expenditure						
22,785	Local Roads and Comm Infrast Program	0	0	0			0
22,785	Total Expenditure	0	0	0		0	0
(27,419)	(Net Surplus)/Deficit - LRCIP	0	0	0		0	0
(139,038)	Rec & Culture Total Income	(4,008)	(74,000)	(66,847)		0	(74,000)
1,357,828	Rec & Culture Total Expenditure	254,635	1,439,800	1,185,165		0	1,439,800
1,218,790	(Net Surplus)/Deficit	250,628	1,365,800	1,118,318		0	1,365,800
							0
209,436	Add back : Deprec Charge	55,333	229,000				
1,009,354	(profit) / Loss before Dep Charge	195,295	1,136,800				

BREWARRINA SHIRE COUNCIL							
YTD Actuals	MINING, MANUFACTURING & CONSTRUCTION	YTD Actuals	Estimate Budget	Variances	Comments	September Review	Total
30/06/2023		30/09/2023	2023/24			2023/24	
	BUILDING CONTROL						
	Income - Building Control						
0	Other Revenues	0	0	0			0
(1,398)	Fees & Commissions	(324)	0	324			0
(436)	Approvals Under Section 68	(200)	(1,000)	(800)			(1,000)
(250)	Building Inspection Fees	0	(2,000)	(2,000)			(2,000)
0	Commission - Long Service Levy	0	0	0			0
0	Construction Certificates	0	(2,000)	(2,000)			(2,000)
(553)	Drainage Diagrams	(124)	(500)	(376)			(500)
0	Plumbing & Drainage Inspection Fees	0	0	0			0
(159)	Building Certificate 149D	0	0	0			0
0	Compliance Certificate - Swim Pools	0	0	0			0
(1,398)	Total Income - Building Control	(324)	(5,500)	(4,852)		0	(5,500)
	Operating Expenditure						
16,793	Salary	1,057	37,000	35,943			37,000
2,742	Travelling	2,640	13,000	10,360			13,000
0	Training - Building Control	0	2,000	2,000			2,000
0	Materials and services	0	500	500			500
0	Subscription/Licensing/Membership	0	500	500			500
0	Sundry Expenses	0	500	500			500
19,534	Total Expenditure - Building Control	3,697	53,500	49,803		0	53,500
18,136	(Net Surplus)/Deficit - Building Control	3,373	48,000	44,951		0	48,000
	QUARRIES & PITS						
	Operating Expenditure						
0	Quarries - Stockpile	2,441	150,000	147,559	For replenishing gravel		150,000
0	Repair & Maintenance	0	10,000	10,000	Agreed Tim		10,000
7,158	Licence	6,414	5,500	(914)			5,500
167	Rates & Water - Quarries	172	500	328			500
7,325	Total Expenditure	9,027	166,000	156,973		0	166,000
7,325	(Net Surplus)/Deficit	9,027	166,000	156,973		0	166,000
(1,398)	Mining Total Income	(324)	(5,500)	(4,852)		0	(5,500)
26,860	Mining Total Expenditure	12,723	219,500	206,777		0	219,500
25,462	(Net Surplus)/Deficit	12,399	214,000	201,925		0	214,000
0	Add back : Deprec Charge	0	0				
25,462	<i>(profit) / Loss before Dep Charge</i>	12,399	214,000				

BREWARRINA SHIRE COUNCIL							
YTD Actuals	TRANSPORT & COMMUNICATIONS	YTD Actuals	Estimate Budget	Variiances	Comments	September Review	Total
30/06/2023		30/09/2023	2023/24			2023/24	
	TRANSPORT						
	Income						
(2,047,502)	Grants - FAG Roads	(16,167)	(1,686,500)	(1,670,333)			(1,686,500)
(4,695,798)	Regional Roads	0	0	0			0
(1,133,000)	Regional Roads Block Grant	0	(694,650)	(694,650)			(694,650)
(38,000)	Regional Roads Traffic Grant	0	0	0			0
(544,074)	LR Roads Pothole Repair	0	0	0			0
(92,000)	Regional Roads 3x3	0	0	0			0
0	Regional Roads Black Spot	0	0	0			0
(2,888,724)	RLRRP BRE Regional & Local Road Repair	0	0	0			0
0		0					0
0		0					0
(6,743,300)	Total Income	(16,167)	(2,381,150)	(2,364,983)		0	(2,381,150)
13,866	Material and Services	134,877					
13,866	LR Pothole Repair	134,877					
0	LR Pothole Repair	561,658					
13,866		696,534	0	0		0	0
145,965	R & M - Urban Sealed Roads	51,514	133,000	81,486			133,000
117,983	Depreciation - Urban Sealed Roads	40,339	129,000	88,661			129,000
263,948		91,853	262,000	170,147		0	262,000
22,101	R & M - Urban Unsealed Roads	1,343	30,000	28,657			30,000
11,245	Depreciation - Urban Unsealed Roads	3,083	12,000	8,917			12,000
33,346		4,426	42,000	37,574		0	42,000
43,237	R & M - Rural Sealed Roads Local	90	52,000	51,910			52,000
136,209	Depreciation - Rural Sealed Roads Local	88,879	148,500	59,621			148,500
179,446		88,968	200,500	111,532		0	200,500
411,138	R & M - Rural Unsealed Roads Local	288,953	750,000	461,047	Increase as per Tim		750,000
388,081	Depreciation - Rural Unsealed Roads	132,453	423,000	290,547			423,000
799,219		421,406	1,173,000	751,594		0	1,173,000
589,235	R & M - Rural Sealed Road Regional	143,497	554,000	410,503			554,000
1,235,629	Depreciation - Rural Sealed Road Regional	712,384	1,348,500	636,116			1,348,500
1,824,863		855,881	1,902,500	1,046,619		0	1,902,500
69,975	R & M - Rural Unsealed Road Regional	245,095	37,000	(208,095)			37,000
82,685	Depreciation - Rural Unsealed Roads Regional	22,147	90,000	67,853			90,000
152,660		267,242	127,000	(140,242)		0	127,000
0	R & M - Bridges Local Roads	0	18,000	18,000			18,000
137,187	Depreciation - Bridges Local Roads	36,500	149,500	113,000			149,500
137,187		36,500	167,500	131,000		0	167,500
0	R & M - Bridges Regional Roads	0	11,000	11,000			11,000
83,555	Depreciation - Bridges Regional Roads	22,222	0	(22,222)			0
83,555	Total Expenditure	22,222	11,000	(11,222)		0	11,000
(3,255,208)	(Net Surplus)/Deficit	2,468,866	1,504,350	(267,982)		0	1,504,350
	RMCC - ROUTINE MAINTENANCE						
	Income - RMCC						
(574,727)	RMCC - Routine Maintenance	(2,312,661)	(250,000)	2,062,661			(250,000)
(574,727)	Total Income	(2,312,661)	(250,000)	2,062,661		0	(250,000)
	Operating Expenditure						
834,842	RMCC Routine Expenses	108,247	250,000	141,753			250,000
834,842	Total Expenditure - RMCC	108,247	250,000	141,753		0	250,000
260,116	(Net Surplus)/Deficit - RMCC	(2,204,414)	0	2,204,414		0	0
	RMCC - WORKS ORDER						
	Income - Work Order						
(1,323,992)	RMCC - Works Orders	(530,668)	(500,000)	30,668			(500,000)
(1,323,992)	Total Income	(530,668)	(500,000)	30,668		0	(500,000)
	Operating Expenditure						

BREWARRINA SHIRE COUNCIL							
YTD Actuals	TRANSPORT & COMMUNICATIONS	YTD Actuals	Estimate Budget	Variiances	Comments	September Review	Total
30/06/2023		30/09/2023	2023/24			2023/24	
588,210	RMCC Works Orders Expenses	835,488	500,000	(335,488)	Works coming up will total around		500,000
588,210	Total Expenditure - Work Order	835,488	500,000	(335,488)		0	500,000
(735,782)	(Net Surplus)/Deficit	304,820	0	(304,820)		0	0

BREWARRINA SHIRE COUNCIL							
YTD Actuals	TRANSPORT & COMMUNICATIONS	YTD Actuals	Estimate Budget	Variances	Comments	September Review	Total
30/06/2023		30/09/2023	2023/24			2023/24	
	FLOOD DAMAGE REGIONAL ROADS						
	Income						
0	Grant - Flood Damage Regional Roads	0	0	0			0
0	Total Income	0	0	0		0	0
	Operating Expenditure						
0	Flood Damage Regional Roads - Exp	0	0	0			0
0	Total Expenditure	0	0	0		0	0
0	(Net Surplus)/Deficit	0	0	0		0	0
	FLOOD DAMAGE LOCAL ROADS						
	Income						
0	Grant - Flood Damage Local Roads	0	0	0			0
0	Grant - Flood Damage Local Roads	0	0	0			0
0	Total Income	0	0	0		0	0
	GOODDOOGA ROADS Program						
	Income						
0	Goodooga Road Project						0
0	Grant - Goodooga Road Upgrade State	0	0	0			0
698,635	Grant - Bre Goodooga Road Upgrade	0	0	0			0
698,635	Total Expenditure	0	0	0		0	0
	ROADS TO RECOVERY						
	Income						
(199,721)	Grant - NSW Safer Raods Program	0	(1,077,099)	(1,077,099)			(1,077,099)
(199,721)	Total Income	0	(1,077,099)	(1,077,099)		0	(1,077,099)
	NSW SAFER ROADS PROGRAM						
	Income						
0	Grant - NSW Safer Raods Program	0	0	0			0
0	Grant -BarwonFour Safety Improvement	0	0	0			0
0	Grant - Goodooga Reserve Rd Reseal	0	0	0			0
0	Total Income	0	0	0		0	0
	Operating Expenditure						
0	Barwon 4 – Safety Improvement	0	0	0			0
0	Total Expenditure	0	0	0		0	0
0	(Net Surplus)/Deficit	0	0	0		0	0
	Flood Damage - State Highways						
	Income - Flood Damage						
0	Grant- Flood Damage State Highways	0	0	0			0
54,509	Grant- Flood Damage State Highways - AGRN987	0	0	0			0
(1,000,000)	Grant- Flood Damage State Highways	0	0	0	\$300k from flood exp can't be		0
(3,516,961)	Grant- Flood Damage State Highways	0	0	0			0
(2,364,621)	Grant- Flood Damage State Highways	0	0	0			0
	Grant- Flood Damage Recovery (AGRN1034)	0	0	0			0
	Grant- Flood Damage Recovery (AGRN1034)	0	0	0			0
(6,827,073)	Total Income - Flood Damage	0	0	0		0	0

BREWARRINA SHIRE COUNCIL							
YTD Actuals	TRANSPORT & COMMUNICATIONS	YTD Actuals	Estimate Budget	Variiances	Comments	September Review	Total
30/06/2023		30/09/2023	2023/24			2023/24	
	Operating Expenditure						
0	Flood Damage State Highway	0	0	0			0
10,765	AGRN 987 - Nov 2021 Flood Event Exp	0	0	0			0
1,496,089	AGRN1025 - Emergency Works	0	0	0			0
868,532	AGRN1034 - Recovery Works	133,706	0	(133,706)			0
3,516,961	State Road Recovery	358,559	0	(358,559)			0
5,892,347	Total Expenditure - Flood Damage	492,265	0	(492,265)		0	0
(934,726)	(Net Surplus)/Deficit - Flood Damage	492,265	0	(492,265)		0	0
	FOOTPATHS						
	Operating Expenditure						
155,426	R & M Footpaths	27,029	148,000	120,971			148,000
43,033	Depreciation	12,490	47,000	34,510			47,000
198,459	Total Expenditure	39,519	195,000	155,481		0	195,000
198,459	(Net Surplus)/Deficit - Footpath	39,519	195,000	155,481		0	195,000
	KERB & GUTTERING						
	Operating Expenditure						
4,787	R & M Kerb & Guttering	1,364	36,500	35,136			36,500
76,654	Depreciation	20,437	83,500	63,063			83,500
81,441	Total Expenditure - Footpaths	21,801	120,000	98,199		0	120,000
81,441	(Net Surplus)/Deficit - Footpaths	21,801	120,000	98,199		0	120,000
	AERODROMES						
	Operating Expenditure - Aerodromes						
6,725	Materials and services	1,033	19,000	17,967			19,000
60,618	Depreciation	16,203	66,000	49,797			66,000
643	Electricity	127	1,000	873			1,000
3,346	Insurance	0	3,500	3,500			3,500
0	Lease Aerodromes	0	3,000	3,000			3,000
139,098	Repair & Maintenance	6,138	85,000	78,862			85,000
1,562	Telephone	57	2,000	1,943			2,000
346	Rates & Water - Aerodromes	323	500	177			500
212,337	Total Expenditure - Aerodromes	23,880	180,000	156,120		0	180,000
212,337	(Net Surplus)/Deficit - Aerodromes	23,880	180,000	156,120		0	180,000

BREWARRINA SHIRE COUNCIL							
YTD Actuals	TRANSPORT & COMMUNICATIONS	YTD Actuals	Estimate Budget	Variances	Comments	September Review	Total
30/06/2023		30/09/2023	2023/24			2023/24	
	BUS SHELTERS						
	Operating Expenditure						
0	Materials and services	0	1,000	1,000			1,000
0	Total Expenditure	0	1,000	1,000		0	1,000
0	(Net Surplus)/Deficit	0	1,000	1,000		0	1,000
	WASHBAY & STANDPIPE						
	Operating Expenditure						
0	Materials and services	0	1,000	1,000			1,000
0	Total Expenditure	0	1,000	1,000		0	1,000
0	(Net Surplus)/Deficit	0	1,000	1,000		0	1,000
(14,970,177)	Transport Total Income	(2,859,496)	(4,208,249)	(1,348,753)		0	(4,208,249)
11,295,727	Transport Total Expenditure	4,006,233	5,132,500	1,126,267		0	1,258,000
(3,674,449)	(Net Surplus)/Deficit	1,146,737	924,251	(222,486)		0	924,251
							0
2,372,878	Add back : Deprec Charge	1,107,136	2,497,000				
(6,047,327)	(profit) / Loss before Dep Charge	39,601	(1,572,749)				

BREWARRINA SHIRE COUNCIL							
YTD Actuals	ECONOMIC AFFAIRS	YTD Actuals	Estimate Budget	Variances	Comments	September Review	Total
30/06/2023		30/09/2023	2023/24			2023/24	
	CARAVAN PARKS						
	Income - CARAVAN PARKS	0					
0	User Charges	0	0				0
0	Other Revenues	0	0				0
0	Rent	0	0				0
0	Crown Reserve Improvement Fund	0	0				0
0	Total Income - CARAVAN PARKS	0	0	0		0	0
	Operating Expenditure						
0	Materials and services	0	0				0
7,195	Depreciation - Caravan Parks	1,583	8,000	6,417			8,000
0	Electricity	0	0	0			0
1,454	Insurance	0	2,000	2,000			2,000
3,416	Repair & Maintenance	0	8,000	8,000			8,000
8,996	Rates & Water - Caravan Park	361	9,300	8,939			9,300
21,061	Total Expenditure - CARAVAN PARKS	1,944	27,300	25,356		0	27,300
21,061	(Net Surplus)/Deficit - CARAVAN PARKS	1,944	27,300	25,356		0	27,300
	TOURISM & AREA PROMOTION						
	Income - TOURISM & AREA PROMOTION						
(3,448)	Hire - Tourism Centre	(2,469)	(2,000)	469			(2,000)
0	Insurance Claims (Tourism)	0	0	0			0
(460)	Other Revenue - Tourism	0	(1,000)	(1,000)			(1,000)
(26,070)	Sales - Merchandise	(11,209)	(27,000)	(15,791)			(27,000)
(713)	Sales - Bald Archie's ticket	0	0	0			0
0	Sales Commissions	0	0	0			0
0	Tours	0	0	0			0
0	Advertising - VIC Radio	0	0	0			0
200,249	Grant -Murray-Darling Basin Economic	0	0	0			0
0	Grant - Local Land Service - Signage	0	0	0			0
0	Grants - State Funding	0	0	0			0
0	Grant - NSW Small Business Month	0	(5,000)	(5,000)			(5,000)
0	Grant - Country Arts Support Program	0	(1,500)	(1,500)			(1,500)
0	Grants - Other Funding	0	0	0			0
0	Grants - Small Business Month	0	0	0			0
169,558	Total Income - TOURISM & AREA PROMOTION	(13,679)	(36,500)	(22,821)		0	(36,500)
	Operating Expenditure						
247,532	Salary	30,112	212,000	181,888			212,000
0	Travelling	981	5,500	4,519			5,500
162	Training - Tourism	0	2,000	2,000			2,000
94	Recruitment	0	3,000	3,000			3,000
0	Uniforms	0	1,500	1,500			1,500
46,855	Materials & Services	1,691	93,500	91,809			93,500
0	Merchandise Purchase	0	16,500	16,500			16,500
14,602	Contract & Consultancy	0	0	0			0
549	Merchandise Purchase for Sales	2,025	0	(2,025)			0
0	Depreciation - Office Equipment	0	0	0			0
0	Depreciation - Furniture & Fittings	0	0	0			0
31,818	Depreciation - Buildings Specialised	6,125	36,000	29,875			36,000
0	Depreciation - Other Structures	0	0	0			0
4,488	Advertising	1,086	54,000	52,914			54,000
1,322	Merchant Fees	450	1,000	550			1,000
8,627	Cleaning Expenses	4,828	8,500	3,672			8,500
167	IT Expenses	27	3,000	2,973			3,000
971	Electricity	2,344	1,500	(844)			1,500
8,252	Insurance	0	9,000	9,000			9,000
26,801	Other Expenses	381	29,500	29,120			29,500
1,683	Postage	111	500	389			500
873	Printing & Stationery	9,066	1,000	(8,066)			1,000
77,473	Repair & Maintenance	5,007	29,000	23,993			29,000
28,625	Subscription/Membership	1,280	40,500	39,220			40,500
378	Telephone, Fax & Internet	4,846	1,000	(3,846)			1,000
654	Security Service - VIC	128	1,000	872			1,000
4,924	Rates & Water	0	5,000	5,000			5,000
506,849	Total Expenditure - TOURISM & AREA PROMOTION	70,487	554,500	484,013		0	554,500
676,407	(Net Surplus)/Deficit - TOURISM & AREA PROMOTION	56,808	518,000	461,192		0	518,000

BREWARRINA SHIRE COUNCIL							
YTD Actuals	ECONOMIC AFFAIRS	YTD Actuals	Estimate Budget	Variances	Comments	September Review	Total
30/06/2023		30/09/2023	2023/24			2023/24	
	BREWARRINA NEWS						
	Income - BREWARRINA NEWS						
0	Brewarrina News Income	0	0	0			0
0	Total Income	0	0	0		0	0
	Operating Expenditure						
0	Salary	0	0	0			0
0	IT Expenses	0	0	0			0
0	Other Expenses	0	0	0			0
1,619	Postage	0	0	0			0
1,266	Printing & Stationery	0	0	0			0
0	Subscription/Membership	0	0	0			0
2,231	Telephone, Fax & Internet	375	0	(375)			0
5,116	Total Expenditure - BREWARRINA NEWS	375	0	(375)		0	0
5,116	(Net Surplus)/Deficit - BREWARRINA NEWS	375	0	(375)		0	0
	YETTA FARM						
	Income - YETTA FARM						
(5,200)	MV Contributions - Caretaker	(1,400)	(5,500)	(4,100)			(5,500)
0	Lease from Orana Haven	0	0	0			0
0	Lease from Other - Yetta Farm	0	0	0			0
0	Other Revenue - Yetta Farm	0	0	0			0
188,771	Gain/Loss of Sale of Asset	0	0	0			0
0	Grant - Water Treatment Plant Repair	0	0	0			0
183,571	Total Income - YETTA FARM	(1,400)	(5,500)	(4,100)		0	(5,500)
	Operating Expenditure						
90,519	Salary - Yetta Farm	1,911	105,000	103,089			105,000
24,929	Travelling - Yetta Farm	2,262	17,500	15,238			17,500
0	Training - Yetta Farm	0	1,000	1,000			1,000
0	Uniforms - Yetta Farm	0	500	500			500
26,055	Materials and services - Yetta	64	13,500	13,436			13,500
0	Depreciation -Office Equipment-Yetta	0	0	0			0
0	Depreciation - Furniture&Fiting-Yetta	0	0	0			0
212,507	Depreciation - Buildings Specialisd	53,568	233,500	179,932			233,500
146,025	Depreciation - Other Structres-Yetta	39,147	159,000	119,853			159,000
0	Advertising - Yetta Farm	0	1,000	1,000			1,000
0	Cleaning Expenses - Yetta Farm	93	0	(93)			0
0	IT Expenses - Yetta Farm	0	2,000	2,000			2,000
6,526	Electricity - Yetta Farm	1,416	3,000	1,584			3,000
46,963	Insurance - Yetta Farm	0	50,000	50,000			50,000
11,290	Other Expenses - Yetta Farm	3,451	15,000	11,549			15,000
0	Postage - Yetta Farm	0	500	500			500
0	Printing & Stationery - Yetta Farm	279	1,000	721			1,000
14,725	Repair & Maintenance - Yetta Farm	8,368	50,000	41,632			50,000
0	Subscription/Membership - Yetta Farm	0	500	500			500
2,073	Telephone, Fax & Intenet - Yetta Farm	172	2,000	1,828			2,000
0	Security Service - Yetta Farm	0	1,000	1,000			1,000
1,759	Rates & Water - Yetta Farm	5,951	2,000	(3,951)			2,000
583,370	Total Expenditure - YETTA FARM	116,682	658,000	541,318		0	658,000
766,941	(Net Surplus)/Deficit - YETTA FARM	115,282	652,500	537,218		0	652,500
	Mobile Coffee Van						
0	Mobile Coffee Van	0	0	0			0
(22,727)	Brewing Dream Education Program	0	0	0			0
(36,364)	Other Revenue - Mobile Coffee Van	0	0	0			0
0	Training - Coffee van	0					
0	Materials & Services - Coffee van	5,864					
(59,091)	(Net Surplus)/Deficit - COFFEE VAN	5,864	0	0		0	0
1,389,373	(Net Surplus)/Deficit - Tourism & Area Pro	1,389,373	1,389,373	1,389,373		0	1,170,500
	SALEYARDS & MARKETS						
	Operating Expenditure						
299	Materials and services	0	0	0			0
0	Depreciation - Saleyards	0	0	0			0
0	Repair & Maintenance	65	500	435			500
299	Total Expenditure	65	500	435		0	500
299	(Net Surplus)/Deficit - SALEYARDS & MAR	65	500	435		0	500

BREWARRINA SHIRE COUNCIL							
YTD Actuals	ECONOMIC AFFAIRS	YTD Actuals	Estimate Budget	Variances	Comments	September Review	Total
30/06/2023		30/09/2023	2023/24			2023/24	
	OTHER BUSINESS UNDERTAKINGS						
	Private Works - Staff						
	Income - Private Works - Staff						
(2,133)	Other Revenue	0	0	0			0
(21,684)	Private Works - Staff	(3,839)	(5,000)	(1,161)			(5,000)
(1,681)	Private Works Revenue	0	0	0			0
0	Wodella Accommodation Income	0	0	0			0
0	Private Works Revenue [GST Free]	0	0	0			0
(80)	Pink/Blue Slip	(1,130)	0	1,130			0
(12,874)	Private Works - Input Taxed	(2,709)	0	2,709			0
(7,049)	Private Works - Input Taxed	0	0	0			0
(23,817)	Total Income - Private Works - Staff	(3,839)	(5,000)	2,677		0	(5,000)
	Operating Expenditure						
17,889	Private Works Expenses - Staff	12,523	15,000	2,477			15,000
3,605	Private Works Exp - Input Tax	0	4,500	4,500			4,500
21,494	Total Expenditure	12,523	19,500	6,977		0	19,500
(2,323)	(Net Surplus)/Deficit - Private Works - Staff	8,684	14,500	9,655		0	14,500
	Private Works - General						
	Income						
(91,182)	Private Works - General	(6,177)	(51,000)	(44,823)			(51,000)
(91,182)	Total Income - Private Works - Staff	(6,177)	(51,000)	(44,823)		0	(51,000)
	Operating Expenditure						
170,310	Private Works Expenses - General	2,942	40,000	37,058			40,000
170,310	Total Expenditure - Private Works - Staff	2,942	40,000	37,058		0	40,000
79,128	(Net Surplus)/Deficit - Private Works - Staff	(3,235)	(11,000)	(7,765)		0	(11,000)
	Private Works - Aboriginal Communities Program						
	Income						
0	ACP - Water & Sewer Traineeship	0	0	0			0
(499,151)	ACP - Water & Sewer Routine Op Maintenance	(186,186)	(446,000)	(259,814)			(446,000)
(481,759)	ACP - Water & Sewer Routine Op Mtce	(186,186)	0	186,186			0
(3,575)	ACP - Emergency Other Works	0	0	0			0
(13,818)	ACP - Sewer Other Works	0	0	0			0
0	Weil Water Supply Upgrade	0	0	0			0
(499,151)	Total Income	(186,186)	(446,000)	(73,628)		0	(446,000)
	Operating Expenditure						
287,666	Aboriginal Communities Program	184,016	300,000	115,984			300,000
0	Aboriginal Communities Program - Traineeship	0	0	0			0
31,500	Contribution to Administration	0	50,000	50,000			50,000
319,166	Total Expenditure	184,016	350,000	165,984		0	350,000
(179,986)	(Net Surplus)/Deficit	(2,170)	(96,000)	92,356		0	(96,000)
(320,112)	Economic Affairs Total Income	(211,280)	(544,000)	(142,695)		0	(544,000)
1,627,665	Economic Affairs Total Expenditure	394,896	1,649,800	1,260,768		0	1,649,800
1,307,553	(Net Surplus)/Deficit	183,616	1,105,800	1,118,073		0	1,105,800
397,545	Add back : Deprec Charge	100,423	436,500				
910,008	(profit) / Loss before Dep Charge	83,193	669,300				

BREWARRINA SHIRE COUNCIL

BREWARRINA SHIRE COUNCIL							
YTD Actuals	WATER	YTD Actuals	Estimate Budget	Variances	Comments	September Review	Total
30/06/2023		30/09/2023	2023/24			2023/24	
	ACCESS & USER CHARGES - BREWARRINA						
	Income						
(811,113)	Access & User Charges	(658,640)					
(619,501)	Access Charges - Filtered	(644,567)	(636,500)	8,067			(636,500)
(14,026)	Access Charges - Raw	(14,671)	(14,500)	171			(14,500)
(178,263)	User Charges - Filtered	598	(200,000)	(200,598)			(200,000)
(2,930)	User Charges - Raw	0	(2,500)	(2,500)			(2,500)
3,612	Abandoned - Access Charges	0	2,000	2,000			2,000
0	Pensioner Rebates - Govt	0	3,000	3,000			3,000
(5)	Brewarrina Water Extra Charges	0	0	0			0
	Water Charges Non-Rateable		0			0	0
(811,113)	Total	(658,640)	(848,500)	(189,860)		0	(848,500)
	OTHER USER CHARGES - BREWARRINA						
	Income						
(172)	Grey Water Sales	0	(500)	(500)			(500)
(11,856)	Interest on Charges - Brewarrina Water	0	(10,000)	(10,000)			(10,000)
(7,952)	Other Revenue - Brewarrina Water	(4,450)	0	4,450			0
(302)	Water Meter Read - Interim Brewarrina	(44)	0	44			0
(7,650)	Water Connection Fees - Brewarrina	(4,406)	(1,000)	3,406			(1,000)
0	Replacement of Water Meter - Brewarrina	0	0	0			0
0	Other Revenue - SBS Rent	0	0	0			0
(492)	Grants - Other (LIRS Interest)	0	(3,000)	(3,000)			(3,000)
0	Pensioner Rate Subsidies	0	0	0			0
(20,471)	Total	(4,450)	(14,500)	(5,600)		0	(14,500)
38,990	Writes Off - Brewarrina Water	0	7,500	7,500			7,500
(792,595)	Total Income - Brewarrina	(663,090)	(855,500)	(187,960)		0	(855,500)
	Management Expenditure - Brewarrina						0
(1,252)	Bank Charges	0	500	500			500
53,847	Other Expenses - Brewarrina Management	9,758	15,000	5,242			15,000
184,500	Contribution to GF	0	0	0			0
32,625	Governance Contribution	0	45,000	45,000			45,000
94,125	Administration	0	125,000	125,000			125,000
57,750	Engineering and Supervision	0	75,000	75,000			75,000
237,095	Total	9,758	260,500	250,742		0	260,500
	Operating Expenditure - Brewarrina						
15,659	Operation Expenses - Mains	9,894	20,000	10,106			20,000
115,248	Maintenance Expenses - Mains	21,238	125,000	103,762			125,000
130,907	Main - Brewarrina	31,132	145,000	113,868		0	145,000
18,378	Insurance - Reservoirs	0	19,500	19,500			19,500
959	Maintenance Expenses - Reservoirs	11,342	10,000	(1,342)			10,000
814	Rates & Water - Reservoirs	769	1,000	231			1,000
20,152	Reservoir - Brewarrina	12,111	30,500	18,389		0	30,500
437	Operation Expenses (ex energy costs) - Pump Station	0	2,000	2,000			2,000
226	Energy Costs	0	10,000	10,000			10,000
2,818	Insurance	0	3,000	3,000			3,000
71,895	Maintenance Expenses	3,969	55,000	51,031			55,000
145	Rates & Water	331	500	169			500
75,521	Reservoir - Brewarrina	4,300	70,500	66,200		0	70,500
188,405	Operation Expenses	36,442	150,000	113,558			150,000
86,273	Operation Expenses(ex chem costs)	26,695	0	(26,695)			0
102,132	Chemical Costs	9,747	0	(9,747)			0
20,398	Energy Costs	4,825	19,000	14,175			19,000
28,454	Insurance	0	30,000	30,000			30,000
15,489	Maintenance Expenses	1,666	20,500	18,834			20,500
1,643	Telephone - Treatment Brewarrina	242	4,500	4,258			4,500
4,509	Rates & Water - Treatment Plant Brewarrina	4,636	5,000	364			5,000
258,898	Treatment - Brewarrina	47,811	229,000	144,747		0	229,000
26,319	Operation Expenses - Water	4,036		(4,036)			0
17,993	Water Analysis & Meter Reads	4,036	15,000	10,964			15,000
8,327	Water Licences	0	10,000	10,000			10,000
28,081	Maintenance Expenses - Water Meter	711	25,000	24,289			25,000
54,400	Other - Brewarrina	4,747	50,000	41,217		0	50,000
0	Plant and Equipment	0	0	0			0

BREWARRINA SHIRE COUNCIL							
YTD Actuals	WATER	YTD Actuals	Estimate Budget	Variances	Comments	September Review	Total
30/06/2023		30/09/2023	2023/24			2023/24	
359,536	Depreciation - Water Assets	140,726	391,500	250,774			391,500
3,399	Depreciation - Water Sp Bldg	1,257	3,500	2,243			3,500
362,935	Depreciation - Brewarrina	141,983	395,000	253,017		0	395,000
482	Interest Expenses	0	2,500	2,500			2,500
518	Other Expenses	0	1,000	1,000			1,000
1,000	Depreciation - Brewarrina	0	3,500	3,500		0	3,500
1,140,907	Total Expenditure - Brewarrina	251,842	1,184,000	891,679		0	1,184,000
348,313	(Net Surplus)/Deficit - Brewarrina	(411,247)	328,500	703,719		0	328,500

BREWARRINA SHIRE COUNCIL

BREWARRINA SHIRE COUNCIL							
YTD Actuals	WATER	YTD Actuals	Estimate Budget	Variances	Comments	September Review	Total
30/06/2023		30/09/2023	2023/24			2023/24	
	ACCESS & USER CHARGES - GOODOOGA						
	Income						
(217,564)	Water Revenues - Goodooga	(118,700)		118,700			
(115,818)	Access Charges - Filtered	(118,700)	(119,000)	(300)			(119,000)
0	Access Charges - Raw	0	0	0			0
(101,747)	User Charges - Filtered	0	(73,500)	(73,500)			(73,500)
0	User Charges - Raw	0	0	0			0
0	Abandoned - Access Charges	0	1,000	1,000			1,000
0	Pensioner Rebates - Govt	0	1,000	1,000			1,000
0	Goodooga Water Extra Charges	0	0	0			0
(217,564)	Total	(118,700)	(190,500)	46,900		0	(190,500)
	OTHER USER CHARGES						
	Income						
0	Grey Water Sales	0	0				0
(8,893)	Interest on Charges - Goodooga Water	0	(5,500)	(5,500)			(5,500)
0	Other Revenue - Goodooga Water	0	0	0			0
(71,349)	Interest on Investment - water	0	0	0			0
0	Pensioner Rebate	0	0	0			0
0	Pensioner Rate Subsidies	0	(500)	(500)			(500)
14	Write offs - Goodooga Water	0	0	0			0
(80,228)	Total	0	(6,000)	(6,000)		0	(6,000)
(297,792)	Total Income - Goodooga	(118,700)	(196,500)	40,900		0	(196,500)
	Management Expenditure						
62,250	Contribution to GF	0	0				0
11,625	Governance Contribution	0	16,500	16,500			16,500
31,500	Administration Contribution	0	45,500	45,500			45,500
19,125	Engineering and Supervision Contribution	0	27,500	27,500			27,500
62,250	Total Management Exp	0	89,500	89,500		0	89,500
	Operating Expenditure						
0	Operation Expenses	864	5,000	4,136			5,000
3,895	Maintenance Expenses	3,600	5,000	1,400			5,000
3,895	Mains - Goodooga	4,464	10,000	5,536		0	10,000
1,478	Insurance	0	1,500	1,500			1,500
0	Maintenance Expenses	0	2,000	2,000			2,000
0	Rates & Water	0	0	0			0
1,478	Reservoirs - Goodooga	0	3,500	3,500		0	3,500
0	Operation Expenses (ex energy costs)	0	4,500	4,500			4,500
0	Energy Costs	0	5,500	5,500			5,500
0	Insurance	0	1,500	1,500			1,500
1,143	Maintenance Expenses	776	9,000	8,224			9,000
0	Rates & Water	0	0	0			0
1,143	Pumping Stations - Goodooga	776	20,500	19,724		0	20,500
4,192	Operation Expenses	1,097	4,000	2,903			4,000
0	Operation Expenses(ex chem costs)	0	0	0			0
4,192	Chemical Costs	1,097	0	(1,097)			0
9,190	Energy Costs	4,824	9,000	4,176			9,000
10,774	Insurance	0	11,500	11,500			11,500
1,479	Maintenance Expenses	0	2,000	2,000			2,000
25,634	Maintenance - Goodooga	5,921	26,500	19,482		0	26,500
47,363	Operation Expenses - Water	16,090	40,000	23,910			40,000
47,363	Operation Expenses - Water Analysis	16,090	0	(16,090)			0
0	Purchase of Water	0	0	0			0
1,647	Maintenance Expenses - Water Meter	232	1,000	768			1,000
49,009	Other Exp - Goodooga	16,322	41,000	8,589		0	41,000
0	Plant and equipment	0	0	0			0
72,320	Depreciation - Water Assets	57,527	78,500	20,973			78,500
24,873	Depreciation - Water Sp Bldg Gdga	61,450	27,500	(33,950)			27,500
97,193	Depreciation - Goodooga	118,977	106,000	(12,977)		0	106,000
0	Interest Expenses	0	0				0
0	Other Expenses	0	0				0
0	Misc.Exp - Goodooga	0	0	0		0	0
240,604	Total Expenditure	146,460	297,000	133,354		0	297,000
(57,189)	(Net Surplus)/Deficit - Goodooga	27,760	100,500	174,253		0	100,500

BREWARRINA SHIRE COUNCIL							
YTD Actuals	WATER	YTD Actuals	Estimate Budget	Variances	Comments	September Review	Total
30/06/2023		30/09/2023	2023/24			2023/24	
	ACCESS & USER CHARGES - ANGLEDPOOL						
	Income						
(21,347)	Access & User Charges	(21,515)		21,515			0
(21,347)	Access Charges - Connected	(21,515)	(24,000)	(2,486)			(24,000)
0	Pensioner Rebates - Govt	0	500	500			500
0	Extra Charges Angledool Water	0	0	0			0
0	Water Connection - Angledool	0	(1,000)	(1,000)			(1,000)
(21,347)	Total	(21,515)	(24,500)	18,529		0	(24,500)
	OTHER USER CHARGES						
	Income						
(922)	Interest Charges - Angledool Water	0	(1,000)	(1,000)			(1,000)
(922)	Total	0	(1,000)	(1,000)		0	(1,000)
(22,268)	Total Income - Angledool	(21,515)	(25,500)	17,529		0	(25,500)
	Management Expenditure						
0	Write Offs - Angledool Water	0	0	0			0
0	Contribution to GF	0	0	0			0
0	Governance Contribution	0	0	0			0
0	Administration Contribution	0	0	0			0
0	Engineering & Supervision Contribution	0	0	0			0
0	Total Management Exp	0	0	0		0	0
	Operating Expenditure						
0	Bank Charges	0	0	0			0
0	Other Expenses -MgmtAngl	0	0	0			0
6,000	Contribution to GF	0	0	0			0
0	Gov & Admin Contribution to GF	0	8,500	8,500			8,500
0	Administration	0	0	0			0
6,000	Engineering and Supervision	0	5,000	5,000			5,000
6,000	Total Management Exp	0	13,500	13,500		0	13,500
0	Operation Expenses	0	2,000	2,000			2,000
4,911	Maintenance Expenses	350	2,000	1,650			2,000
4,911	Water Main - Angledool	350	4,000	3,650		0	4,000
0	Operation Expenses	0	1,000	1,000			1,000
0	Insurance	0	2,000	2,000			2,000
844	Maintenance Expenses	0	0	0			0
415	Rates & Water	426	500	74			500
1,259	Water Reservoirs - Angledool	426	3,500	3,074		0	3,500
0	Operation Expenses (ex energy costs)	0	1,000	1,000			1,000
0	Energy Costs	0	0	0			0
0	Insurance	0	2,000	2,000			2,000
419	Maintenance Expenses	0	1,000	1,000			1,000
0	Rates & Water	0	0	0			0
419	Water Main - Angledool	0	4,000	4,000		0	4,000
0	Operation Expenses	0	0	0			0
0	Operation Expenses(ex chem costs)	0	0	0			0
0	Chemical Costs	0	0	0			0
0	Energy Costs	0	0	0			0
0	Insurance	0	0	0			0
88	Maintenance Expenses	0	1,000	1,000			1,000
88	Treatment - Angledool	0	1,000	1,000		0	1,000
3,392	Operation Expenses - Water	1,668		(1,668)			0
3,392	Operation Expenses - Water Analysis	1,668	5,000	3,332			5,000
0	Purchase of Water	0	0	0			0
0	Maintenance Expenses - Water Meter	0	0	0			0
3,392	Other Exp - Angledool	1,668	5,000	1,664		0	5,000
0	Plant and equipment	0	0	0			0
15,004	Depreciation - Water Assets	4,651	16,500	11,849			16,500
15,004	Depreciation - Angledool	4,651	16,500	11,849		0	16,500
0	Interest Expenses		0				0
0	Other Expenses		0				0
0	Misc. Exp Total	0	0	0		0	0
31,073	Total Expenditure - Angledool	7,094	47,500	38,738		0	47,500
8,805	(Net Surplus)/Deficit - Angledool	(14,420)	22,000	56,267		0	22,000
(1,151,659)	Water Total Income	(803,304)	(1,085,000)	(137,032)		0	(1,085,000)

BREWARRINA SHIRE COUNCIL							
WATER							
YTD Actuals		YTD Actuals	Estimate Budget	Variances	Comments	September Review	Total
30/06/2023		30/09/2023	2023/24			2023/24	
1,451,588	<i>Water Total Expenditure</i>	405,397	1,536,000	1,071,270		0	1,536,000
299,929	<i>Total (Net Surplus)/Deficit</i>	(397,907)	451,000	934,239		0	451,000
							0
951,264	Add back : Deprec Charge	531,222	517,500			-	517,500
(651,336)	<i>(profit) / Loss before Dep Charge</i>	(929,129)	(66,500)				

BREWARRINA SHIRE COUNCIL							
YTD Actuals	SEWER	YTD Actuals	Estimate Budget	Variances	Comments	September Review	Total
30/06/2023		30/09/2023	2023/24			2023/24	
	ACCESS & USER CHARGES - BREWARRINA						
	Income						
(454,250)	Access & User Charges		0	0			0
(454,250)	Access Charges - Connected	(466,869)	(464,500)	2,369			(464,500)
(5,715)	Interest Charge - Brewarrina Sewer	0	(5,000)	(5,000)			(5,000)
(459,965)	Total	(466,869)	(469,500)	(2,631)		0	(469,500)
	OTHER USER CHARGES						
	Income						
0	Other Revenue - Sewer Fees	(182)	(500)	(318)			(500)
(4,078)	Sewer Connection Fees - Bre	(1,124)	0	1,124			0
0	Pensioner Rebate - Brewarrina Sewer	0	(500)	(500)			(500)
(4,078)	Total	(1,306)	(1,000)	306		0	(1,000)
(464,043)	Total Income	(468,175)	(470,500)	(2,325)		0	(470,500)
26,083	Writes Off - Brewarrina Sewer	0	500				500
(437,960)	Total Income - Brewarrina	(468,175)	(470,000)	(2,325)		0	(470,000)
	Management Expenditure						
0	Bank Charges	0	0	0			0
0	Other Expenses - Mangement Brewarrina	0	3,000	3,000			3,000
66,375	Contribution to GF	0	0	0			0
47,190	Governance Contribution to GF	0	66,000	66,000			66,000
19,185	Administration Contribution to GF	0	27,000	27,000			27,000
0	Enginerring Contribution to GF	0	10,000	10,000			10,000
66,375	Total	0	106,000	106,000		0	106,000
	Operating Expenditure						
1,914	Operation Expenses	0	0	0			0
58,898	Maintenance Expenses	13,221	27,000	13,780			27,000
60,811	Sewer Mains - Brewarrina	13,221	27,000	13,780		0	27,000
0	Operation Expenses (ex energy costs)	0	0	0			0
86,013	Energy Costs	25,799	60,000	34,201			60,000
2,591	Insurance	0	5,000	5,000			5,000
12,531	Maintenance Expenses	1,590	15,000	13,410			15,000
3,625	Rates & Water	3,404	3,500	96			3,500
104,760	Sewer Pump Station - Brewarrina	30,794	83,500	52,706		0	83,500
81,540	Sewer Treatment -Operation Expenses	30,329	75,500	45,171			75,500
81,540	Operation Expenses(ex chem costs)	30,329	0	(30,329)			0
0	Chemical Costs	0	0	0			0
0	Energy Costs	0	0	0			0
0	Insurance	0	0	0			0
27,306	Maintenance Expenses	611	26,000	25,389			26,000
108,846	Sewer Treatment - Brewarrina	30,940	101,500	40,230		0	101,500
0	Operation Expenses	0	0	0			0
13,437	Depreciation - Sewer Assets	3,528	14,500	10,972			14,500
684	Depreciation - Sewer Sp Bldg	196	1,000	804			1,000
14,120	Sewer Depreciation - Brewarrina	3,724	15,500	11,776		0	15,500
0	Interest Expenses	0	0	0			0
0	Other Expenses	0	0	0			0
0	Sewer Misc. Total	0	0	0		0	0
380,996	Total Expenditure	78,679	334,000	224,492		0	334,000
(83,047)	(Net Surplus)/Deficit - Sewer Service - BRE	(389,496)	(136,500)	222,167		0	(136,500)
	ACCESS & USER CHARGES - GOODDOOGA						
	Sewer Income - Goodooga						
(43,322)	Access & User Charges	(44,471)		44,471			0
(43,322)	Access Charges - Connected	(44,471)	(45,500)	(1,029)			(45,500)
(3,302)	Interest Charge - Goodooga Sewer	0	(3,000)	(3,000)			(3,000)
(46,624)	Total	(44,471)	(48,500)	40,442		0	(48,500)
0	Other Revenue - Sewer Plans	0	(500)	(500)			(500)
(49,386)	Interest on Investment - Sewer	0	0	0			0
0	Pensioner Rebate	0	(500)	(500)			(500)
(49,386)	Total	0	(1,000)	(1,000)		0	(1,000)
(96,010)	Total Sewer Income - Goodooga	(44,471)	(49,500)	39,442		0	(49,500)
	Management Expenditure						

BREWARRINA SHIRE COUNCIL							
YTD Actuals	SEWER	YTD Actuals	Estimate Budget	Variances	Comments	September Review	Total
30/06/2023		30/09/2023	2023/24			2023/24	
	ACCESS & USER CHARGES - BREWARRINA						
0	Write Offs - Goodooga Sewer	0	0	0			0
0	Bank Charges	0	0	0			0
0	Other Expenses -Management Goodooga	0	0	0			0
13,875	Contribution to GF	0	0	0			0
10,791	Governance	0	15,000	15,000			15,000
3,084	Administration	0	4,000	4,000			4,000
0	Enginerring	0	1,000	1,000			1,000
13,875	Total	0	20,000	20,000		0	20,000
	Operating Expenditure						
16,096	Operation Expenses	3,947	20,000	16,053			20,000
4,517	Maintenance Expenses	385	4,000	3,615		0	20,000
20,612	Sewer Main - Goodooga	4,333	24,000	19,667		0	40,000
506	Operation Expenses (ex energy costs)	616	1,000	384			1,000
3,488	Energy Costs	1,213	5,000	3,787			5,000
122	Insurance	0	1,000	1,000			1,000
0	Maintenance Expenses	0	0	0			0
0	Rates & Water	0	0	0			0
4,116	Pumping Station - Goodooga	1,830	7,000	5,170		0	7,000
0	Operation Expenses Chemical Costs	0	1,500	1,500			1,500
0	Operation Expenses(ex chem costs)	0	0	0			0
0	Chemical Costs	0	0	0			0
0	Op Exp Excl'd Chemical Costs -Treatment Goodooga	0	0	0			0
0	Chemical Costs -Treatment Goodooga	0	0	0			0
1,048	Energy Costs	342	0	(342)			0
79	Maintenance Expenses	0	0	0			0
1,128	Treatment - Goodooga	342	1,500	1,158		0	1,500
0	Operation Expenses	0	0	0			0
0	Maintenance Expenses	0	0	0			0
0	Other Sewer Exp - Goodooga	0	0	0		0	0
0	Plant and equipment	0	0	0			0
265,451	Depreciation - Sewer Assets	32,279	289,000	256,721			289,000
265,451	Depreciation Exp - Goodooga	32,279	289,000	256,721		0	289,000
0	Other Expenses	0	2,000	2,000			2,000
0	Total	0	2,000	2,000		0	2,000
305,182	Total Expenditure - Goodooga	38,784	343,500	304,716		0	359,500
209,172	(Net Surplus)/Deficit	(5,687)	294,000	344,158		0	310,000
(560,053)	Sewer Total Income	(512,646)	(520,000)	37,117		0	(520,000)
686,177	Sewer Total Expenditure	117,463	677,500	529,208		0	693,500
126,124	(Net Surplus)/Deficit	(395,183)	157,500	566,325		0	173,500
							0
559,143	Add back : Deprec Charge	72,007	304,500				
(433,018)	(profit) / Loss before Dep Charge	(467,190)	(147,000)				

BREWARRINA SHIRE COUNCIL													
CAPITAL INCOME	Grants	Tfr from R/Asset-Grant	Tfr from R/Asset-Int	Contribution/ Other	TOTAL	Comments	Grants	Tfr from R/Asset-Grant	Tfr from R/Asset-Int	Contribution	Sub Total	TOTAL Sept Qtr	
Economic Development													
Water Outlets (filtered & raw) for VIC, Community Centre & Chamber	(150,000)				(150,000)							(150,000)	
Economic Development Total	(150,000)	0	0	0	(150,000)		0	-	-	-	0	(150,000)	
TRANSPORT & COMMUNICATION													
Block Grant FY 23/24	(694,650)				(694,650)	10% increase from FY 22/23 \$1,263,500 Opex & 50% Capex						(694,650)	
Fixed Local Road - Jobs Gate Road - Sealing - Stage 3	(3,000,000)				(3,000,000)							(3,000,000)	
Fixed local road - Jobs Gate Road - Weilmoringle - stage 4	(3,000,000)				(3,000,000)							(3,000,000)	
Roads to Recovery FY 23/24	(1,100,000)				(1,100,000)							(1,100,000)	
Stronger Country Communities (SCCF - R5), total \$863,000													
- Old Mission Upgrade	(500,000)				(500,000)							(500,000)	
- Cemetery Upgrade	(363,000)				(363,000)							(363,000)	
Local Road & Community Infrastructure LRCI R3, total \$1,641,116												0	
- Goodoga Splash Park	(709,000)				(709,000)							(709,000)	
- Share path South of Bourke St	(327,366)				(327,366)							(327,366)	
- Goodooga Skate Park	(345,500)				(345,500)							(345,500)	
- unallocated project	(259,251)				(259,251)							(259,251)	
Local Road & Community Infrastructure LRCI R4, total \$820,580													
- Golf Club	(270,000)				(270,000)							(270,000)	
- Weilmoringle Cemetery	(100,000)				(100,000)							(100,000)	
- Carter Swan Bridge, total \$900k (50% LRCI 4 + 50% Bridge Repair Grant)	(450,000)				(450,000)							(450,000)	
Bridge Repair Grant - Carter Swan	(450,000)				(450,000)							(450,000)	
Brewarrina Town Master Plan	(1,800,000)				(1,800,000)							(1,800,000)	
Barwon Riverside Reserve Activation (Boat Ramp)	(1,000,000)				(1,000,000)							(1,000,000)	
Murray-Darling Basin Economic Development Program R2 Outback Technology Hub & Museum	(450,000)				(450,000)				450,000			0	
Murray-Darling Basin Economic Development Program R3 Fishtraps Lookout & River Walk	(920,000)				(920,000)							(920,000)	
TRANSPORT & COMMUNICATION TOTAL	(15,738,766)	0	0	0	(15,738,766)		0	-	-	450,000	450,000	(15,288,766)	
GENERAL FUND TOTAL	(15,888,766)	0	0	0	(15,888,766)		0	0	0	450,000	450,000	(15,438,766)	
WATER FUND													
Smart Water Meter replacement (from Water Reserve), \$240k					0							0	
Bore Water Metre	(150,000)				(150,000)							(150,000)	
WATER FUND TOTAL	(150,000)	0	0	0	(150,000)		0	0	0	0	0	(150,000)	
SEWER													
Sewerage Treatment Plant upgrade / relocation FY 23/24 \$1m; FY 24/25 \$2m	(1,000,000)				(1,000,000)							(1,000,000)	
SEWER FUND TOTAL	(1,000,000)	0	0	0	(1,000,000)		0	0	0	0	0	(1,000,000)	
GRAND TOTAL	(17,038,766)	0	0	0	(17,038,766)		0	0	0	450,000	450,000	(16,588,766)	

BREWARRINA SHIRE COUNCIL						Sep - Qtr						
CAPITAL EXPENDITURE	New Assets	Asset Renewals	Tfr to R/Asset	Loan Repayment	Original Total Budget	Details	New Assets	Asset Renewals	Tfr to R/Asset	Sub-total	Total September Quarter	TOTAL YTD EXPENDITURE
ADMINISTRATION												
Computers / Laptop		20,000			20,000					-	20,000	-
Transfer to Reserve - Infrastructure					-					-	-	-
PLANT ACQUISITIONS												
Vehicle Replacements		800,000			800,000					-	800,000	-
Minor Plant					-					-	-	-
Major Plant					-					-	-	-
LOAN REPAYMENT												
Loan 63 (\$385,000)				42,000	42,000		321,765			321,765	363,765	
Loan 64(\$661,500)				25,000	25,000		-25,000			25,000	-	
Loan 65 (\$224,500)				41,000	41,000		-41,000			41,000	-	
				0	-					-	-	-
ADMINISTRATION TOTAL	-	820,000	-	108,000	928,000		255,765	-	-	255,765	1,183,765	-
Economic Development												
Council's Contribution for small grant matching	100,000				100,000					-	100,000	
Water Outlets (filtered & raw) VIC, Community Centre & Chamber	150,000				150,000					-	150,000	
Economic Development atotal	250,000	-	-	-	250,000		-	-	-	-	250,000	-
TRANSPORT & COMMUNICATION												
Roads												
Block Grant FY 23/24		694,650			694,650					-	694,650	-
Fixed Local Road - Jobs Gate Road - Sealing - Stage 3		3,000,000			3,000,000	3757-4991				-	3,000,000	
Fixed local road - Jobs Gate Road - Weilmoringle - stage 4		3,000,000			3,000,000	3754-4995				-	3,000,000	-
Roads to Recovery FY 23/24		1,100,000			1,100,000					-	1,100,000	
SCCF - R5 : Old Mission Upgrade		500,000			500,000							
SCCF - R5 : Cemetry Upgrade		363,000			363,000							
LRCI - R3 : Goodoga Splash Park	709,000				709,000					-	709,000	
LRCI - R3 : Share path South of Bourke Street	327,366				327,366					-	327,366	
LRCI - R3 : Goodoga Skate Park	345,500				345,500					-	345,500	
LRCI - R3 : unallocated project		259,250			259,250					-	259,250	
LRCI - R4 : Golf Club		270,000			270,000					-	270,000	
LRCI - R4 : Weilmoringle Cemetry		100,000			100,000					-	100,000	
LRCI - R4 : Carter Swan Bridge (50% contribution)		450,000			450,000					-	450,000	
Bridge Repair Grant - Swan Bridge (50% contribution)		450,000			450,000					-	450,000	
Brewarrina Town Master Plan	1,800,000				1,800,000					-	1,800,000	
Barwon Riverside Reserve Activation (boat Ramp)	1,000,000				1,000,000					-	1,000,000	
Murray-Darling Basin Economic Development Prgram R2 Outback Technology Hub & Museum	450,000				450,000		-450,000					
Murray-Darling Basin Economic Development Prgram R3 Fishtraps Lookout & River Walk	920,000				920,000							
TRANSPORT & COMMUNICATION TOTAL	5,551,866	10,186,900	-	-	15,738,766		-450,000	-	-	-	15,738,766	-
ECONOMIC AFFAIRS												
Parks & Gardens Special Project	100,000				100,000					-	100,000	-
										-	-	-
ECONOMIC AFFAIRS TOTAL	100,000	-	-	-	100,000		-	-	-	-	100,000	-
GENERAL FUND TOTAL	5,901,866	11,006,900	-	108,000	17,016,766		-\$194,235	\$0	\$0	\$255,765	\$17,272,531	\$0
WATER												
Smart Water Meter Replacement	\$240,000				240,000					-	240,000	-
Bore Water Meter	\$150,000				150,000					-	150,000	-

BREWARRINA SHIRE COUNCIL						Sep - Qtr						
CAPITAL EXPENDITURE	New Assets	Asset Renewals	Tfr to R/Asset	Loan Repayment	Original Total Budget	Details	New Assets	Asset Renewals	Tfr to R/Asset	Sub-total	Total September Quarter	TOTAL YTD EXPENDITURE
WATER FUND TOTAL	390,000	-	-	-	390,000		\$0	\$0	\$0	\$0	\$390,000	\$0
SEWER												
Sewerage Treatment Plant upgrade / relocation FY 23/24 \$1m; FY 24/25 \$2m	\$1,000,000				1,000,000					-	1,000,000	-
SEWER FUND TOTAL	1,000,000	-	-	-	1,000,000		\$0	\$0	\$0	\$0	\$1,000,000	\$0
GRAND TOTAL - Grant Funded	7,291,866	11,006,900	-	108,000	18,406,766		-\$194,235	\$0	\$0	\$255,765	\$18,662,531	\$0

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BREWARRINA SHIRE COUNCIL

Agenda Submission for Ordinary Meeting held on Friday 24th November 2023

TITLE:	POLICIES BAD DEBT WRITE OFF POLICY	DOC REF: GM:
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REPORT BY:	Angus Chan FINANCE AND ADMINISTRATION MANAGER	DATE: 16 th November 2023
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IP&R REFERENCE:
5.2.2 Timely and accurate reporting for efficient management and accountability

PURPOSE:

The purposes of this report are

- to establish a transparent bad debt write off processes in according to Section 131 and Section 213 of Local Government (General) Regulation 2021
- to delegate the General Manager and Finance & Administration Manager to write off minor bad debts in pursuant of Section 355 of the Local Government Act 1993.

RECOMMENDATION:

**That Council;
To adopt the policy and**

- **To delegate the General Manager to write off bad debt above \$50 but less than \$500**
- **To delegate the Finance and Administration Manager to write off bad debt less \$50**

CONTENT:

The objectives of the Bad Debt Write Off policy are to provide a framework and procedures with reference to Section 355 of the Local Government Act 1993, Section 131 and Section 213 of Local Government (General) Regulation 2021 to manage the bad debt write off.

It is important for council to have a transparent and efficient bad debt management processes. The policy sets out procedures and actions that councils must take into account when exercises its right to write off bad debt.

FINANCIAL IMPLICATIONS:

Nil.

LEGAL IMPLICATIONS:
NIL

David Kirby
General Manager

ATTACHMENTS:
Debt Write Off Policy (Draft)



BAD DEBT WRITE OFF POLICY

VERSION: TBA; ADOPTED: TBA

Purpose

The purposes of the policies are to,

1. Ensure efficient bad debt management for Council
2. Deal with minor debts efficiently with minimal delay
3. Meet statutory obligations in accordance to the S131 and S213(2) Local Government (General Regulation) 2021
4. Establish a transparent bad debt write off policy.

Scope

This policy applies to write off debt arises from

- Rates and charges
- Water usage charges
- Fees and charges as approved by Council

To be a bad debt, it must be

- a) an error in the assessment, or
- b) not lawfully recoverable, or
- c) a result of court decision, or
- d) Council or the General Manager believes with reasonable ground that it is not cost effective to recover the debt.

The fact that the debt is written off does not prevent the Council from taking legal proceedings to recover the amount S131(5) or S213(6) Local Government (General) Regulation 2021.

This policy will apply to:

- Councillors, Council staff, Council Contractor and Consultant
- Rate Payer and council customer or debtor

Policy Statement:

The following policies are to be implemented for bad debts to be written off

1. All bad debts less than \$50 will be reported to Finance and Administration Manager before they can be written off. No more than \$500 in bad debts is to be written off by the Finance and Administration Manager in any three month period without General Manager's approval.
2. All bad debts greater than \$50 and less than \$500 in value will be reported by Finance and Administration Manager and to be approved by General Manager before they can be written off. No more than \$5,000 in bad debts is to be written off by the General Manager in any three month period without Council approval.



BAD DEBT WRITE OFF POLICY

VERSION: TBA; ADOPTED: TBA

3. All bad debt greater than \$500 in value will be reported to the Council before they can be written off.
4. Council must be notified quarterly for any bad debt written off by Finance and Administration Manager or the General Manager.

Roles and Responsibilities

General Manager

1. To act within the delegated bad debt write off authority as stated in this policy.
2. To ensure the debt to write off, cannot be recovered cost effectively.
3. To report quarterly to Council the total bad debt being written off.
4. To table any bad debts to be written off which are over \$500 requiring Council approval.

Finance and Administration Manager

1. To act within the delegated bad debt write off authority as stated in this policy.
2. To pursue all viable avenues to recover the debts before they are being write off
3. To report quarterly to General Manager and Council, the total bad debt being written off.
4. To provide justification to General Manager and Council that the bad debt cannot be recover economically.

Council Staff

1. To pursue all viable avenues to recover the debts before they are being written off
2. To provide justification that the bad debt cannot be recovered to Finance and Administration Manager or General Manager.

Resolution or Order to Write Off a Bad Debt

A resolution or order to write off a bad debt must:

1. Specify the name of the debtor whose debt is being written off, and
2. Identify the account concerned, and
3. Specify the amount to be written off

Or must refer to a record that Council keeps the above particulars.



BAD DEBT WRITE OFF POLICY

VERSION: TBA; ADOPTED: TBA

REVIEW

This Policy will be reviewed every 3 years or as required in the event of legislative changes. Any amendment to the Policy must be by way of a Council Resolution or the approval of the General Manager.

POLICY AMENDMENTS

Policy Amendments

VERSION	DATE APPROVED	RESOLUTION NO	DESCRIPTION OF CHANGES
1			
2			
3			

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BREWARRINA SHIRE COUNCIL

Agenda Submission for Ordinary Meeting held on Friday 24th November 2023

TITLE:	2022-2023 DRAFT ANNUAL REPORT	DOC REF: GM: 4
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REPORT BY:	David Kirby GENERAL MANAGER	DATE: 20 th Nov 2023
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IP&R REFERENCE:

Theme 4: A Community with Integrated Leadership - L4.3.4

PURPOSE:

The purpose of this report is to present Councillors with the Annual Report 2022-2023, for review and adoption by Council.

RECOMMENDATION:

That:

- 1. The Annual Report for the year ending 30th June 2023 be received and adopted by Council.**

CONTENT:

ANNUAL REPORT 2022-2023

The Brewarrina Shire Council's 2022/2023 Annual Report is prepared under the IP&R Guidelines as set out by the NSW Office of Local Government (OLG).

"The annual report is one of the key points of accountability between a council and its community. It is not a report to the Office of Local Government or the NSW Government; it is a report to the community. The annual report focuses on the council's implementation of the Delivery Program and Operational Plan because these are the plans that are wholly the council's responsibility.

The report also includes some information that is prescribed by the Local Government (General) Regulation 2005. This information has been included in the Regulation because the Government believes that it is important for community members to know about it – to help their understanding of how the council has been performing both as a business entity and a community leader."
NSW OLG Guidelines"

Local Government Act describes the following as a summary of the requirements of section 428 of the Act

The Council must prepare an annual report within five months of the end of the financial year.

The report will outline the council's achievements in implementing its Delivery Program.

The annual report in the year of the ordinary election will also include an outline of achievements in implementing the Community Strategic Plan.

The report must contain the Council's audited financial statements and notes and any

information required by the regulation or the guidelines.

A copy of the report must be posted on the Council's website and provided to the Minister.

Clause 217 of the Regulation requires the following information to be included in the annual report:

- Details of overseas visits by Councillors and Council Staff
- Details of Mayoral and Councillor fees, expenses and facilities including
 - the attendance of Councillors at conferences and seminars,
 - the provision of induction training for Councillors, supplementary induction training
 - for Mayors and professional development programs for Mayors and other Councillors,
 - other training of Mayors and Councillors and the provision of skill development for Mayors and Councillors
- Contracts awarded by the Council
- Amounts incurred in relation to legal proceedings
- Private works and financial assistance
- Details of external bodies, companies and partnerships
- Details of the General Manager's total remuneration
- Details of the total expenditure on Senior Staff remuneration
- Information on storm water levies and charges
- Information on companion animals management
- A statement of the activities undertaken by the council to implement its equal employment opportunity management plan.
- Remuneration of General Manager and Senior Staff

The Annual Report has been prepared under the above guidelines as set by the NSW OLG.

CONSULTATION:

Council Staff and Councillors.

GOVERNANCE IMPLICATIONS:

Section 428 of the Local Government Act 1993 requires Council to publish its annual report including the annual accounts before end of November each year.

CONCLUSION:

Council provide feedback on any additions or omissions to the Annual Report.

David Kirby
General Manager

ATTACHMENTS:

Council's Draft Annual Report 2022-2023

BREWARRINA SHIRE COUNCIL

ANNUAL REPORT



2022 - 2023



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PAGE 76	Part 3 - Annual Financial Report

ACKNOWLEDGEMENT

Brewarrina Shire Council recognises that within this country, many cultures reside.

We are committed to acknowledging the vital importance and contribution of Aboriginal and Torres Strait Islander people in strengthening and enriching our region.

We respect and are dedicated to conserving Aboriginal and Torres Strait Islander cultural practices, traditional sites and significant places.

THE BREWARRINA SHIRE COUNCIL

Acknowledges and pays its respect to the Traditional Owners and their Nations of Brewarrina Local Government Area including the Ngemba, Murrawarri, Euahlayi, Weilwan, Ualari and Barranbinya People.

The contributions of earlier generations, including the Elders, who have advocated for their rights in managing the land, is valued and respected.

Brewarrina Shire Council acknowledges that the Traditional Owners and their Nations of the Brewarrina Shire and they have a deep cultural, social, environmental, spiritual and economic connection to their land.

PART 1. ANNUAL REPORT SECTION 428.

The 2022-2023 Annual Report is a statutory reporting mechanism that documents the performance and achievements of Brewarrina Shire Council from 1 July 2022 to 30 June 2023.

The Report serves as a point of reference for the Council, its staff, residents, community organisations, government departments and other stakeholders measuring the outcomes achieved against projections in the Delivery Program and Operational Plan.

Brewarrina Shire Council is committed to engaging with its community and providing Services that are responsive to, Community and visitor needs. The Annual Report provides the community and stakeholders with an opportunity to assess Council's performance and achievements.

The Annual Report reports on social, environmental, economic and civic leadership issues as identified in Council's Delivery Program. The Delivery Program outlines Council's commitment to the community to deliver Council services that are outlined in the Community Strategic Plan.

2022 -2023

MAYOR'S MESSAGE



VIVIAN SLACK-SMITH

MAYOR



Dear Residents and Ratepayers,

In the tapestry of Brewarrina's story, each year weaves its unique patterns. As I write this annual report as my second term as Mayor I have a profound sense of gratitude and humility. Our financial position remain very positive and all out audits have exceeded expectation. Our staff have been dedicated, and our staff numbers are adequate, although with the current climate, it is difficult to find employees, which is not an isolated problem to our council, as many councils are having the same issues.

The effort put into the flood and restructure of the damaged roads in all directions is something I am immensely proud of. The assistance of road funding has allowed us to not only make our roads safer but also provide employment.

One of our plans for the upcoming year is to grow our opportunities and be able to provide more accommodation, which is critical to the fabric of our community. To attract businesses, whether small or large, is always on the horizon and is continually explored.

We have been successful in many grants, and this is also a testament to the tenacity of our staff. With the change in governments, we feared that these opportunities would diminish, and in many facets, they have, but being a remote town with an indigenous population puts us in a prime position. The remoteness of the Local Government Area is by no means a millstone around our necks but something to build on.

This year tested our mettle in ways we had not foreseen. The drought, following closely on the heels of the Barwon River floods, was a stark reminder of nature's unpredictable course. To go so swiftly from drought to floods, we found our oasis in unity and determination. Our swift move to ensure clean, palatable water through the mobile desalination plant speaks of our resolve to prioritise the health and well-being of every Brewarrina resident. We are extremely lucky to have unfailing water resources due to the weir and a huge deep hole upstream.

We have also looked to the future, drawing a vision for our community with the Brewarrina Main Street Masterplan.

MAYOR'S MESSAGE CONT..

. This isn't just a plan for roads and buildings; it's our collective dream for a community space where memories will be made, stories will be shared, and our cultures will flourish. We ask that the community support this concept as I believe it will put the town on the map and encourage more tourist and travelers to stop and share the attractions we can provide. The fish traps remain at the top of our attractions and are the very reason that so many people remember our community or have heard of it prior to arriving.

The laughter of our children, as they skated under the "Brewarrina Stars on Ice", was a testament to our commitment to infuse moments of joy amidst the challenges. It was a truly a sight to behold and the dedication of the staff who put many hours into making this happen. I am immensely proud of the staff in all they commit to for our community.

The community was extremely pleased to welcome our first permanent doctor in over a decade recently. The Council supports the doctor with a dedicated rental house and other provisions to make his stay as comfortable as possible. The milestones are many, but what truly stands out is our shared journey, our tales of resilience, and the echoes of our collective spirit. With a settling-in period

completed we have been able to achieve many things. But I am never complacent, there is always something to achieve.

It has been a pleasure to serve this council and contribute to the community during the last 12 months. I hope that our story, with all its twists and turns, will inspire future generations to join council and also contribute to the wellbeing of this community including our outlying communities of Goodooga, Angledool and Gongolgon with the belief that, hand in hand, we will craft a legacy that future Brewarrina generations will look back on with pride. This cannot be done just by Council but by the whole community pitching in and supporting the town. Brewarrina is a great spot to be with a wonderful community.

Thank you to my council and the entire council staff who have been amazing with their support and dedication. Even though Council is the main governing body, the council is not responsible for everything that happens. I implore that each of us do whatever we can to make this a safe and happy place to live.

**CR VIVIAN SLACK-SMITH
MAYOR**

GENERAL MANAGER

Dear Residents and Ratepayers,

I am pleased to present the Brewarrina Shire Council Annual Report for the year 2022-2023. This report encapsulates our commitment to transparency, accountability, and our dedication to serving the communities of Brewarrina Shire.

The 2022-2023 financial year was marked by both triumphs and challenges, with one of the most significant events being the Barwon Darling River Flooding. Mother Nature reminded us of her immense power and unpredictability as we faced one of the most substantial flooding events in recent memory. The impact on our community was profound, with many of our residents affected by the rising waters.

Throughout this trying period, the Brewarrina Shire Council stood alongside our community, working tirelessly to provide immediate relief and support to those in need. Our emergency response teams, local volunteers, and various agencies collaborated seamlessly to ensure the safety and well-being of our residents. I am immensely proud of the resilience and solidarity that our community demonstrated during these challenging times.

In the aftermath of the flooding, we embarked on an extensive recovery and rebuilding effort.



DAVID KIRBY 2022 -2023

GENERAL MANAGER

The dedication and determination of our council staff and the community were truly remarkable. Together, we have been working to restore infrastructure, support affected families, and enhance our resilience to future natural disasters. We have also been advocating for increased support from state and federal governments to aid in our recovery efforts and to invest in long-term solutions to mitigate the impacts of future flooding events.

While the flooding posed a significant challenge, it also highlighted the strength of our community and the importance of community engagement in the face of adversity. It has reinforced our commitment to improving our disaster preparedness and response capabilities. In addition to the challenges we faced, the Brewarrina Shire Council also achieved numerous milestones and made substantial progress in various

GENERAL MANAGER

areas. We continued our commitment to infrastructure development, economic growth, and community well-being. Initiatives such as targeted capital grants have positively impacted the lives of our residents and will contribute to the long-term sustainability of our shire. I am happy to report Council has continued its success with the following successful grants;

- Local Roads Community Infrastructure Program - \$1.6m
- Regional Tourism Activation Fund (Mainstreet) - \$6m
- Fixing Country Roads - \$8m
- Fixing Country Bridges - \$1.5m
- Stronger Country Communities - \$760k
- Billabong Levee Upgrade \$1.5m
- 4 Mile Camping Reserve Restoration - \$1.4m
- Pothole Repair Fund - \$3.2m

With continued capital investment through these grant programs Council have continued to deliver on large infrastructure projects, including the final completion of the Goodooga Road project. I am also pleased to report the next major strategic infrastructure project Jobs Gate Road beyond Weilmoringle will be fully funded for completion in the 2024 calendar. This will be another important milestone for not only our shire but those adjoining us through better all-weather access leading to increased social and economic activity into the future. These are only a few of the projects Council have been work tirelessly on, with other including:

- Goodooga Road Completion
- Jobs Gate Road Stage 2 & 3
- Brewarrina Technology Hub and Museum (Free Wi-Fi & Hologram)
- Brewarrina Showground Upgrades
- Geoff New Oval Lighting and Pathway
- Bourke Street Footpath
- Sewer Relining - 1.2km
- Commenced Smart Water Meters rollout.
- Brewarrina Mainstreet Masterplan Review and Development
- Brewarrina Stars on Ice - Ice Skating Rink School Holiday Program

I would like to express my gratitude to our dedicated council staff, the Brewarrina Shire Councillor's, community organisations, and the residents of Brewarrina Shire for their unwavering support and resilience in the face of adversity.

As we look ahead to the future, let us continue to work together, building a stronger and more resilient Brewarrina Shire. Our commitment to this community remains steadfast, and together, we will face whatever challenges come our way. Thank you for your continued trust in the Brewarrina Shire Council. We are honoured to serve this community, and we look forward to a brighter, more prosperous future.

David Kirby

General Manager



BREWARRINA

Is a rural and remote community located in the north-west region of New South Wales on the banks of the Barwon River, 800 km north-west of Sydney.

The Shire has a total population of 1356 persons (ABS 2021), spread over an area of 19,000 square kilometres, borders the state line of Queensland to the north, and is surrounded by the Shires of Walgett, Warren, Bogan and Bourke. The nearest major population and regional centre is the city of Dubbo, approximately 400 kilometres southeast of Brewarrina.

Brewarrina Shire covers approximately 2.4% of the total area of NSW and contains less than 0.00025% of the total population, with one person for every 11.51 square kilometres. In comparison with Sydney, which covers 1.5% of the total area of NSW, contains 63.4% of the total state's population.

Brewarrina is the largest centre in the Shire, incorporating two Aboriginal reserves situated close to town (Essie Coffey Bush Queen Village and Barwon Four). The population of Brewarrina represents about 52% of the total Local Government areas population. In addition to

Brewarrina, there are four other populated centres within the Shire. These are Goodooga, Angledool, Gongolgon and Weilmoringle. The Shire population has steadily declined over the past eight census counts, with close to 500 persons leaving the district since 1991. As at the last census date, the majority of the Brewarrina population were under 39 years of age, with one quarter younger than 15 years. A greater proportion of these younger people are amongst the Aboriginal population. Aboriginal people constituted 61.5% of the population at the time of the 2016 census. The Brewarrina Shire is home to the Ngemba, Murri Warri, Euahlayi, Weilwan, Ualari and Barranbinya people.

Brewarrina has great historical significance to the Aboriginal people of the region as the town was one of the great inter-tribal meeting places of eastern Australia with the unique fisheries or "Nghunnhu" sustaining hundreds of Aboriginal people during the tribal gatherings held prior to European settlement. The fisheries are elaborate man made stone constructions in the riverbed

SHIRE STATISTICS

Location: State of NSW Australia.
Approx 9 hours North-West of
Sydney

Area:

Population: 19,155 square km
1356 persons (ABS 2021)

COUNCIL CHAMBERS

Address: 57 Bathurst Street
Brewarrina, NSW 2839

Phone: (02) 6830 5100

Fax: (02) 6839 5200

Email: breshire@brewarrina.nsw.gov.au

Website: www.brewarrina.nsw.gov.au

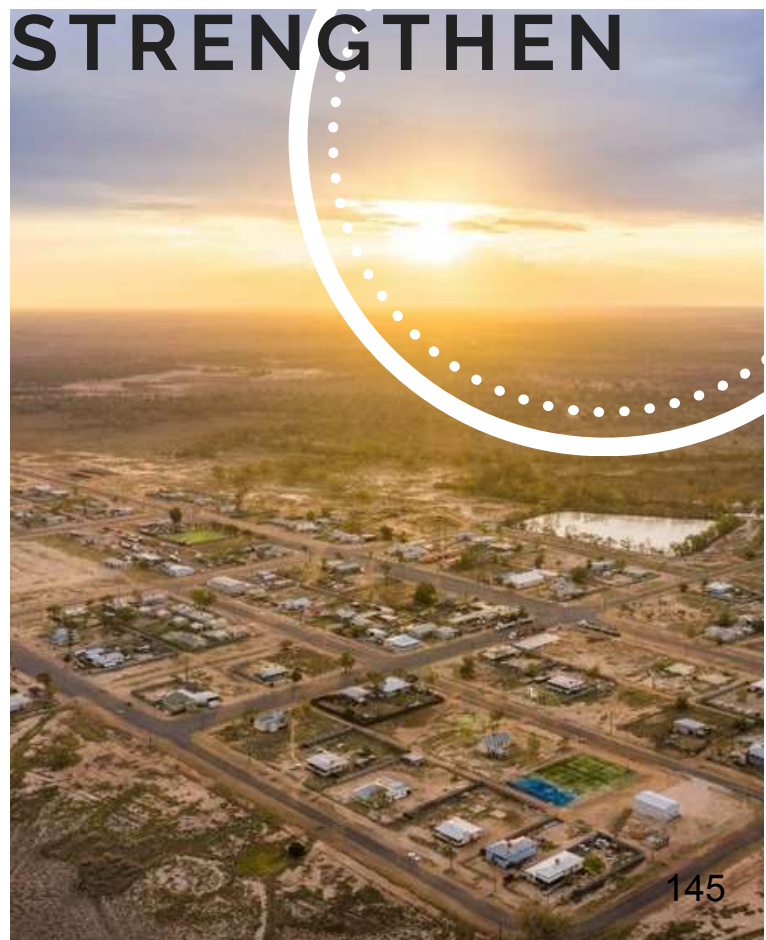
DEPOTS

Brewarrina: Dooral Street
Brewarrina, NSW 2839

Goodooga: Walgett Street
Goodooga, NSW 2839



BUILD,
EMPOWER &
STRENGTHEN



COUNCIL VISION



VISION;

"ADVANCING COUNCIL
SUSTAINABILITY,
TO BE
A **LEADER IN OUR**
COMMUNITY"

MISSION;

- Lead our Community through proactive Councillor presentation
- Responsible asset management,
- Fair resource allocation and
- Efficient and effective staff service delivery

VALUES;

The way we make decisions, take action and conduct business is defined by our values

- Honesty and integrity
- Meeting community expectations with resource constraints
- Open and transparent decision making
- Equity in fair dealings
- Mutual respect and reliance
- Accountability for our actions

To help us achieve:

- A safe and attractive working and living environment to will attract skilled people and help boost the population
- Ensure quality and well-maintained infrastructure
- A community that encourages vitality and leadership
- Provide quality and cost-effective services
- Partners with the community in decision-making
- Inclusive and encourages the development of young people

COUNCIL CHARTER

SECTION 8 OF LOCAL GOVERNMENT ACT (1993)

Brewarrina Shire Council adopted, for its Charter, Section 8 of Local Government Act (1993);

- a). To provide directly or on behalf of other levels of government, after due consultation, adequate, equitable and appropriate services and facilities for the community and to ensure that those services and facilities are managed efficiently and effectively.
- b). To exercise community leadership.
- c). To exercise its functions in a manner that is consistent with and actively promotes the principles of multiculturalism.
- d). To promote and to provide and plan for the needs of children.
- e). To properly manage, develop, protect, restore, enhance and conserve the environment of the area for which it is responsible, in a manner that is consistent with and promotes the principles of ecologically sustainable development.
- f). To have regard to the long term and cumulative effects of its decisions.
- g). To bear in mind that it is the custodian and trustee of public assets and to effectively account for and manage the assets for which it is responsible.
- h). To facilitate the involvement of Councillors, members of the public, users of facilities and services and council staff in the development, improvement and co-ordination of local government.
- i). To raise funds for local purposes by the fair imposition of rates, charges and fees, by income earned from investments and, when appropriate, by borrowings and grants.
- j). To keep the local community and the State Government (and through it, the wider community) informed about its activities.
- k). To ensure that, in the exercise of its regulatory functions, it acts consistently and without bias, particularly where an activity of the council is affected.
- l). To be a responsible employer.

COUNCILLORS



Councillor

VIVIAN SLACK-SMITH

Councillor July 2022 to June 2023

Elected Mayor Jan 2022

Re-elected Sept 2023

Number of Council Meetings

Number of Extraordinary Meetings

Attended	Apology
11	0
1	0



Councillor

ANGELO PIPPOS

Councillor July 2022 to June 2023

Elected Deputy Mayor Sep 2019

Re-elected Sept 2023

Number of Council Meetings

Number of Extraordinary Meetings

Attended	Apology
10	0
0	1



Councillor

TRISH FRAIL

Councillor July 2022 to June 2023

Number of Council Meetings

Number of Extraordinary Meetings

Attended	Apology
7	4
1	0



Councillor

DOUGLAS GORDON

Councillor July 2022 to June 2023

Number of Council Meetings

Number of Extraordinary Meetings

Attended	Apology
7	4
1	0

COUNCILLORS



Councillor

DONNA JEFFRIES

Councillor July 2022 to June 2023

Number of Council Meetings
Number of Extraordinary Meetings

Attended	Apology
9	2
1	0



Councillor

NOEL SHERIDAN

Councillor July 2022 to June 2023

Number of Council Meetings
Number of Extraordinary Meetings

Attended	Apology
11	0
1	0



Councillor

ISAAC GORDON

Councillor July 2022 to June 2023

Number of Council Meetings
Number of Extraordinary Meetings

Attended	Apology
8	3
1	0



Councillor

MARK BROWN

Councillor July 2022 to June 2023

Number of Council Meetings
Number of Extraordinary Meetings

Attended	Apology
10	1
1	0

COUNCILLORS



Councillor

THOMAS STANTON

Councillor July 2022 to June 2023

Number of Council Meetings

Number of Extraordinary Meetings

Attended

Apology

9

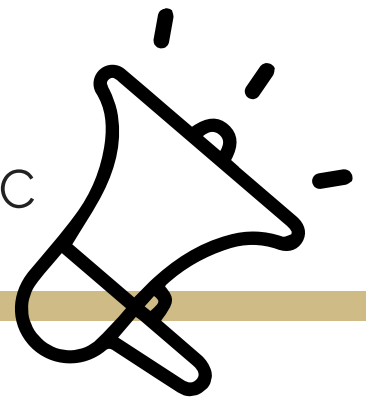
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COUNCIL MEETINGS

OPEN TO
THE PUBLIC



Members of the Community are welcome to attend Council meetings.

There have been changes to the Council's Code of Meeting Practice and legislative requirements for the conduct of Council meetings.

The Council may hold a public forum prior to each Ordinary Meeting of the Council for the purpose of hearing oral submissions from members of the public on items of business to be considered at the meeting. Public forums may also be held prior to Extraordinary Council Meetings and Meetings of Committees of the Council.

Members of the public may only address Council with respect to a matter that is on the Council agenda, at a public forum prior to the commencement of the Council Meeting.

Applications to speak at the public forum must be received by the General Manager no less than two (2) days before the date on which the public forum is to be held.

Applicants must identify the item of business on the agenda of the Council Meeting that they wish to speak on, and whether they wish to speak 'for' or 'against' the item.

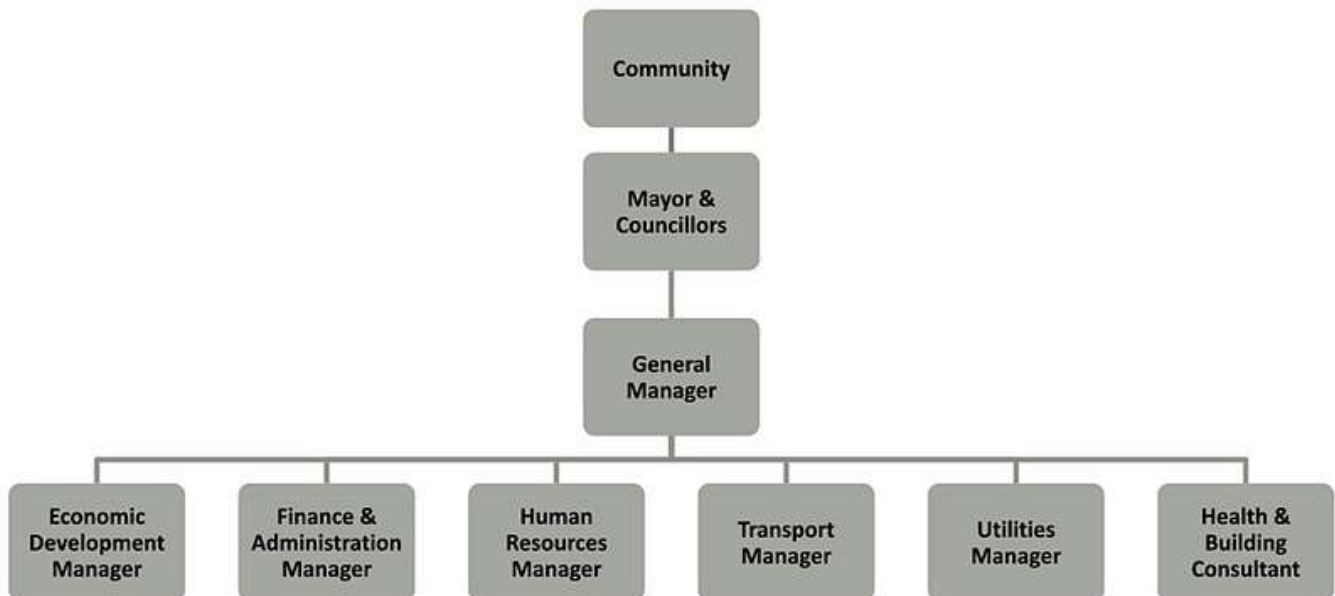
To speak at a public forum, a person must first make an application to the Council in the approved form. A person may apply to speak on no more than one item of business on the agenda of the Council Meeting.

Council meetings are held on the fourth (4) Friday of every month at 10.00am at the Shire Council Chambers, 57 Bathurst Street, Brewarrina unless otherwise advertised.

To obtain the date and time of the next Council meeting, please contact the Brewarrina Shire Council on: (02) 6830 5100 or visit Council's website: <https://www.brewarrina.nsw.gov.au/> .

Regular advertisements detailing meeting venues and times are also published in the Western Herald newspaper.

ORGANISATIONAL STRUCTURE



BREWARRINA SHIRE COUNCIL'S ORGANISATIONAL STRUCTURE 2022-2023.

EXECUTIVE MANAGEMENT TEAM

GENERAL MANAGER

The General Manager is responsible for:

- Efficient, effective operation of the Council organisation and day-to-day management.
- Ensuring Council decisions and policies are implemented and overseeing this process.
- Appointing, directing and dismissing staff.
- Implementing Council's Equal Employment Opportunity Management Plan.

The General Manager is the only member of staff selected and appointed by Councillors.

The General Manager appoints all other members of staff, although Councillors must be consulted about the appointment and dismissal of senior officers.

Councillors have no direct responsibility for the direction of staff or for the day-to-day administration of the Council.

As the most senior employee appointed by the Council, the General Manager has the following additional responsibilities:

ORGANISATIONAL STRUCTURE

EXECUTIVE MANAGEMENT TEAM

GENERAL MANAGER CONT...

- Acting as the link between Councillors and staff,
- Reporting to Council,
- Overseeing Council financial management.
- Consulting Council on appointment of senior staff,
- Managing activities of Council employees,
- Communicating and promoting Council's policies to Community,
- Exercising other functions as delegated by the Council.

At times, the division of roles between the General Manager and Councillors can be ambiguous, in such cases what matters most is that both parties work to promote an effective and positive working partnership.

FINANCE & ADMINISTRATION MANAGER

Provides effective administrative and financial management services to support the Council, Mayor and Council departments.

Functions include:

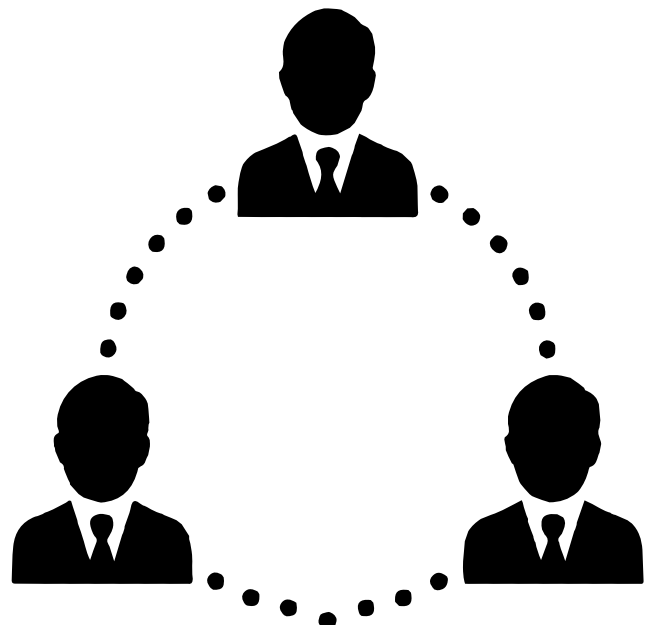
- Customer Service
- Services NSW
- Administration
- Records Management
- Financial Management
- Information Technology

TRANSPORT MANAGER

Manages roads and transport infrastructure to ensure current and future service delivery is maintained.

Functions include:

- State, Regional and Local Roads Networks
- Ancillary Services
- Town Street maintenance and Construction
- Brewarrina town services
- Council Plant
- Works Depot
- Quarry Manager



ORGANISATIONAL STRUCTURE

EXECUTIVE MANAGEMENT TEAM

UTILITIES MANAGER

Manages the water, sewerage and parks infrastructure and to ensure current and future service delivery is maintained,

Functions include:

- Water Supply
- Sewerage Services
- Cemetery
- Waste Management
- Parks, Gardens and Sporting Amenities
- Street and Gutter Cleaning
- Aerodromes
- Remote Town Services
- Animal Control
- Weed Management

ECONOMIC DEVELOPMENT MANAGER

Manages the economic functions of Council to ensure current and future service delivery is maintained.

Functions include:

- Economic Development
- Youth Services
- Community Engagement
- Community Support
- Tourism and Event Co-ordination
- Human Services – Services Australia (Centrelink) and Library Services



ORGANISATIONAL STRUCTURE

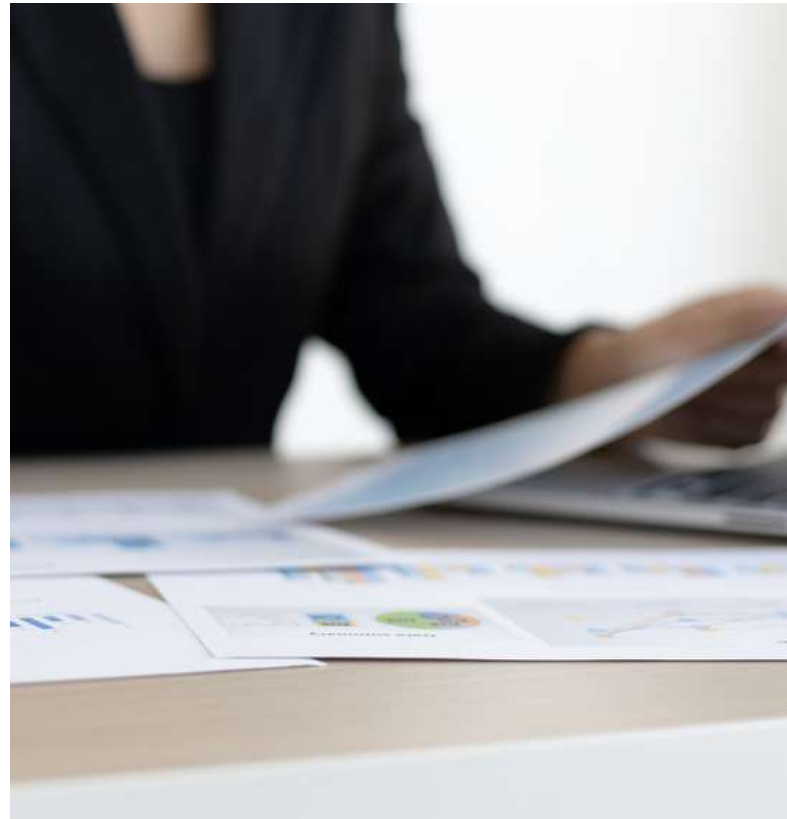
EXECUTIVE MANAGEMENT TEAM

HUMAN RESOURCES MANAGER

Manages employment, work health and safety and housing functions of Council to ensure current and future service delivery is maintained.

Functions include:

- Risk Management and Insurance
- Repairs, Maintenance and Management of Council Buildings
- Recruitment and Management of Employment Policies and Conditions of Employment
- Work Health and Safety
- Rehabilitation Coordinator



HEALTH & BUILDING CONSULTANT

Council has engaged the services of a part time consultant to provide public health, building and planning services.

The objective of the consulting service is to provide environmentally sound planning and regulatory controls to meet the community needs through maximising community access to services that improve or enhance quality of life.



SERVICES REPORT

UTILITY SERVICES

PARKS OPEN SPACES & AERODROMES

The fiscal year 2022-2023 saw open spaces including parks and recreational areas become much greener spaces. This was a result of Winter and Autumn rain and the effort of Shire Staff in the watering process. Shire staffs mowing and slashing routine through all vast spaces increased by 15% and is set to continue to rise in the coming financial year.

Large Infrastructure works included Brewarrina Showground Upgrades and completion of Geoff New Oval Lighting and Pathway.

WORKS UNDERTAKEN

- Installation of Indigenous Yarning Circle at Brewarrina Fish Traps.
- Construction of Toddler Pool at Brewarrina Swimming Pool.
- Brewarrina Showground upgrades including refurbished grandstand, new toilet block, new bar area and the re-turfing of the compound.
- Kerb, guttering and footpath construction in Bourke Street Brewarrina
- Kerb and Guttering replacement Bourke and Young Street intersection.
- New Splash Park pump and dosing pumps at the Brewarrina Swimming Pool.
- Obstacle Limitation Surveys at Brewarrina and Goodooga Aerodromes.
- Continued upgrading of free camping sites around Four Mile Reserve and Town Boat Ramp.
- During the floods of October, November and December the Utilities work crew were tasked with suppling constant clean and safe water supply, the safe relocation of wastewater from town limits to STP on the southern side of the Brewarrina Township.
- After the flooding subsided post flooding clean-up of Open space and recreational areas in Brewarrina and Gongolgon were undertaken by all of the Utilities staff with an exceptional outcome produced.



SERVICES REPORT

UTILITY SERVICES

WATER AND SEWERAGE

The capital works program for the financial year 2022-2023 wasn't as big as the previous financial year with a focus this year on asset renewals of infrastructure including the pipe and pump upgrade at the Barwon River Pump station with a new variable speed drive pump being installed. With the floods starting October 2022, the works program for water and sewer was disrupted until March 2023 with a full focus on the flood relief effort. The annual sewer relining program continued with relining undertaken in the Bourke Street and Wilson Street laneways including manhole upgrades.

One of the major upgrades included the new sewer pumps at the Billabong and Barwon Four pumping stations.

This included an upgrade to electrical panel for the new, smart software which has independent smart monitoring which allows the pumps to operate at a variable speed capacity as per requirements. These pumps are continually being installed with Council making substantial savings in energy cost using the new smart pumps. Council will continue upgrading other pump stations with similar pumps in new financial year as the need arises.

WORKS UNDERTAKEN

- Monthly flushing raw and filtered water reticulation including retie sampling.
- Two new pumps at West Brewarrina Sewer pump station.
- New motor electrical upgrades for Goodooga Water cooling tower.
- Continued water sampling by Shire Staff to ensure water quality for all of Brewarrina Shire.
- Weilmoringle river water pumping station repairs including another high lift pump.
- Upgrade works to the Evaporation Ponds at Northern side of the Barwon River.
- Installation of a new Metering system at Goodooga and Angledool.
- Scheduled Vacuum pumping of all pump stations is done quarterly.
- Installation of new Smart Concerator Flygt sewer pumps in Billabong and Newtown pump stations including electrical panel upgrades.

SERVICES REPORT

- New concrete driveway at Water Treatment Plant to allow for all year-round accessibility for all vehicles.
- Raw water reservoir was drained and a complete cleaning by Shire Utilities Staff was performed, with no real disturbance to local residents.
- Annual sewer relining program continued with relining undertaken in Bourke/Wilson with approx. 2Km of pipework done.
- Construction of new concrete hard stand driveway and access areas at the street laneways upgrades including manholes
- Rodent spraying of and smoking of manholes undertaken at 6-month intervals in September 2022 and June 2023.

WASTE AND STREET CLEANING

Both waste and street cleaning throughout the year of 2022-2023 consisted of routine and scheduled maintenance, no major capital works were undertaken. Working with Netwaste. Netwaste is was formed in 1995 to provide structured assistance to waste and resource management. Covering almost 40% of the state, benefits are delivered to 25 member councils al over regional NSW.

Netwaste is funded primarily through the NSW Environment Protection Authority (EPA) and delivers outcomes beyond regional service arrangements, through targeted waste management projects, education and community engagement programs, and member Council enablement.

WORKS UNDERTAKEN

- Bathurst & Bourke Streets CBD areas cleaned daily.
- Urban areas (all areas outside CBD) are cleaned once weekly with a rotating cycle between streets allocated as per needs basis.
- Mechanical Street sweeping has been contracted out due to issues with obtaining a new street sweeper. Due to minor breakdowns extended delays did occur.
- Major Park bins (210L Sulo) are emptied every Tuesday and Friday on regular bin runs or after public events in Parks and Open Spaces.
- Gongolgon weekly bin runs carried out every Wednesday.
- Commercial bin days including all large business, the hospital and Schools undertaken Mondays, Wednesdays and Fridays.

SERVICES REPORT



"ADVANCING COUNCIL
SUSTAINABILITY,
TO BE
A **LEADER IN OUR**
COMMUNITY"

- Brewarrina and Goodooga waste facilities pushed in daily with the Brewarrina cell compacted using a mechanical compactor Monday to Friday.
- Kerb, guttering and footpath construction in Bourke Street Brewarrina
- Kerb and Guttering replacement Bourke and Young Street intersection.
- New Splash Park pump and dosing pumps at the Brewarrina Swimming Pool.
- Obstacle Limitation Surveys at Brewarrina and Goodooga Aerodromes.
- Continued upgrading of free camping sites around Four Mile Reserve and Town Boat Ramp.



SERVICES REPORT

TRANSPORT SERVICES

ROADS

Transport Services has continued to have a difficult but productive year continuing work on several major projects and keeping council local roads to a good standard.

With the major flooding which occurred in January 2023, crews were kept busy repairing all major roads into Brewarrina to ensure the roads were accessible for our residents and visitors.

Following are the projects that the Transport Services have been working on during the year.

GOODOOGA ROAD SEAL EXTENSION

During the 2022/2023 funding was provided to widen via new construction and seal Goodooga Road, approximately 40 kilometres north of Brewarrina. To complete this, the project was broken up into 2 kilometre segments.

FLOOD DAMAGE REPAIR WORK

Heavy Patching

- **Kamilaroi Highway (Walgett Boundary)**

A total of 18,900 m² of heavy patching was completed.



SERVICES REPORT

- **Kamilaroi Highway (Intersection of Walgett and Goodooga Roads)**

A total of 3,424 m2 of heavy patching was completed.

- **Highway 29 (Kamilaroi Highway - Bourke to Brewarrina)**

A total of 31,901 m2 of heavy patching was completed.

JOBS GATE ROAD SEAL EXTENSION

Due to some delays and crews being asked to Flood Damage Work, Stage two of this job has yet to be completed. The



plan is to return to complete the remainder of Stage two in the latter part of 2023 with crews moving directly onto stage three. It is hoped that this work will be completed during the early months of 2024.

OTHER PROJECTS

Our roads crews have been extremely busy with Flood Damage work but a number of other projects are in the planning stages for 2023/2024.



SERVICES REPORT

HUMAN RESOURCES

GENERAL WORKFORCE STATISTICS

- Headcount: 76
- FTE: 49
- Male: 58
- Female: 18
- Aboriginal and Torres Strait Islander Identified Staff: 66%
- Retirement Rate: 1%



Executive Summary

Over the past year, our Human Resources and Work Health and Safety (WHS) Team have focused on enhancing workplace safety, learning and development, and refining our recruitment strategies. This effort has been supported by successful Federal and State funding, leading to an increase in recruitment and a subsequent impact across all Council areas. This report offers a comprehensive review of our key achievements, challenges, and future plans.

Trending Issues

Work Flexibility and Talent Acquisition

The changing HR landscape necessitates more adaptable Local Government workforces. A significant trend is that 4 out of 5 applicants are now demanding flexible work options, and declining positions that do not offer such flexible conditions. This has been particularly influenced by the COVID-19 pandemic and its promotion of work-from-home options, affecting our ability to attract and retain top talent.

SERVICES REPORT



Remote Work Opportunities

The COVID-19 pandemic has accelerated the adoption of remote work across various sectors, including our Council. While particular roles will always remain location-dependent, we have successfully transitioned some of our senior leadership positions to remote or hybrid work models. This shift has not only reduced geographical barriers in talent acquisition, but also improved employee well-being by making work-life balance more achievable. Council have been in discussions with Services NSW to address the growing need for skilled employees in the region. Challenges include the complexities of Services NSW transactions, especially in low-volume centres, and specific recruitment conditions that further narrow our applicant pool. To address these issues, Council is planning to introduce a skilled team leader within this space to manage, support, and mentor new staff, with the aim of stabilising, service delivery in this critical community area.

Employee Satisfaction and Job Design

The COVID-19 pandemic led to a series of global workforce challenges, commencing with the 'great resignation' and followed by the trend of 'quiet quitting.' Research suggests that we're currently navigating an 'anti-work movement,' marked by record-low job satisfaction levels. To remain competitive with State and Federal

Government recruitment, we've recently introduced a 9-day fortnight and are actively exploring further job re-design options. A shift has been observed where employees are increasingly prioritising lifestyle design, over traditional career advancement and promotional opportunities. This makes it critical for us to adapt to these evolving workforce changes, especially as Gen Z begins to enter the workforce. Gen Z entry not only brings new energy but also new expectations around employment longevity and what career progression now looks like, leading us to reconsider traditional notions of employee loyalty.

Employee Lifecycle and Loyalty

As Gen Z starts to make up a larger portion of the workforce, we're observing a shift in employee loyalty, with the average lifecycle now lasting just about 3 years. While it's challenging to onboard and retain talent for such short periods, this also presents an opportunity. By rethinking our approach, we can leverage the fresh perspectives and qualifications that new hires bring. We're considering the introduction of quick transition roles that offer a faster track exposure to semi-senior positions. This strategy aims to provide career pathways, particularly for younger employees, by offering opportunities to 'act up' and develop leadership skills through coordinator-based and more accessible acting positions.

SERVICES REPORT



Career Planning and Succession

Council is placing a renewed focus on career planning, through our revised performance review format. This individualised approach, aids in succession planning and helps to future-proof our organisation. As part of this broader strategy to invest in our employees' futures, we've introduced several additional initiatives.

- Department Reference Checks.

We've introduced these informal checks as a part of our hiring process. This initiative empowers potential recruits to make informed choices by contacting current department employees for an open and transparent view of both the department and its Manager.

- Mentoring Program with Goodooga Central School.

Council have partnered with Goodooga Central School to offer extended work experience opportunities. While this program has led to paid school holiday employment for some participants, it also provides students with the skills and experience that could make them strong candidates for apprenticeships in the future. We are hoping that we will be able to support Brewarrina Central School with similar practices in the future.

Attraction and Retention Strategies and the benefits of AWC collaboration

As a member of the Alliance of Western Councils (AWC), the Councils are collaborating on a localised project aimed at skill-building and talent attraction. This includes developing various tools and initiatives tailored to the specific needs of Councils within the AWC areas. All councils in the AWC will benefit from proactive sourcing strategies, headhunting templates, and improved screening processes, among other deliverables. Throughout this project, there's a strong emphasis on creating diverse and inclusive work environments, extending beyond hiring practices to foster a culture that celebrates its diversity.

Employee Well-being and Mental Health

The importance of employee well-being and mental health has reached an all-time high, as Councils across NSW are experiencing an increase in mental health-related workers' compensation claims. In response, we're intensifying our efforts to provide lasting mental health initiatives, that support our workforce. Our ongoing programs focus on well-being, mental health, and stress management, benefiting not just the individual employee, but also contributing to a more engaged and productive team, Council wide. Other Training Programs have included upskilling the Council staff on Mental Health

SERVICES REPORT



Awareness particularly in regards to changing legislation around psycho-social hazards and the management of them within the Workplace.

Housing Challenges

Attracting and retaining top talent is a priority for Council, yet we recognise that the local housing situation poses a distinct set of challenges. While Council housing is available, it doesn't fully meet the needs of all our executive and senior-level roles. The local rental market is limited, and some positions require specialised qualifications that aren't readily found at a local level. We've made progress in replacing some of our housing assets that were previously sold, but there's more work to be done in this area. While future discussions around expanding on our housing pool options are promising, the housing issue remains a substantial barrier to attracting and retaining qualified talent now and into the immediate future.

WHS Commitment – 12 Months in Review

WHS Progress

Over the past year, Council continues to make progress in strengthening our WHS Management System, in particular with the reintroduction of the WHS Committee and focus on risk and audit procedures. Our Work Health and Safety Committee has been a strong platform for engaging with

our workforce on health and safety matters and also serving as a channel for WHS collaboration, with the most recent WHS Committee meeting being in October 2023.

In June 2023 Council's WHS and HR Team saw the return of a familiar face, Mr Rob McAnally our WHS Compliance Coordinator. Rob and has re-joined the Orana District WHS and Risk Group and attended the State Wide Mutual Risk Conference in Sydney. These activities contribute to the State Wide Mutual Premium Reduction Programme, and the betterment of Council's WHS standards.

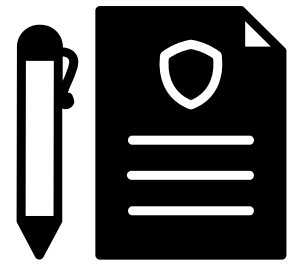
Audit and Risk Management

The reintroduction of our WHS Internal Audit timetable, has enabled Council to pinpoint key priority areas in WHS and risk management areas. The data collated from these audits continues to help positively shape our ongoing commitments to workplace risk and safety.

Council have again completed our State Wide Mutual Continuous Improvement Pathways Plan, Council's StateCover Action Plan responses for 2022 and identified our new targets under the 2023-24 StateCover Self-Audit findings.

Whilst these action items have a number

SERVICES REPORT



of WHS and risk related targets, the Team are looking forward to tackling some of our interesting and engaging initiatives that contribute to best practice and help keep Council and our staff safe.

Policy and Training

A review of the WHS Policy has been completed, and the 'Managing Psychosocial Issues in the Workplace' Policy, developed and approved. Mental Health Awareness Training was conducted, with 8 management and senior staff attending a 2-day course, and 41 general and outdoor staff attending a half-day course.

Current work includes StateCover Action Plan items, review of the Smoke-Free Workplace Policy, complete overview of the WHS Manual, and associated procedures.

The work covered and the results achieved over the last four months have been made possible due to the strong collaborative nature of the extended team.

WHS Self Audit Results

Council's overall Work Health and Safety performance is currently sitting at 76% made up of a scoring of 81.9% under our WHS Management System which analyses how systematically WHS is managed within the organisation and 70.2% of Key Priority Areas, which identifies if priority WHS risks

and hazards are being managed and controlled in accordance with regulatory requirements.

StateCover have altered some of the audit questions this year, to shift stagnation of WHS portfolios and ensure Council's continue to implement continuous improvement practices within their WHS Frameworks and models. As part of StateCover continuous improvement, changes to the audit have occurred to emphasise the importance of the basic WHS elements, and better reflect the risk profiles within local government. Due to these changes, both overall and individual sections' scores will not be directly comparable to last year results particularly in the following areas:

- New element in section 2 - Psychosocial risk - General
- Plant and equipment element moved from section 1 to section 2
- Increased weighting for WHS planning, WHS risk management, incident investigation, WHS management review, and musculoskeletal risks

As a result, Council has seen some marginal adjustments to our overall WHS Performance, which will see 2024, as a busy and exciting year as we continue to progress our WHS space.

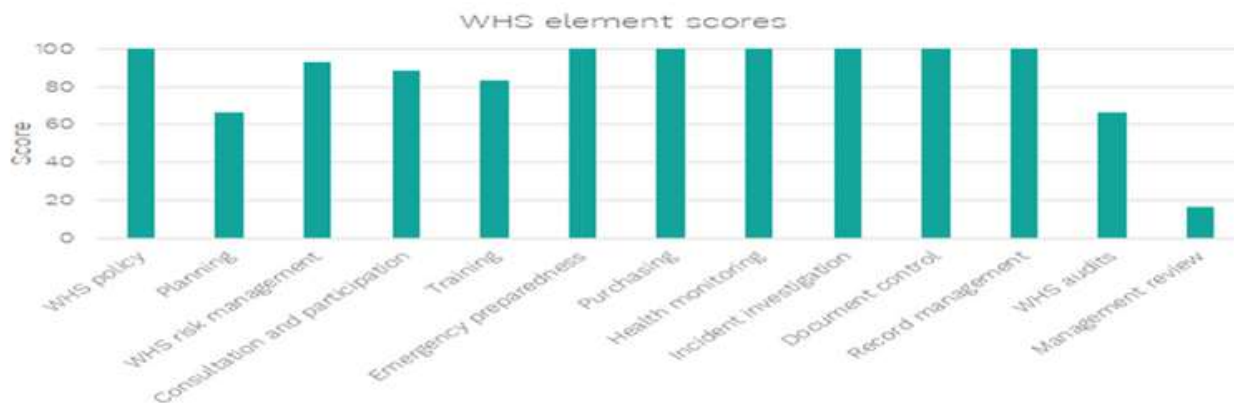
SERVICES REPORT

Comparisons to other councils



Key Forecast Areas for 2023-24 WHS Commitment are:

- WHS Management System: Planning, WHS audits and expanded Management review.



SERVICES REPORT

- Key Priority Areas: Situation awareness, hazardous noise, work near overhead powerlines.



Statewide Mutual Benchmarking and Continuous Improvement Pathway Program

As part of the Continuous Improvement Pathway Program, Statewide Mutual requires Council to conduct a self-assessment audit, referred to as the 'CIP Workbook' which captures cross council benchmarking information relevant to risk concerns, actions and initiatives. The StateWide Regional Risk Management team monitors the CIP program for opportunities to promote good risk management and evolve current Risk practices within Council.

Brewarrina Shire Council is still awaiting overall CIP program average statistics for this years reporting period, which focused on the following four CIP Benchmarking areas;

- Playground
- Building Assets
- Business Continuity

Yearly Training and Conferences;

In our commitment to ongoing professional development the following training and conferences were attended by HR/WHS Team and Council Staff; Human

SERVICES REPORT

Resources AWC Group, Work Health and Safety Professionals, Orana Risk Group, Annual Weeds Conference, Statewide Mutual Annual Risk Management Conference, LGNSW Annual HR Conference and LGNSW Annual Conference.

Additional training:

- Chemical Certification
- Traffic Control
- First Aid Training and CPR
- Compliance and Regulatory Training
- Service NSW Training
- E-Planning Portal Training
- RMS Induction Training Day
- Grant Writing Workshop
- Wet Weather Training Days
- Aboriginal Mental Health First Aid
- Mental Health Awareness Training
- Audiometric Testing
- Work Experience
- Councillor Financial Reporting Workshop
- Construction Certificate III
- 1x Mechanical Trainee Brewarrina – Mature
- 1x Mechanical Trainee Brewarrina
- Blue and Pink HVIS Training
- Plumbing Certificate
- HR and HC Licence upgrades



Future HR and WHS Targets and Objectives for 2024.

In line with our commitment to continuous improvement, the HR Team has outlined the following key objectives for the 2023-2024 period:

- Workplace Health and Safety (WHS)
 - Utilise resources from StateWide and StateCover to enhance our WHS systems and risk practices. The focus will be on developing a more robust WHS and Risk Management Framework, in collaboration with the Continuous Improvement and Key Pathway initiatives.

SERVICES REPORT

- Educational Partnerships
 - Collaborate with Brewarrina and Goodooga Central School to bridge employment opportunities for students.
- Community Engagement
 - Maintain our partnership with the Local Aboriginal Lands Council to foster youth engagement and resilience-building initiatives.

The past year presented its share of challenges, from housing constraints to evolving employee needs. As we move into 2023-2024, we're focused on specific objectives to enhance Council operations, including WHS improvements and community engagement initiatives.

We're grateful for the dedication of all team members and look forward to a year of meaningful progress and positive impact.

**- Tara Byrnes
HR Manager**



SERVICES REPORT

FINANCE AND ADMINISTRATION SERVICES

SUMMARY OF FINANCIAL STATEMENTS

The Finance and Administration section has successfully navigated through another demanding and dynamic year. Our primary objectives have revolved around preserving financial stability, meeting the Council's legal reporting obligations, delivering outstanding services to both local resident and Services NSW customers, and guaranteeing that our information technology infrastructure can consistently meet the high service standards expected by our clientele.

As we move forward, we remain steadfast in our dedication to achieving financial sustainability, delivering exceptional services, and upholding the integrity that defines our team's ethos. We look ahead to another year of challenges and successes, guided by our unwavering commitment to excellence.

Below is the summary of the Financial Statement as at 30 June 2023

	2023 \$ '000	2022 \$ '000
Income Statement		
Total income from continuing operations	31,449	47,732
Total expenses from continuing operations	22,030	13,210
Operating result from continuing operations	9,419	34,522
Net operating result for the year	9,419	34,522
Net operating result before grants and contributions provided for capital purposes	4,890	685
Statement of Financial Position		
Total current assets	30,332	24,906
Total current liabilities	(6,310)	(6,154)
Total non-current assets	240,713	227,659
Total non-current liabilities	(402)	(1,379)
Total equity	264,333	245,032
Other financial information		
Unrestricted current ratio (times)	7.70	9.96
Operating performance ratio (%)	17.56%	5.76%
Debt service cover ratio (times)	9.42	20.47
Rates and annual charges outstanding ratio (%)	8.31%	6.02%
Infrastructure renewals ratio (%)	37.62%	719.07%
Own source operating revenue ratio (%)	33.53%	9.76%
Cash expense cover ratio (months)	14.04	26.08

SERVICES REPORT

SIGNIFICANT AUDIT ISSUES AND OBSERVATIONS

INCOME STATEMENT

Operating result

	2023	2022*	Variance
	\$m	\$m	%
Rates and annual charges revenue	2.62	2.44	 7.4
Grants and contributions revenue	20.77	43.07	 51.8
Operating result from continuing operations	9.42	34.52	 72.7
Net operating result before capital grants and contributions	4.90	0.69	 610

Council's operating result (\$9.42 million including the effect of depreciation and amortisation expense of \$5.66 million) was \$25.10 million lower than the 2021–22 result. This was mainly due to the receipt of significant capital grant funding, and contributed assets of \$13 million relating to the Yetta Dhinnakkai Correction Centre in the prior year.

The net operating result before capital grants and contributions (\$4.90 million) was \$4.21 million higher than the 2021–22 result. This was mainly due to increased receipts of financial assistance and other operating grants.

Rates and annual charges revenue (\$2.62 million) increased by \$180,000 (7.4 per cent) in 2022–2023. Contributing to the increase was increased water supply and sewerage services charges.

Grants and contributions revenue (\$20.77 million) decreased by \$22.30 million (51.8 per cent) in 2022–2023 due to the receipt of significant capital grant funding, and contributed assets of \$13 million relating to the Yetta Dhinnakkai Correction Centre in the prior year.

SERVICES REPORT

FINANCIAL POSITION

Cash and investments

Cash and investments	2023	2022	Commentary
	\$m	\$m	
Total cash, cash equivalents and investments	19.3	21.0	• External restrictions include unspent specific purpose grants, domestic waste management charges and water and sewerage funds.
Restricted cash and investments:			• Balances are internally restricted due to Council policy or decisions for forward plans including works program.
• External restrictions	10.7	8.4	
• Internal allocations	8.0	12.1	

Debt

After repaying principal and interest of \$1.1 million during the financial year, total debt as at 30 June 2023 was \$363,000 (2022: \$1.4 million).

PERFORMANCE

Performance measures

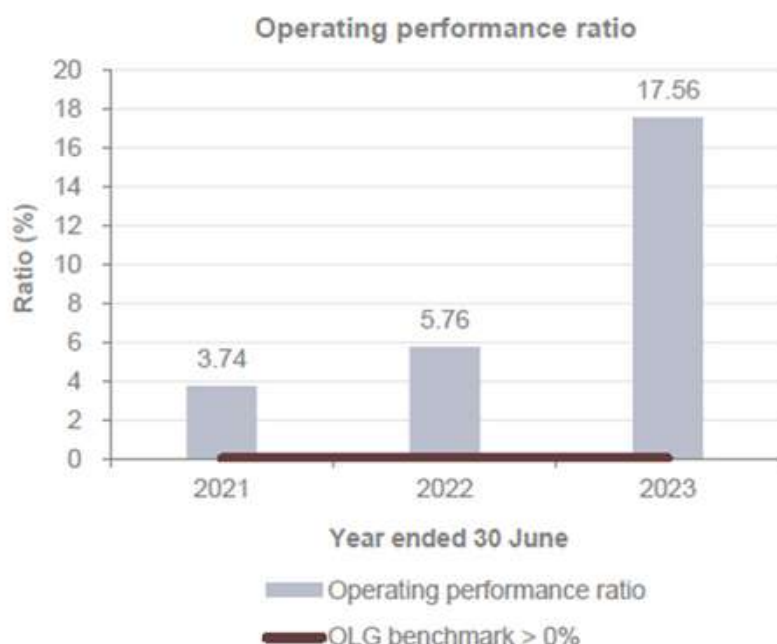
The following section provides an overview of the Council's performance against the performance measures and performance benchmarks set by the Office of Local Government (OLG) within the Department of Planning and Environment.

Operating performance ratio

The Council met the OLG benchmark for the current reporting period.

The 2022 ratio was restated to correct a prior period error.

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

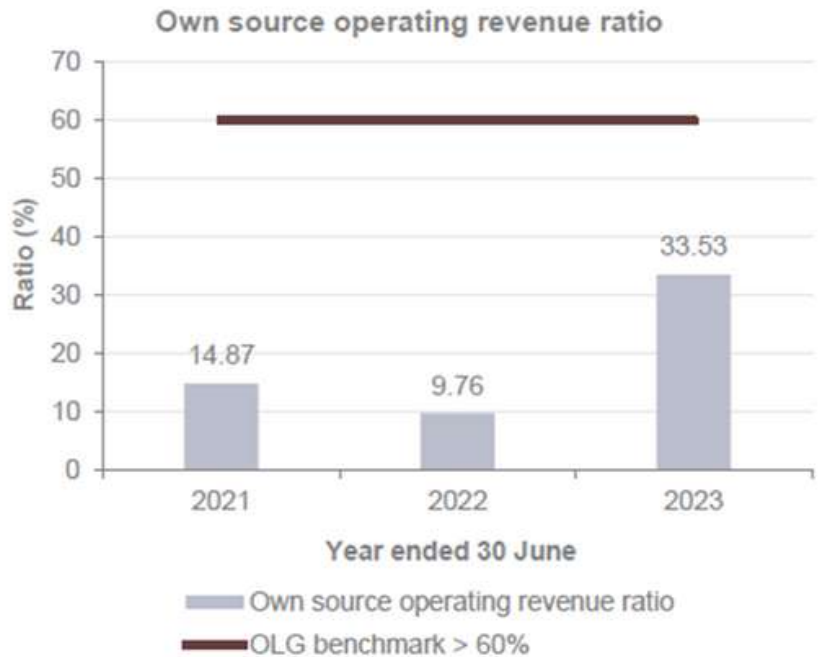


SERVICES REPORT

Own source operating revenue ratio

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

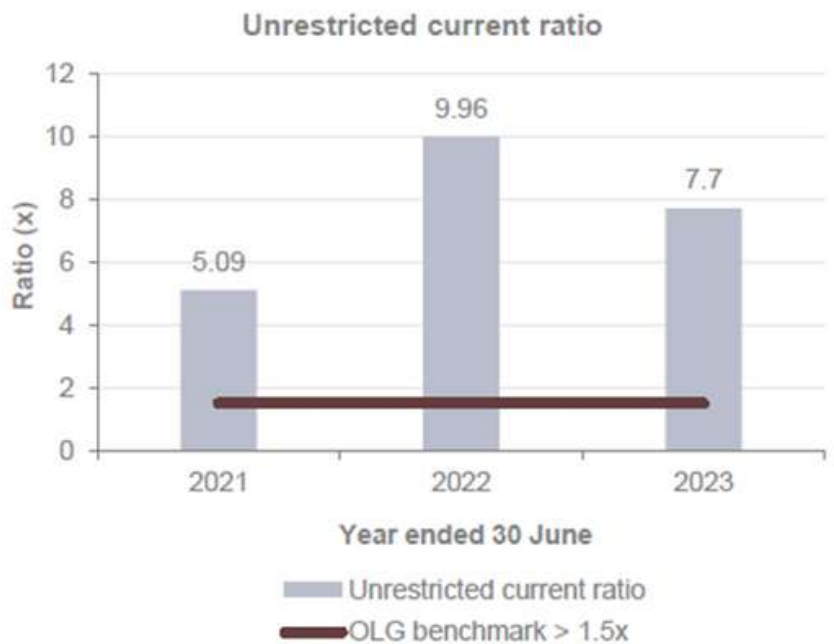
The 'own source operating revenue ratio' measures council's fiscal flexibility and the degree to which it relies on external funding sources such as operating grants and contributions. The benchmark set by OLG is greater than 60 per cent.



Unrestricted current ratio

The Council met the OLG benchmark for the current reporting period.

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

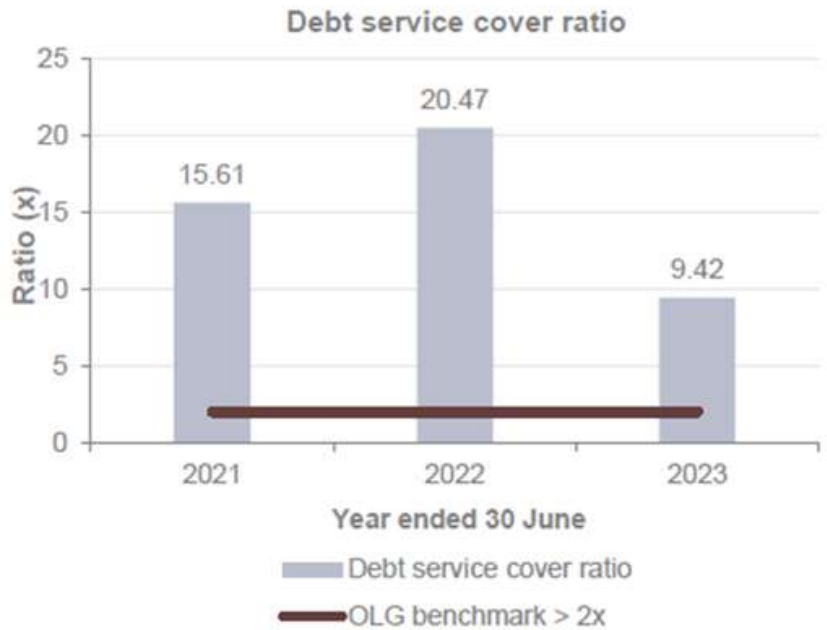


SERVICES REPORT

Debt service cover ratio

The Council met the OLG benchmark for the current reporting period.

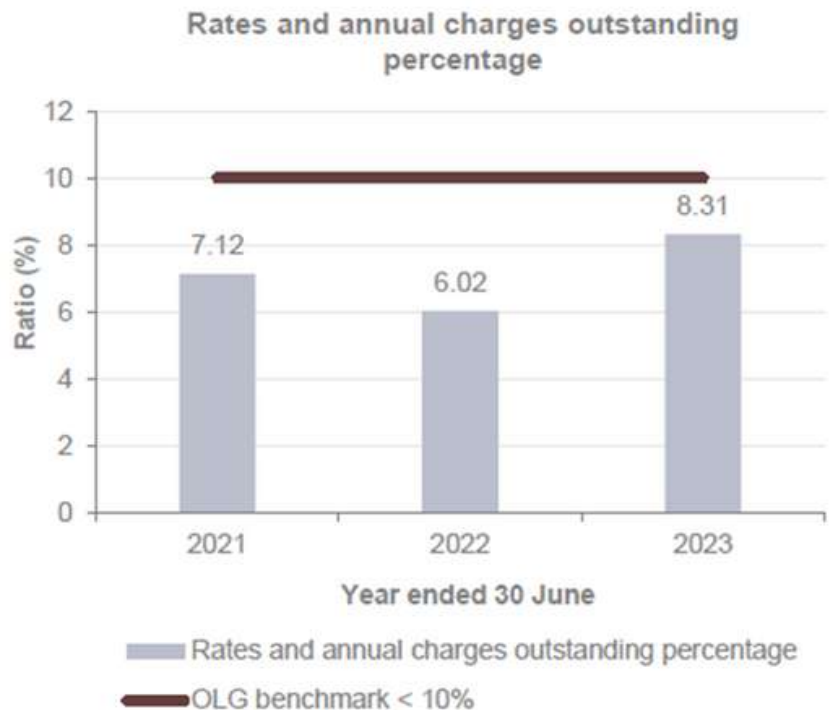
The 'debt service cover ratio' measures the operating cash to service debt including interest, principal and lease payments. The benchmark set by OLG is greater than two times.



Rates and annual charges outstanding percentage

The Council met the OLG benchmark for the current reporting period.

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

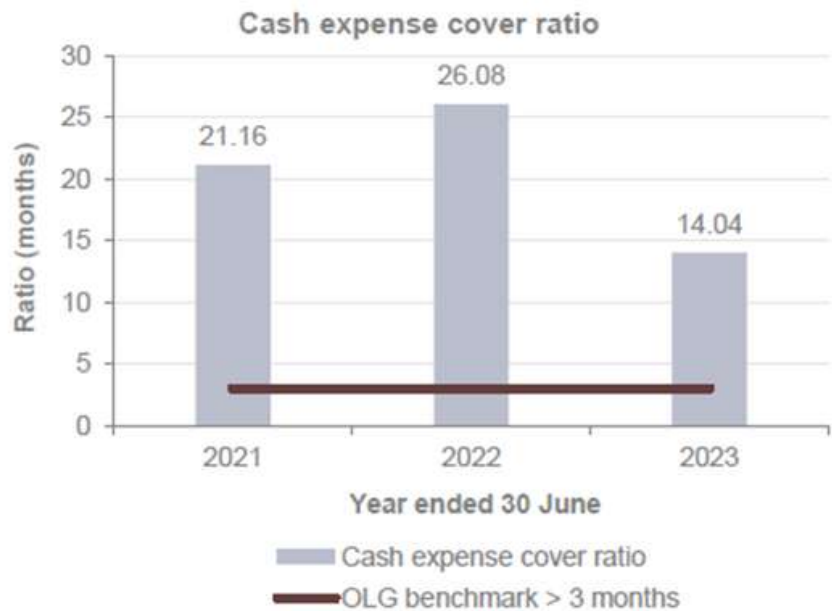


SERVICES REPORT

Cash expense cover ratio

The Council met the OLG benchmark for the current reporting period.

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



Infrastructure, property, plant and equipment renewals

- Council's asset renewal additions for the year were \$1.7 million compared \$22.1 million for the prior year
- The level of asset renewals during the year represented 30 percent of the total depreciation expense (\$5.7 million) for the year.

OTHER MATTERS

Legislative compliance

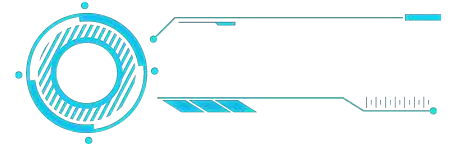
My audit procedures did not identify any instances of non-compliance with legislative requirements or a material deficiency in the Council's accounting records or financial statements. The Council's:

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

The Council's:

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

SERVICES REPORT



INFORMATION TECHNOLOGY (IT) SERVICES

Microsoft Licensing Upgrade

We have upgraded our Microsoft licenses to provide all of our users with access to Microsoft Teams. Teams provides powerful tools such as messaging, virtual meetings and file sharing services that allow us to collaborate and communicate more effectively and efficiently both internally and with third parties.

This means we are less reliant on emails, phone calls and face to face communication which can sometimes be difficult to create time for due to everyone's busy schedules.

Multi-factor Authentication (MFA)

As an additional security measure we have added a Multi-factor Authentication requirement to our Outlook accounts. This necessitates the use of a one-time code during the setup of our email accounts and when accessing the Microsoft portal.

This means that even if cybercriminals were to acquire the username and password of one of our accounts, they still wouldn't be able to access our data or send emails from that account without the one-time code which is automatically generated every 30 seconds and only accessible from that users personal mobile device.

Cybersecurity training

Over the last few years the amount of Phishing emails and calls have risen exponentially. Phishing refers to the practice of sending fraudulent emails, phone calls or other messages in order to deceive users into revealing personal information, such as passwords or financial information.

To help combat these threats we now provide mandatory cybersecurity training for any employee that uses our network. This raises the awareness of our users regarding the most common threats and teaches them how to better identify suspicious material. This training also covers topics like best practices for managing things like passwords and equipment to help minimise potential breaches.

SERVICES REPORT

Customer Services

The Customer Services team is dedicated to deliver exceptional customer service and upholding the high level of customer satisfaction anticipated by community members and other clients. This commitment remains the team's foremost priority. Additionally, the team manages customer-facing transactions for the Service NSW agency, aiding customer with a wide range of licensing and transactional services.

These Services include :

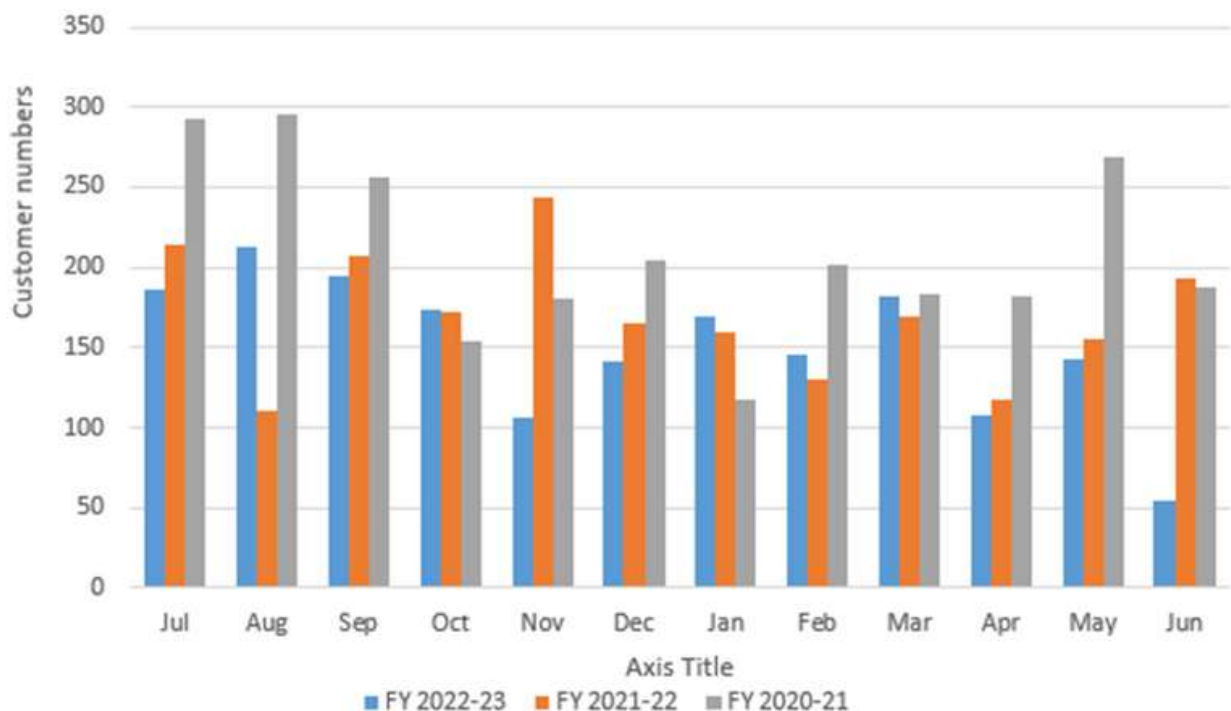
- Licensing and all registration transactions for Roads and Maritime Services (RMS)
- Issuing Responsible Service of Alcohol and Responsible Conduct of Gambling Cards for Fair Trading

This financial year, our Customer Services team has served 1,816 RMS customers.

Below is a summary of the customers served by month for the past three years.

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
FY 2022-23	186	213	195	173	106	141	169	146	182	108	143	54	1,816
FY 2021-22	214	110	207	172	243	165	159	130	169	118	155	193	2,035
FY 2020-21	292	295	256	154	181	204	117	201	183	182	269	187	2,521

**Brewarrina Shire Council - Services NSW Agency :
Customer Numbers
July 2022 - June 2023**



SERVICES REPORT

ECONOMIC DEVELOPMENT UNIT

BREWARRINA YOUTH PATHWAYS EXPO

The Brewarrina Shire Council was enthusiastic in its endorsement of the Brewarrina Youth Pathways Expo, an event that played a crucial role in empowering our local youth to plan their future and engage with numerous avenues of potential employment, training, and further education. This initiative provided a unique platform for young individuals to explore and connect with a multitude of organisations, businesses, and industries.

The Youth Pathways Expo served as a significant stepping stone for young people as they embarked on their journey to discover potential career opportunities, gain insights into various educational and training pathways, and establish meaningful connections with entities that could assist in their professional development. The support and participation of the Brewarrina Shire Council underscored its commitment to fostering the aspirations and ambitions of the local youth, while simultaneously promoting a stronger and more dynamic community by investing in its future leaders.



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AUSTRALIA DAY AWARDS

The evening before Australia Day saw approximately 100 people attend the meet and greet with our Australia Day ambassador- Scott Johnson at the Visitor Information Centre.

The following day the official ceremony was conducted at the Geoff new Oval along with a BBQ breakfast, flag raising ceremony, Australia Day Awards and a traditional smoking ceremony. Australia Day ambassador Scott Johnson and Mayor Vivian Slack-Smith presented the awards to:



- **CITIZEN OF THE YEAR:** Karl Lukas
- **CITIZEN OF THE YEAR:** Craig Redmond
- **YOUNG CITIZEN OF THE YEAR:** Edward Gordon
- **SPORTS PERSON OF THE YEAR:** Emma Fessey
- **YOUNG SPORTS PERSON OF THE YEAR:** Alaina Richards
- **AUSTRALIA DAY AWARD:** Brewarrina SES



SERVICES REPORT

MENTAL HEALTH & WELLBEING WORKSHOPS

These workshops served as a platform for engaging with the community to address critical concerns such as suicide prevention, substance abuse, strategies for enhancing well-being, and the effective delivery of programs through the Youth Centre. These informative events featured Rikka Lamb from Youth off the Street, along with a notable guest speaker, Jeffery Morgan.

The aim was to foster an open and constructive dialogue on these pressing issues and to explore ways to better support the community, particularly the youth, in navigating these challenges.

CHILD PROTECTION WEEK

The Council worked in partnership with local organisations to coordinate and carry out Child Protection Week under the theme of 'Every Child, in Every Community, Deserves a Fair Chance'.



The event featured morning activities held in Memorial Park including speeches, community art projects, cookie decorating, a colouring competition, and a BBQ. These diverse activities were designed to provide children with a range of enjoyable experiences

HOMELESSNESS PREVENTION WEEK EVENT

To promote awareness of homelessness in Australia, an event was organised at the Youth Centre, featuring a soup kitchen and distribution of care packages. This initiative was the result of a collaborative effort between Brewarrina Shire Council, NSW Health, Brewarrina Local Aboriginal Lands Council, Mission Australia, Flourish Australia, Catholic Care, Brewarrina Aboriginal Medical Service, and Thiyama-Li Family Violence Service Indigenous Corporation.

The event aimed to shed light on the issue of homelessness in the community and the broader Australian context. By providing meals and care packages, the organisers sought to offer immediate assistance to those experiencing homelessness while also emphasising the need for continued support and awareness. This collaboration brought together various organisations and service providers to address this pressing concern comprehensively and compassionately.

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COMMUNITY TRAINING WORKSHOPS

Facilitated the provision of training programs geared toward community service professionals within the region, focusing on various critical topics: Effective Case Work and Case Management, Trauma & Addictions, Complex Trauma & Mental Health, Professional Supervision, New Managers & Coordinators.

YOUTH WEEK

The Brewarrina Shire Council, in collaboration with the Brewarrina Lands Council, orchestrated an exciting series of activities for Youth Week.

These events weren't just about fun and games, though; they provided a unique opportunity for participants to showcase their resilience and endurance.

The Youth Week activities encompassed a diverse range of events, including a NSW Rugby Union Youth Development Day, an intensive obstacle course, movie night, inflatable day, colorful and vibrant colour run, a lively kids' disco, and an action-packed tennis day. These events provided an engaging and dynamic environment for youth in the community, fostering a sense of camaraderie, competition, and overall enjoyment during Youth Week. They served as a testament to the commitment of both the Brewarrina Shire Council and the Brewarrina Lands Council to offer a wide array of exciting opportunities for the local youth to participate in and enjoy.



WELCOME TO BREWARRINA EVENT

Council hosted "Welcome to Brewarrina" event on March 29th, held at the Brewarrina RSL Club. This special occasion marked the official introduction and warm welcome of 25 new residents to the shire for the year, connecting them with various community representatives. The event provided an excellent opportunity for newcomers to



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establish meaningful connections within the community, fostering a sense of belonging and inclusion. It allowed them to meet and engage with key figures and fellow residents, helping them settle into their new surroundings more comfortably. This initiative not only promoted community cohesion but also ensured that newcomers felt embraced and supported in their transition to Brewarrina.

SERVICE NSW INFORMATION SESSIONS

The Council took the proactive step of organising a series of events specifically designed to be more senior-friendly, making it easily accessible to older members of the community. During these events, participants were provided with valuable Service NSW Information Packs, which contained essential details about potential savings, rebates, and vouchers available to them.

As a direct outcome of this event, twenty follow-up referrals were made to Service NSW, ensuring that the attendees had the opportunity to take full advantage of the available services and benefits. This initiative not only addressed the specific needs of the senior population but also actively promoted their well-being by equipping them with valuable resources and assistance. It exemplified the Council's commitment to inclusivity and support for its senior citizens.

JOSIAH HEALING CENTRE- CHRISTMAS CAROLS & MARKETS

Brewarrina Shire Council joined forces with the Josiah Healing Centre to host the annual Christmas Carols event at the Geoff New Oval in Brewarrina. The event drew a remarkable crowd and offered a wide range of exciting activities and entertainment for all attendees.

The festivities included a captivating puppet show, an exhilarating jumping castle, creative face painting, and live music, among other engaging features. These activities were thoughtfully curated to ensure that everyone, young and old, could partake in the merriment.

The evening's special guests added an extra layer of enchantment to the event. Not only did Santa Claus make a grand entrance by arriving in a fire truck and distributing presents to the delighted children, but there was an unexpected and thrilling

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appearance by Latrell Mitchell, the South Sydney NRL football player. His presence brought immense joy to the children, who were absolutely thrilled to meet a sports celebrity in person.

As the evening drew to a close, the Brewarrina Shire Council treated the community to a spectacular fireworks display that lasted for more than 10 minutes. This display of pyrotechnics illuminated the night sky, leaving everyone in awe and providing a fitting conclusion to a truly magical and memorable Christmas celebration for the Brewarrina community. The event succeeded in fostering a sense of togetherness and holiday spirit, making it a highlight of the festive season in Brewarrina.

OUTBACK ARTS- RESIN WORKSHOP

The Brewarrina Shire Council achieved a notable accomplishment by securing funding through Outback Arts for a resin workshop held at the Visitor Information Centre. This event attracted the participation of 20 attendees, making it a significant success for both the Council and the local community.

Such workshops not only encourage artistic talent and skills but also foster a sense of community engagement. They provide a space for individuals to come together, share their creative passions, and learn from one another. By obtaining funding for this event, the Brewarrina Shire Council demonstrated its commitment to promoting the arts, supporting local artists, and creating opportunities for cultural enrichment within the community. This initiative contributes to the vibrancy and cultural diversity of Brewarrina.

BREWARRINA NETWORK MEETINGS

The Brewarrina Network Meetings (BreNet) is an innovative initiative organised by Council aimed at facilitating collaboration between various government and non-government organisations serving the Brewarrina region. This gathering provides a platform for informal discussions and interactions to promote a more cohesive and efficient support system for the community.

An impressive roster of 32 attendees represent a diverse range of organisations. This includes entities such as the Office of Sport, Royal Flying Doctor Service (RFDS), RFDS Wellbeing, Northern Region Rugby Association (NRRRA), RFCS Bourke & Walgett, Global Care Dubbo, TAFE NSW, Mackillop Family Services, Transport for NSW, Brewarrina

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Local Aboriginal Land Council (LALC), Department of Communities and Justice (DCJ), Mission Australia, Legal Aid, Services Australia, Weigelli/Orana Haven Hub, Salvation Army, 2CUZ FM, and the MUDA Aboriginal Corporation.

This collaborative approach in the BreNet meetings highlights the commitment of these organisations to work together, share resources, and exchange information. It creates a dynamic network that aims to address various community needs effectively. The diversity of attendees underscores the holistic and inclusive nature of these gatherings, where a wide range of services, programs, and expertise are made available to benefit the Brewarrina community. The BreNet meetings play a pivotal role in nurturing the community's well-being and fostering a stronger, more interconnected region.



BREWARRINA HONOUR ROLL

The Brewarrina Honour Roll, a significant historical artifact, has been meticulously preserved and is now proudly reinstated at Brewarrina Public School. It is positioned in a secure and safeguarded location, ensuring its protection while remaining accessible to the public. This restoration effort has successfully rejuvenated the inscription, featuring finely cut lettering, making the Honour Roll's content clearly legible. This, in turn, reinstates the primary purpose of this commemorative piece, which is to honour the local individuals who served during World War One.

Notably, the restoration also highlights an exceptional feature of this Honour Roll. It explicitly recognizes Nurse N. BROMLEY, a distinct and rare occurrence on WWI war memorials. This recognition is of immense significance as it pays tribute to the often-overlooked service of women during the First World War.

The success of this preservation project was made possible through the combined efforts of the NSW Government - Veterans Affairs and Brewarrina Shire Council, who secured the necessary funding.

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BALD ARCHY ART PRIZE

The Bald Archy Art Prize, satirical art competition returned to Brewarrina for its 27th edition after a four-year hiatus, captivating viewers at the Visitor Information Centre for the entire month. The 22 portraits unveiled in the 2023 Bald Archy Prize exhibition tour delighted visitors with their humor and thought-provoking themes.

More than an art exhibition, it fostered community engagement by sparking conversations about art and culture, leaving a lasting impression on residents and visitors, highlighting Brewarrina Shire Council's commitment to the arts and further solidifying Brewarrina's reputation as a vibrant hub for cultural appreciation.



GOODOOGA YOUTH CENTRE

The Council remains committed to offering children in Goodooga a wide array of engaging activities, ensuring their afternoons and school holidays are filled with fun and enriching experiences. This initiative operates five days a week, starting at 3 pm and concluding at 6 pm.

Over the year, the children participated in a diverse range of activities, including recreational, creative, relaxing, and team-building pursuits. These activities encompassed options like board games, football, handball, movie screenings, arts and crafts, and card games.

Remarkably, this program consistently draws an average of 14 children between the ages of 5 and 14 years old, who eagerly attend daily. The positive response from both the children and their families underscores the program's effectiveness and its valuable role in the community by providing a safe and engaging space for children to grow and thrive.

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CHILD, YOUTH AND FAMILY SERVICES

The Child, Youth and Family Services holds a five year Targeted Earlier Intervention (TEI) contract with Department of Communities and Justice which guides the delivery of flexible support to children, young people, families and community.

Brewarrina Shire Council's Youth Centre offers case management, information advice and referrals for children, youth and families, in via drop in or targeted support services.

The youth team connect with individuals and groups at the youth centre space, or outreach venues such as community hall, informal locations, and online. Providing a meeting space or hiring out rooms for forums, parenting groups, youth group, are all ways the Youth Centre support community members.

Aboriginal Elders, men's and women's groups; Aboriginal enterprises; social participation via but not limited to afternoon activities School holiday activities all forms of support are offered by the Youth Centre staff.

Target Support is a program that supports youth and families through education, training, and case management.

The program provides a range of services including information/advice/referral; intake and assessment; education and skills training; family capacity building; individual needs and goals via specific youth and community centre activities and workshops.

Target Support is a program that supports youth and families through education, training, and case management. The program provides a range of services including information, advice, referral; intake and assessment; education and skills training; family capacity building; individual needs and goals via specific youth and community centre activities and workshops.

Education & Skills Training - focuses on individual needs and goals via specific Youth Centre activities and workshops.

Family Capacity Building - occurs during case management which involves undertaking activities within an individual's case plan i.e. support (legal, language or to access TIS), advocacy, counselling; mediation; referrals to external agencies when required (such as skill development); support of children in care with access to their parents' contact details.; advocacy with other agencies if required by client (e.g., access to housing or financial support).

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BREWARRINA YOUTH CENTRE

The Brewarrina Youth Centre program has garnered substantial support over the past year, not only from the community but also from various organisations. This remarkable endorsement of the program reflects its effectiveness in meeting the diverse needs and interests of our youth. The active involvement of 20 to 50 kids in each of these activities highlights the program's ability to resonate with and engage the local youth effectively.

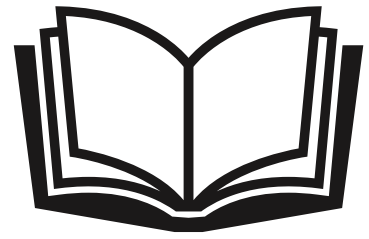
These activities range from weekly movie afternoons to Water Polo, Basketball, cricket sessions, Girls group activities and Touch football.



This impressive community involvement underlines the program's success in catering to the diverse interests and needs of our youth, reinforcing its central role in the community.

These successes are the result of collaborative efforts with key partners, such as Maranguka, the Brewarrina Aboriginal Lands Council, Mission Australia, Catholic Care, Waroowagirri Dance and the Brewarrina Police. Their active participation underscores the vital role of these initiatives in nurturing positive relationships within the community.

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BREWARRINA LIBRARY SERVICE

Brewarrina Shire Council is affiliated with North West Slopes and Plains Regional Library. This partnership includes Moree, Walgett, Lightning Ridge, Mungindi and Brewarrina. Brewarrina contributes to the regional partnership by way of a subscription each year which enables Brewarrina to have access to the regional library management system for management of books and also regular book exchanges. The reasonable small amount this does cost the council outweighs the cost of council buying new books ourselves and managing and maintaining a library management system.

Library services and programs continue to grow and evolve to meet the needs of our diverse community. As well as providing traditional collections of books, magazines, DVDs and audiobooks in the library.

Despite the challenges of the floods, the library continued to produce high quality, educational and entertaining programs, events and activities. Highlights of the year included a transformation of the children's area into a Christmas winter wonderland, launch of books before school – a program designed to increase literacy skills and foster a love of reading, Digital Literacy Workshops and Easter Rhyme Time in Memorial Park.

The Library is a place for everyone to enjoy, whether it is borrowing books, attending programs and events, researching family history or using the free computer and internet service, the library strives to provide something for everyone and to be accessible to all members of the community.

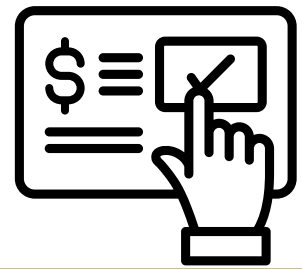
Saturday Morning Book Club Program- 12 books reviewed for the year.

A total of 1583 items were issued to 650 members of the library. A total of 536 online members utilising the Digital Library were registered for this period.

A total of 102 library programs ranging from early literacy to adults, were held over 2022/23, attracting a total of 3,196 attendees.

January 2022 saw the Library's commencement in the Imagination Library (Dolly Paton/United Way Australia) project, providing a free book to all children born in the area.

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SERVICES AUSTRALIA

Services Australia has renewed their contract with the Brewarrina Shire Council, for the next 12 months. This contract ensures the ongoing provision of essential services, including technology access, user support, and individual advocacy for individuals who rely on services from agencies such as Centrelink, Medicare, the Australian Taxation Office, and Child Support.

This partnership between Services Australia and the Brewarrina Shire Council plays a vital role in ensuring that the community members who depend on these government agencies can access the support and resources they require. It enables individuals to navigate and utilize services such as Centrelink, Medicare, the Australian Taxation Office, and Child Support more effectively. This renewed contract is a testament to the commitment of both parties to the well-being and welfare of the community, as it ensures that these critical services remain accessible and available for the next year.

CORPORATE COMMUNICATIONS - MULTI-PLATFORM APPROACH

In the realm of Corporate Communications, our Council has adopted a multi-platform approach to effectively connect with our community. The Council's website has emerged as the primary hub for interaction, registering an impressive annual page view count of 130,094. This digital platform serves as a pivotal point of access for community members seeking information and updates.

In the realm of print media, Council utilizes the Western Herald, both in its online and print editions, distributing copies to our villages without charge. This established medium, coupled with our website, continues to be the central communication conduit for the Council-community relationship.

Additionally, we have recognized the significance of social media in modern communication. Facebook, in particular, has garnered substantial engagement, boasting 2,100 followers, while Instagram maintains a following of 300 in the 2022/23 period. These platforms serve as vital tools for Council to maintain an open dialogue with the community, sharing important updates and fostering engagement.

The enduring appeal of radio is not overlooked. Council's weekly radio call-ins persist as a relevant and effective means of disseminating current and pertinent information. The multi-platform approach ensures that we are equipped to reach our community through the channels they prefer, adapting to the evolving landscape of communication while maintaining the essential connection with our residents.

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MOBILE CATERING VAN

A collaborative initiative with Regional NSW, which entailed the acquisition of a mobile catering van designed for educational purposes. This project aims to offer comprehensive training and certification programs in the domains of hospitality and barista skills to students residing in Goodooga, Brewarrina, and Weilmoringle.

By establishing this mobile catering van program, we are not only creating an economic avenue but also fostering skill development and educational opportunities in these communities. The project's primary goal is to empower the local youth with valuable vocational training, equipping them with the skills and qualifications necessary for future employment in the hospitality industry. This initiative exemplifies our commitment to economic growth through education and skills development within the region.

BREWARRINA BLIZZARD

The Brewarrina Blizzard event held in the first week of the winter school holidays- 3rd-9th July in Brewarrina was a brand-new experience for the residents of Brewarrina and the wider Western NSW region. As a first-time attraction, it offered a unique opportunity for individuals of all ages to participate in a thrilling winter activity, typically not accessible in the area. The introduction of ice skating brought a touch of winter wonderland to Brewarrina, captivating the imagination of locals and visitors alike.

The novelty of the activity attracted visitors from neighbouring towns and beyond, generating an influx of nearly 10,000 visitors to the event for the week. This not only brought economic benefits to local businesses, such as accommodation providers, restaurants, and shops, but also raised the profile of Brewarrina as a vibrant and welcoming destination in Western NSW.

The introduction of this event marked a significant milestone for Brewarrina and the broader NSW region. It provided a unique and exhilarating experience for the community, engaging residents of all ages and fostering a sense of unity. The event not only generated economic benefits and increased tourism but also enriched the cultural



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fabric of Brewarrina. It showcased the community's ability to embrace new opportunities and highlighted its vibrant spirit.

BREWARRINA MAIN STREET MASTERPLAN REPORT

The Council's successful application to secure \$6 million for the revitalization of the Brewarrina Town Centre and River Precinct project is in progress, with Hassell Studio architects leading the project's execution.

This initiative is centered on people, experiences, and future prospects, involving a comprehensive engagement with a wide range of stakeholders to shape the Master Plan. The engagement process has been diverse, encompassing targeted group sessions, on-site visits, community drop-ins, and casual street conversations.

Moreover, the project team undertook a meaningful "walk with Country" alongside Traditional Owners, delving into the deep-time histories of Brewarrina and recognizing the enduring connection the local First Nations people have to the region. During a five-day site visit, four formal stakeholder engagement sessions took place, attracting over 70 participants and resulting in the collection of 336 data points. This valuable information has provided the design team with a multifaceted understanding of Brewarrina and served as the foundation for establishing place objectives and spatial strategies.

The Main Street Masterplan Report constitutes a comprehensive analysis of Brewarrina's main street, highlighting its potential for transformation, including the activation of tourism and community assets for future use. The master plan is crafted with a place-centric approach, interweaving place, people, and planning through

thoughtful design to create an ambitious and adaptable blueprint.

Community and stakeholder engagement has played a pivotal role in ensuring an inclusive decision-making process, with the overarching goal of preserving and enhancing Brewarrina's unique character, while simultaneously offering opportunities for social, cultural, and economic growth and improved amenities.



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VISITOR INFORMATION & EXHIBITION CENTRE

The Visitor Information Centre continues to serve as a platform for promoting local businesses, attractions, and events, offering exposure and recommendations that drive patrons to local establishments, ultimately benefiting the local economy and fostering sustainable tourism growth.



It has achieved a notable increase in visitor numbers, surpassing last year by over 16,289, highlighting its effectiveness in attracting and serving visitors. Furthermore, it has successfully promoted 154 local attractions, events, and activities, contributing to the overall growth of tourism in the region.

The centre has consistently upheld exceptional customer service standards, evident through positive feedback, reviews, and high customer satisfaction ratings across our social media platforms. Additionally, it has cultivated 68 valuable collaborations with the local community, actively engaging residents in the promotion of the region's attractions and historical significance.

Through successful event hosting, workshops, and presentations, the centre has educated both visitors and locals about the cultural, historical, and natural significance of the destination. It remains committed to gathering feedback from the local community and visitors to continually enhance its services and offerings.

In addition, the Brewarrina Visitor Information Centre is currently undergoing an upgrade and expansion to provide improved services and resources for visitors.

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GRANTS

Throughout the 2022/23 financial year the Economic Development unit continued to explore funding opportunities to help Brewarrina realise a range of exciting new events and facilities. Below is a list of some of the successful grants secured.

Project	Grant Funding Secured (\$)	Details
Brewarrina Tourism Open Spaces rejuvenation	\$350,000	Old Mission Redevelopment
Brewarrina Tourism Open Spaces rejuvenation	\$150,000	Hospital Creek Memorial
Regional Youth Autumn Holiday Break 2022	\$10,000	"Bringing the Fun"
Regional Development and Programs	\$500,000	Brewarrina Coffee Van & Associated Training
Australia Day 2022 Community Grant	\$30,000	Australia Day official ceremony and activities held at Geoff New Oval
Department of Communities and Justice	\$70,000	Reducing Social Isolation for Seniors - Round Three
Youth Week 2023	\$8,500	Youth activities
Reconnect Regional NSW 2023	\$100,000	Brewarrina Blizzard- Ice Skating
Brewarrina Town Main Street	\$6,000,000	Redesign and upgrade Brewarrina Main Street
Community Assets Program	\$1,32,5420	Four- Mile Recreation Reserve
Brewarrina Jockey Club	\$30,000	Annual Race meeting
Regional Youth Summer Holiday Break 2022	\$18,850	Brewarrina River Fest
Veterans Affairs	\$6000	Central School Honour Roll

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CONSULTANT HEALTH & BUILDING

ENVIRONMENT HEALTH & BUILDING

The objective of the environmental services program is to provide environmentally sound planning and regulatory controls to meet the community needs through maximising the Communities access to services that improve or enhance the quality of life. Functions include:

PLANNING

New Development control Plan 2023 (DCP) is now in force and should help applicants address the issues that Council needs to assess with any proposed development.

A basic review of the Local Environmental Plan (LEP) has begun to assess the main changes Council and the Community may see as advantageous in terms of improved opportunities for the following

- Commercial,
- Industrial,
- Agriculture
- Housing options, and

Introduction of new zones that can facilitate the above issues.

The existing LEP (adopted in 2012) and is now due for a major re-write.

It is proposed to develop a list of changes that Council considers would be beneficial to the Community overall. However, once this is done, an external consultant will have to be engaged to do a comprehensive study and review, to try and incorporate any identified changes that would increase opportunities and flexibility in these areas.

The need for specialist maps, researching essential information, reviewing the wide ranging shifts in Environmental considerations and justification for a number of desirable changes to more flexible approaches (e.g. minimum subdivision sizes for rural subdivisions and multiple occupancies) and possible increased opportunities to utilise existing small rural parcels for rural housing. Such tasks are generally beyond the capacity of an in-house Planner and a significant budget will be needed for this task. Council may be able to get some funding towards the project.

DA Reg Number	Town - location	Street number and Name		Lot Number	DP Number	Value	Brief Works Description
005-2022	Brewarrina	73	Bathurst Street	1	85537	\$ 170,000.00	Modifications Historical Building
006-2022	Brewarrina	17	Cato Street	17	227232	\$ 389,560.91	second dwelling
007-2022	Brewarrina	31	Walgett Street	9	226926	\$ 970,402.85	Duplex
008-2022	Brewarrina	40	Naveena Street	7	227232	\$ 497,080.16	Dwelling
009-2022	Brewarrina	18	Cato Street	66	227232	\$ 497,080.16	dwelling
001-2023	Brewarrina	12 - 14	Bridge Road	5	2937	\$ 60,636.00	Relocation of transportable home
002-2023	Brewarrina	56	Doyle Street	7	758161	\$ 309,661.00	Installation of a manufactured home
003-2023	Brewarrina	3	Narran Street	7	227232	\$ 809,417.03	Dwelling
004-2023	Goodooga	5	Brenda Street	1	173482	\$ 713,259.80	Installation of a splash pad

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BUILDING & PLUMBING INSPECTIONS

Because of the high risk of liability for both Councils Building Certifier, and the conditions placed on registration, Councils Consultant has declined to re-register as a Building Certifier and applicants are going to have to utilise external service providers for Construction Certificates. This of course has a negative impact and excessive costs on developers in remote locations and Councils, who simply can't get qualified staff.

Because Council's consultant is only part time, Plumbing/drainage inspections have often not been done, with reliance on self-certification by the licensed Plumber/Drainlayer. Fortunately, we now have a qualified person in-house for these inspections.

Technically, Councils are obliged to inspect effluent treatment systems every three years but that is a virtual impossibility for a Councils such as Brewarrina. Again, changes to laws that solve pollution issues in high-density Coastal areas create unreasonable problems for remote locations.

ENVIRONMENT

As previously mentioned primary industry (Agriculture) has the most significant impact on the Shires environment but also contributes the most to our overall community economics. While Agriculture will remain the most important industry in the Shire, with new Carbon Credit systems, Council has the task of registering these against the property without adequate funding for the subsequent tasks in certificates.

Review and update Development Control Plan (DCP)

This process has been advertised and completed and Development Control Plan 2023 is now operational.

Review and update Local Environmental Plan (LEP)

This project is currently being developed and major issue looked closely at in terms of amendment ideas that may have practical application and encourage or facilitate new developments, that can be incorporated into amendments to the current LEP or incorporated into a new LEP.



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Council needs to consider this in the next financial year budget as a full replacement LEP is beyond the capacity of in-house ability. A rough estimate would be around \$100,000.

If major changes only to the existing LEP are proposed (issues such as minimum subdivision and multiple occupancy sizes and expanded zoning and addition of a range of "permitted with Consent" in RU1 PRIMARY PRODUCTION zones) then this could be run at as amendments to the current LEP and could be done inhouse. Current estimated costs are around \$25,000.

Public Health

In general terms, Council's water and sewerage systems and other Public health activities are satisfactory. Food premises have all been inspected this year and standards will be progressively improved at a pace that should enable those premises to continue to operate and carry out the improvements over a reasonable time.

Septic tanks are technically supposed to be inspected every three years but of course those on rural properties would probably be difficult, if not impossible to monitor and records are such that it is unlikely to even know where they are.

Rural septic tanks

In reality, we would need another officer to work on this full-time over a year or more visiting known rural properties with septic tanks. The isolated nature of these facilities would make distance and time the most expensive cost and the cost benefit is questionable.

Goodooga Septic Tanks

To avoid blockages and excessive solids entering the effluent collection system at Goodooga, Council probably needs to arrange for a mass pump-out of all septic tanks entering the effluent collection system every three years. This would have economics of scale for residents and Council by having the pump outs done by one contractor, however long the job took.

Such a fee should be charged out in rates (it is assumed this could be done based on a one of charge against each septic tank property?) rather than letting each property organising their own pump out, which would generate excessive follow up and administration tasks.

Goodooga Thermal baths

The popularity of this facility (well over 50 caravans at times) has meant that the current ablution facilities are totally inadequate and staff are currently investigating modules that might enable installation of a package facility



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to increase the number of facilities being available and this certainly needs to be done as a matter of urgency to avoid public criticism of Council and a negative reputation of the facility.

Brewarrina Public Pool and Caravan Park

These two facilities have been operating reasonably well but will require careful monitoring as there are apparently issues relating to the boundaries of both the Pool and Caravan park bridge boundaries as identified in the current draft Crown Reserve Management plan – commented on further elsewhere in the report. New management arrangements will need to be finalised this year.

Crown Reserves

A draft Crown Land Reserves Management Plan has been reviewed by the Department and some significant issues have been identified, including the need for several Reserves to have their own individual Management Plans, and issues such as unauthorised use of reserves that do not meet the authorised use relevant to that reserve.

There are issues raised by the reviewer that need further discussion for clarification, and we are probably looking at having to purchase some reserves and preliminary enquiries have been made in relation to these.

Litter Control

Once again, this is not a major issue in the Shire and when it occurs it is a relatively simple task to address. Perhaps an indication that public education is starting to take effect and there is a general appreciation that litter is not "Cool".



Weed Management

This remains a major problem in terms of practicality and capacity. The size of the Shire and the amount of weed control that would be needed to be carried out would increase service provision, administration, and enforcement costs beyond acceptable levels. State-wide lobbying will be required by all our affiliated organisations to have these options (that have been removed by State Government) re-installed to recovered expenditure through a rate levy, but that is unlikely to be successful.

As with overgrown lots, Council cannot recover these costs through a rate levy and the practical recovery process is both expensive and probably exceeds the costs involved.

COUNCILLORS

COUNCILLOR ACTIVITIES & PAYMENTS (SECT 217 (a) & (a1))

No Councillors or Staff of Brewarrina Shire Council undertook overseas travel at Council's expense during 2022-2023 whilst representing Council.

MAYORAL & COUNCILLOR FEES

For the year ended 30 June 2023

Mayoral Allowance	\$27,060.00
Councillors Fees	\$111,600.00
Travelling & Sustenance	\$4,999.00
TOTAL	\$143,659.00

COUNCILLOR EXPENSES

• Delegate Expenses (incl ACT)	Nil
• Office Equipment	Nil
• Phone Calls	Nil
• Attendance at Conferences / Seminars	\$693.00
• Training	\$5718.00
• Interstate Travel	Nil
• Overseas Travel	Nil
• 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
TOTAL	\$6,411.00

COUNCILLOR TRAINING AND CONFERENCES ATTENDANCES

Councillors attended the "Local Government Financials for Councillors" training and the Local Government NSW Conference in the year.



ANNUAL REPORT

COUNCIL TENDERS (SECTION 217 (a2))

Statement of Contracts Awarded - Excess of \$250,000

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 2023 Council awarded the following contracts that exceeded \$250,000.**

- **Geoff New Oval - Sports Lightning System**
- **Construction of a shared path along Bouke and Belmore Street**
- **Design and constuction of Splash Pad Park Goodooga**
- **Construction of a shared walking path around the inside perimeter of Geoff New Oval**
- **Supply and install smart water meter**

https://www.brewarrina.nsw.gov.au/f.ashx/GIPAA-Government-Contract-Register-more-than-150000_2022-23.pdf

LEGAL PROCEEDINGS (SECT 217 a3))

Summary amounts incurred in relation to legal proceedings during period 1 July 2022 to 30 June 2023.

Recovery of Debts.	-
TOTAL	-

WORK ON PRIVATE LAND (SECT 217 (a4))

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 2022/2023 Operational Plan.

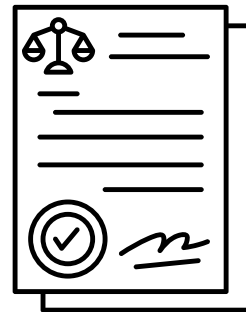
Council has the resources to undertake such work, and sees it both as an important service to its ratepayers, and a revenue generating opportunity given the isolation of the Shire and the lack of other persons with the resources to undertake the work. However during this reporting period no such work was undertaken.

MODERN SLAVERY 2018 AND LOCAL GOVT ACT 1993 SECT 428 (4c) AND (4d)

Action taken by Council in relation to any issue raised by the Anti-slavery Commissioner during the year concerning the operations of the council identified as being a significant issue – Not applicable.

There were no goods and services procured by and for the Council during the year that were a product of modern slavery within the meaning of the Modern Slavery Act 2018 – Not applicable.

ANNUAL REPORT



COUNCIL CONTRIBUTIONS UNDER SECTION 356 (SECTION 217 (5a))

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. Council did not make any donations to community based organisations and aspiring local athletes under Section 356.

EXTERNAL BODIES THAT EXERCISED FUNCTIONS ON BEHALF OF COUNCIL (SECTION 217 (a6))

There were no external bodies exercising any Council function during the year 2022/23

STATEMENT OF CORPORATIONS, PARTNERSHIPS, TRUSTS, JOINT VENTURES, SYNDICATES OR OTHER BODIES WHERE COUNCIL HAD A CONTROLLING INTEREST (SECTION 217 (a7))

Council has no controlling interest in corporation, partnership, trust, joint venture, syndicate or bodies otherwise.

STATEMENT OF CORPORATIONS, PARTNERSHIPS, TRUSTS, JOINT VENTURES, SYNDICATES OR OTHER BODIES (SECTION 217 (a8))

Brewarrina Shire Council has an interest in the following organisations;

- Big Sky Libraries - Brewarrina Shire Council is a member of the North West Slopes and Plains Cooperative Library Service based in Moree which is administered by Moree Plains Shire Council. Membership 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 North West Slopes and Plains Cooperative Library 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

ANNUAL REPORT



- Statewide cont - 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.
- 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 and works toward increasing the number of tourists on the highway.
- Orana Water Utilities Alliance - The Orana Water Utilities Alliance takes in the Warren, Bogan, Bourke, Brewarrina, Cobar, Dubbo, Mid Wes Regional, Warrumbungles, Walgett , Central Darling and Narromine Shire Councils. The Alliance has allowed the partner councils to share resources and engage consultants for programs like integrated water cycle and drought management and promote best practice of water management.
- Murray Darling Association- was formed by Local Government and recognises the relationship between LGA's in the Murray Darling Basin and the importance of conservation and protection of sustainable development. The Association recognises the Murray Darling Basin as its focus, and seeks to ensure that the environmental integrity of the basin is encouraged and that Local Government plays a major role in natural resource management. The Association is a focus for community participation in the Basin and will provide information, facilitates debate, and seeks to influence the policies of governments.
- Local Government NSW - Local Government NSW (LGNSW) is the peak industry association that represents the interests of all 128 NSW general purpose councils, 12 special purpose councils and the NSW Aboriginal Land Council. LGNSW's objective is to strengthen and protect an effective, democratic system of Local Government across NSW by supporting and advocating on behalf of member councils and delivering a range of relevant, quality services.

ANNUAL REPORT

GENERAL MANAGER TOTAL REMUNERATION PACKAGE (SECT 217 (b))

In accordance with Section 332 of the Local Government Act, the position of General Manager is the only position at council determined as a senior staff position.

Expenses relating to the General Manager's position were:

Salary component	\$220,903.00
Superannuation	\$23,926.00
Fringe Benefits Tax	\$8051.00

A subsidised house and car were also provided to the General Manager.

SENIOR STAFF REMUNERATION PACKAGE (SECTION 217 (c))

Total remuneration paid to senior staff during the financial year as classified under the NSW Local Government Act.

Total Salary Component	\$518,664.00
Total Superannuation	\$51,978.00
Total Fringe Benefit Tax	\$9,477.00

Subsidised house and car were also provided to senior staff employed.

STORM WATER MANAGEMENT SERVICES LEVY (SECTION 217 (e))

Brewarrina Shire Council did not undertake any additional charges or levies for storm water management for services provided by Council during the financial year.

STATEMENT OF ACTIVITIES RELATING TO COMPANION ANIMALS (SECTION 217 (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 in the de-sexing of dogs and cats:

- Responsible pet ownership encouraged and promoted.
- Dogs and cats purchased from pound must be registered and micro chipped.
- 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.

ANIMAL CONTROL

ANIMAL CONTROL

The 2022-2023 year has been a one for increased surrender and captured animals in the Shire.

The reports of nuisance dogs have increased slightly on the previous year's total.

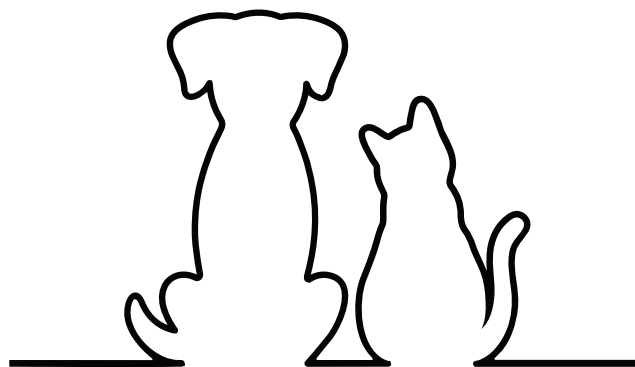
Cat issues are still increasing with a higher number of wild and stray animals caught or handed into Shire to deal with.

Council is continuing with the Social Media campaigns to re-unite owners with their pets and re-homing of unwanted animals in Shire care.

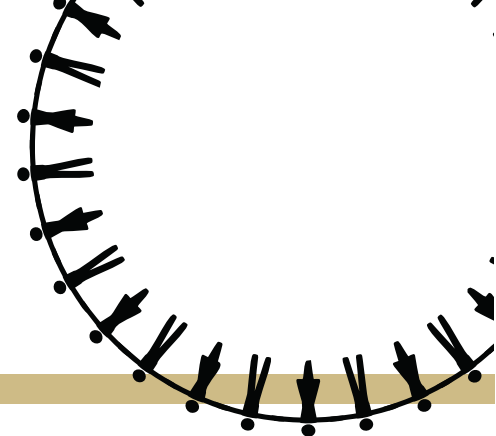
WORKS UNDERTAKEN

- Continual trap upgrades

	Total	Complaints	Re-homed	Released
Dogs	39	14	26	15
Cats	36	-	-	3
Horses	5	-	-	5



ANNUAL REPORT



EEO MANAGEMENT PLAN

During the period July 2022 to June 2023 Council has undertaken the following activities to ensure the principles of Equal Employment Opportunity Legislation are applied:

- All new Staff employed in this period have been provided with an induction manual that has been reviewed in this time period and includes the Equal Employment Opportunity Policy.
- All advertising for vacant positions, comply with EEO principles and are reviewed by the General Manager to ensure advertising is non-discriminatory.
- Council's EEO statement is included on all Position Vacant advertisements.
- All Staff have been given a copy and acknowledged receipt of the Council's Code of Conduct, and the Grievance procedures outlined to them.
- Selection panels to be composite. (Min 3) and are fully aware of, and implement the principles of EEO and Anti-Discrimination.
- Council's Human Resources Manager continues to provide assistance to employees and Supervisors regarding EEO issues and grievances.
- Council continues to maintain its membership of LG NSW HR Advance facility to ensure Council has access up to date legal advice and information relating to industrial Relations matter.

GOVERNMENT INFORMATION (PUBLIC ACCESS) ACT 2009 (NSW)

Section 125 of the Government Information (Public Access) Act 2009 (NSW)

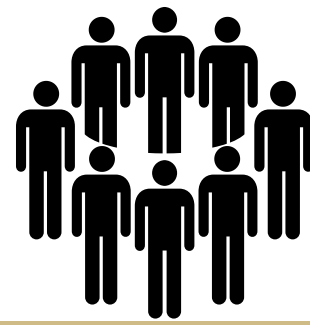
Council is required by the Government Information (Public Access) Act 2009 to include in its Annual Report statistics relating to applications received for access to its records under the Act and these are detailed hereunder:

	2022-2023		
REQUESTS	Personal	Other	Total
New (incl transferred in)	-	-	-
Brought Forward	-	-	-
Total to be Processed	-	-	-
Completed	-	-	-
Transferred Out	-	-	-
Withdrawn	-	-	-
Total Processed	-	-	-
Unfinished (carried forward)	-	-	-
			-

PRIVACY AND PERSONAL INFORMATION ACT (1998)

Council provides adequate access to records and information. 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 in response to legitimate enquiries.

PART 2 ANNUAL REPORT ON ACTIVITIES



2022 - 2023

Brewarrina Shire Council's Delivery Program for 2022 - 2023 set out clear priorities, ongoing activities and specific actions that Council will undertake within its responsibilities and capacity towards achieving the communities' outcomes.

The Delivery Program sets out the principal activities Council will undertake across the full range of Council's operations. These activities directly address the goals and strategies outlined in the Community Strategic Plan 'Brewarrina Shire Council 2026'. The activities are those that Council have the responsibility and capacity to implement through links to Council's Resourcing Strategy.

The Delivery Program will run for four (4) years covering a full Council term and is reviewed on an annual basis. This report addresses the annual progress in relation to the achievement of the key objectives for the 2022 - 2023 financial year.

KEY ISSUES AND CHALLENGES AND OUR COMMUNITY VISION STATEMENT

"Create an economic and socially sustainable Brewarrina Shire for our children"

COMMUNITY CONSULTATION IDENTIFIED KEY CHALLENGES AFFECTING BREWARRINA

- The hollowing out of the population – trend toward increases in older, less skilled, more welfare dependent population. Need to boost the population (and skill levels) by attracting and retaining working families and employed young adults.
- Need to attract new industry and enterprises to reduce reliance on agriculture industry and help boost employment – particularly semi-skilled industry.
- Provision of community services and facilities, such as health services and law enforcement, to service existing residents and attract new residents.
- Infrastructure and services across the Shire need to be of an adequate standard to support local business and the community – e.g. local and rural roads, water supply, waste management and drainage.
- Need to support the youth of the community and encourage their development, education and ensure there are adequate facilities and services to meet their needs.

PART 2 ANNUAL REPORT ON ACTIVITIES



STRATEGIC GOALS THAT COMMUNITY IDENTIFIED TO ADDRESS KEY CHALLENGES:

1. PROVIDE A SAFE AND ATTRACTIVE WORKING AND LIVING ENVIRONMENT THAT WILL ATTRACT SKILLED PEOPLE AND HELP BOOST THE POPULATION

COUNCIL ACTIONS:

- Council maintains and upgrades community facilities and infrastructure: pool, parks, tourist facilities, roads, water and sewerage, show ground upgrade, airport facilities.
- Successfully lobbying Government on issues concerning schooling, health, promoting and supporting aboriginal cultural heritage, law and order, transport, electricity and water.
- Ensuring access to services and facilities, local events and sponsorships.
- Promoting the use of CCTV cameras, public lighting; regular meetings with community policing, maintaining community infrastructure, alcohol accord, heritage, waste and environmental management.
- Subsidising and facilitating the provision of medical, dental, youth services, commonwealth and State agency services; Service NSW, Centrelink, Fire and emergency services.
- Providing housing and accommodation for staff, community and elderly

2. CONTINUE TO SUPPORT AND DEVELOP AGRICULTURE AND OTHER EXISTING INDUSTRIES, BUT REDUCE RELIANCE ON THE AGRICULTURE INDUSTRY VIA DEVELOPMENT OF ALTERNATIVE INCOME SOURCES.

COUNCIL ACTIONS:

- Improving road access with successful funding for roads and engaging with local contractors and Council day labour to undertake where possible.
- Involvement in Murray Darling Water groups, lobbying on water use and entitlements, drought funding assistance.
- Developing and promoting options for kangaroo abattoir, sporting amenities and tourism infrastructure.
- Encouraging business development. Local Purchasing, policy promoting work opportunities in the community.

3. A SHIRE THAT HAS QUALITY AND WELL-MAINTAINED INFRASTRUCTURE.

COUNCIL ACTIONS:

- Council maintains and upgrades community facilities and infrastructure:
Pool, Parks, Tourist facilities, Roads,

PART 2 ANNUAL REPORT ON ACTIVITIES



- water and sewerage, showground upgrade, airport facilities.
- Maintaining Council Buildings: housing, aged care and civic buildings. Depot upgrade Goodooga, and VIC Bowling Club Building
- Funding and design new Sewerage Treatment Plant, Upgrade to water and Rubbish facilities.

4. A PLACE THAT ENCOURAGES VITALITY AND LEADERSHIP IN THE COMMUNITY.

COUNCIL ACTIONS:

- Councillors & Management working together to maintain active involvement in community consultation and communications.
- Team approach with Councillors and Management working for common goals.
- Maintaining local community new sources, community meetings, and electronic access to information.
- Community meetings, newsletters, web publishing, Facebook etc. to actively seek community views on current and new development opportunities.
- Open forum prior to Council meetings and Councillors and staff participate in community meetings and encourage open

- discussion.
- Involvement in regional, state and federal Local Government forums to promote and communicate the best interest of Brewarrina Community in those forums.

5. A COUNCIL THAT PROVIDES QUALITY AND COST-EFFECTIVE SERVICES, AND THAT PARTNERS WITH THE COMMUNITY IN DECISION-MAKING.

COUNCIL ACTIONS:

- Council undertakes regular communications through Brewarrina News, web page, Facebook and twitter. Council representatives attend community group and committee meetings.
- Council representatives are involved with community groups and have attended meetings to engage with local community leaders and invited representatives to attend both formal and informal Council and parliamentary briefing sessions.

6. A COMMUNITY THAT IS INCLUSIVE AND ENCOURAGES THE DEVELOPMENT OF ITS YOUNG PEOPLE.

PART 2 ANNUAL REPORT ON ACTIVITIES

COUNCIL ACTIONS:

- Council employs community development staff and youth centre staff to develop programs for youth in conjunction with interagency groups.
- Council is working on increasing staffing in Brewarrina and Goodooga youth centres.
- Council offers traineeships and apprentices and supports school work-experience, literacy programs, school based traineeships and apprenticeships, Community Development programs and bush to beach activities.

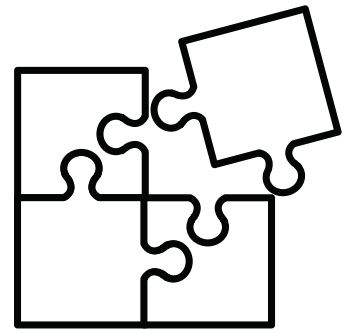
Attached to this report is a strategic planning document that details specific strategies in line with the community plan and actions that Council has taken to address those issues.

Brewarrina Shire Councillors and Staff are committed to the Brewarrina Community Strategic Plan and work as a team for the betterment of the Brewarrina Shire Local Government Area.

David Kirby
General Manager



DELIVERY PROGRAM ACTIONS



COMMUNITY CONSULTATION IDENTIFIED KEY CHALLENGES AFFECTING BREWARRINA SHIRE.

- The hollowing out of the population – trend toward increases in older, less skilled, more welfare dependent population. Need to boost the population (and skill levels) by attracting and retaining working families and employed young adults
- Need to attract new industry and enterprises to boost employment.
- Provision of community services and facilities, such as health services and law enforcement, to service existing residents and attract new residents.
- Infrastructure and services across the Shire need to be of an adequate standard to support local business and the community – e.g. local and rural roads, water supply, waste management and drainage.
- Need to support the youth of the community and encourage their development, education and ensure there are adequate facilities and services to meet their needs.

Brewarrina Shire Councillors at a workshop on the 28th October 2016 set out the following as desired outcomes they would like for the Brewarrina Shire during their term of Council. Some of the outcomes described below are the responsibility of Council,

however Council can support actions that are responsibility of others i.e State and Federal Governments.

Councillors identified the following for their community;

Capital Projects;

- Proclaimed place for people effected by drugs and alcohol
- Additional Aged Care units
- Healing Centre for Youth
- Shop and Service station for Goodooga
- Improvements to view the Fishtraps
- Sealing of the Goodooga Road
- Access to the Narran Lake Reserve for the public
- Increased water infrastructure to ensure water reliability to the communities of the Brewarrina Shire.

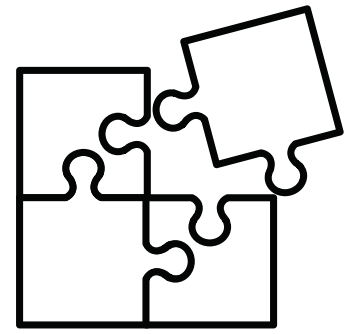
COMMUNITY IDEALS

- Community working as one to achieve goals
- Create and promote the positives in the community
- Community to have ownership and be leaders in governance

EDUCATION

- Children to attend school and value education
- Council to offer traineeships / education opportunities to youth

DELIVERY PROGRAM ACTIONS



CULTURE AND HERITAGE

- "ONE" Community - Aboriginal Heritage and European Heritage both are important and should be respected
- Tourism Opportunities with river

THE ENVIRONMENT

- Healthy River is important to all
- Water Equity - everyone has the right to access water

ROADS

- Brewarrina to Hebel to be sealed
- Many existing dirt roads in the Shire to be reformed
- Streets and footpaths to meet community expectations
- Additional work on Narran Lake Road with opal dirt

RECREATION

- Waterwise bowling green
- 4 Mile Camping Reserve and parks along river to look appealing to encourage visitors to stay

EMPLOYMENT

- Needs accountability of State and Australian Government as in dollars spent in Brewarrina, v's employment outcomes
- No jobs for people to aspire to - need some type of industry so there is a viable employment outcome

These issues will be addressed under the following categories:

1. Social (coloured Yellow)
2. Economic (coloured Grey)
3. Infrastructure (coloured Red)
4. Environmental (coloured Green)
5. Governance (coloured Blue)

Each of these categories outlines a summary of the community views as outlined in the Community Strategic Plan "Brewarrina Shire 2026". These views have led to the development of objectives for each category.

Each objective has set strategies and a "Council Delivery Program Action" has been put in place outlining what Council aims to do, who is responsible, the measure of success against the actions and timeframe.

RESPONSIBLE

DEPARTMENT- OFFICER

GM General Manager

CSM Community Services Manager

FAM Finance & Administration Manager

HRM Human Resources Manager

TM Transport Manager

UM Utilities Manager

ESM Environmental Services Manager

PART 3 ANNUAL FINANCIAL REPORT



COUNCIL FINANCIAL REPORT LGA SECT 428 (4)

Council's financial reports were audited by the Auditor General of NSW, under Section 417(1) of the Local Government Act, 1993 and the Local Government Code of Accounting Practice and Financial Reporting to the General and Special Purpose Financial Statements.

Please see attached document



BREWARRINA SHIRE COUNCIL

Agenda Submission for Ordinary Meeting held on Friday 24th November 2023

TITLE:	Pre-Event Recovery Plan	DOC REF: GM:
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REPORT BY:	David Kirby GENERAL MANAGER	DATE: 20 th November 2023
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IP&R REFERENCE:

Theme 4: A Community with Integrated Leadership
– L4. Benchmarking Quality of Life and Reporting

PURPOSE:

The purpose of this report is to advise Council of the Pre-Event Recovery Plan crafted to guide our community in anticipating and planning for disasters. It allocates responsibilities and tasks to relevant stakeholders, ensuring preparedness regardless of the disaster's scale.

RECOMMENDATION:

That Council;

Reviews and endorses the updated Pre-Event Recovery Plan.

This endorsement will enable the Brewarrina LEMC to proceed with the implementation phase, ensuring that our community is well-prepared for potential disasters.

CONTENT:

Background

The Brewarrina Local Emergency Management Committee (LEMC) is pleased to present the updated Pre-Event Recovery Plan. This document, last revised in November 2023, provides a comprehensive framework for the Brewarrina Shire Council to efficiently manage pre-event recovery planning and operations. It outlines key strategies, roles, and responsibilities to ensure effective preparation and response to potential disasters within our community.

Key Updates:

1. Integration of recent data and insights from the NSW Reconstruction Authority.
2. Enhanced focus on community-led recovery approaches.
3. Updated list of at-risk communities within the Brewarrina Shire.

Stakeholder Engagement:

The plan is a result of collaboration between the LEMC, Local Council, and the Local Recovery Committee, with insights from broader community consultations.

National Principles for Disaster Recovery:

The plan aligns with the Australian Institute for Disaster Resilience's six principles, ensuring a holistic and effective recovery process.

Community Profiles and Risks:

Detailed analysis of at-risk communities, including demographic data and potential hazards, are incorporated to tailor the recovery strategies effectively.

Table 10. Organisations that may be involved in a Spontaneous Memorials Working Group**Brewarrina Council**

Name: David Kirby	Position: General Manager	Email: gm@brewarrina.nsw.gov.au
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Aboriginal Affairs

Name: Andrew Rose	Position: Senior Project Officer	Email: Andrew.rose7@aboriginalaffairs.nsw.gov.au
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FRNSW

Name: Gary Barber	Position: Chief Superintendent	Email: Gary.Barber@fire.nsw.gov.au
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Infrastructure (Local Council)

Name: Bikash Tripathi	Position: Project Engineer	Email: pe@brewarrina.nsw.gov.au
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Local Mayor

Name: Vivian Slack-Smith	Position: Mayor	Email: mayor@brewarrina.nsw.gov.au
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NPWS

Name: Melissa Hams	Position: Area Manager	Email: Melissa.Hams@environment.nsw.gov.au
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NSW Health

Name: Heather Finlayson	Position: Health Services manager	Email: Heather.Finlayson@health.nsw.gov.au
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NSW Police Force

Name: Chris Woods	Position: Sector Supervisor - LECON	Email: wood3chr@police.nsw.gov.au
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Department of Regional NSW

Name: Sarah Barton	Position: Senior Coordination Officer	Email: sarah.barton@regional.nsw.gov.au
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NSW Reconstruction Authority

Name: Lynn-Maree Dunne	Position: Acting Coordination Officer	Email: lynn-maree.dunn@reconstruction.nsw.gov.au
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Implementation and Training:

Strategies for the implementation of the plan, along with training and workshops for key stakeholders, are outlined to ensure readiness and effective execution.

Next Steps

Upon approval, the LEMC will initiate a series of training workshops and community engagement sessions to familiarise all stakeholders with their roles and responsibilities as outlined in the plan.

FINANCIAL IMPLICATIONS:**LEGAL IMPLICATIONS:****ATTACHMENTS:**

1. Brewarrina LEMC Pre-Event Recovery Plan

David Kirby
General Manager

Pre-Event Recovery Plan

NSW Disaster Recovery Handbook

A guide for local government,
NSW Government agencies and
community partners





BREWARRINA LEMC

Pre-Event Recovery Plan

Updated August 2023

Acknowledgements

This document was developed by the Department of Premier and Cabinet, Protocol and Community Engagement Unit in partnership with NSW Reconstruction Authority.

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Brewarrina LEMC

Pre-Event Recovery Plan

1. Purpose and importance of a Pre-Event Recovery Plan

This multi-hazard Pre-Event Recovery Plan outlines key activities that take place in anticipation of a disaster. The Local Emergency Management Committee (LEMC) is responsible for ‘carrying out the preparation of plans in relation to the prevention of, preparation for, response to and recovery from emergencies in the LGA (noting the responsibility for planning by Combat Agencies)’.¹

The LEMC has the responsibility to oversee the development of the Local Recovery Pre-Event Plan and collaborate with key stakeholders such as Local Council and the Local Recovery Committee (where a standing committee exists).

This template is intended to assist Local Emergency Management Committee (LEMC) members, Local Councils and Recovery Committee members to allocate responsibilities and tasks ahead of time so that when disaster strikes – regardless of the scale – individuals and agencies, understand their role in recovery.

2. How to use this plan

This plan is designed so that members of the Local Emergency Management Committee (LEMC), the Local Council and the Recovery Committee can collaborate in completing it, recognising that the process of learning and building trust that accompanies planning cannot be underestimated.

NSW Reconstruction Authority is the lead agency for recovery coordination. The agency provides guidance and support in the development of this plan in the following ways:

- Facilitate recovery planning briefings – what a recovery plan is and how to do it
- Lead or support a recovery planning working group on behalf of the LEMC
- Co-design and support recovery planning workshops
- Provide technical guidance and direction in any of the sections of the plan such as recovery centres, recovery needs assessment, recovery committees and community profiles.

Note: This plan is being developed through an iterative process. The current template is a pilot. Feedback is sought on its content and design with a view to develop an updated version.



Please replace the bold text in chevrons throughout this document with the required information, or delete the text and chevrons if it's an instruction.

Key stakeholders to engage in designing this plan

LEMCs are responsible for end-to-end disaster management, known as ‘prevention, preparation, response and recovery’ (PPRR)², captured in a local Emergency Management Plan (EMPLAN). It The local EMPLAN describes agencies’ governance and coordination arrangements, and roles and responsibilities in relation to PPRR.³

Other plans, such as this Pre-Event Recovery Plan, support the EMPLAN by identifying specific roles and responsibilities within recovery. This is the reason the LEMC leads the development process for this recovery sub-plan.

Local Council representatives are key partners in the development of the local recovery plan. They have ‘a key role in managing local recovery, providing services and assistance to the community and providing advice to state government’.⁴ The Local Council will work closely

with the LEMC to complete the Pre-Event Recovery Plan because, among other things, the Local Council is expected to⁵:

- participate in the establishment of the Local Recovery Committee and to serve as the chair when a Recovery Coordinator has not been appointed
- provide executive support to the local or regional Recovery Committees
- provide a Recovery Centre Manager and administrative support to the Recovery Centre in circumstances where this service model is used.

The Local Recovery Committee is the strategic decision-making body for local recovery. It comprises local representatives from government and non-government agencies that provide ‘visible and strong leadership ... achieved by assessing the consequences of the emergency ... coordinating activities to rebuild, restore and rehabilitate the social, built, economic and natural environments of the affected community’.⁶

When should these groups collaborate to write a pre-event recovery plan? The time is now.

2 NSW EMPLAN, np.

3 NSW EMPLAN, np.

4 *NSW Recovery Plan*, page 9.

5 *NSW Recovery Plan*, page 9.

6 *NSW Recovery Plan*, page 17.

3. National Principles for Disaster Recovery

The Australian Institute for Disaster Resilience (AIDR) has established 6 National Principles for Disaster Recovery, which are incorporated into *NSW recovery planning*. Successful recovery relies on

- **understanding the context:** Successful recovery is based on an understanding of the community context.
- **recognising complexity:** Successful recovery acknowledges the complex and dynamic nature of emergencies and communities.
- **using community-led approaches:** Successful recovery is responsive and flexible, engaging communities and empowering them to move forward.
- **ensuring coordination of all activities:** Successful recovery requires a planned, coordinated and adaptive approach based on continuing assessment of impacts and needs.
- **employing effective communication:** Successful recovery is built on effective communication with affected communities and other stakeholders.
- **acknowledging and building capacity:** Successful recovery recognises, supports and builds on community, individual and organisational capacity.

4. Local Government Area community profiles

The *NSW Recovery Plan* states, ‘Effective recovery requires a thorough understanding of the community profile including the 4 recovery environments ... in order to integrate response and recovery activities’.⁷ To meet this requirement, the local recovery plan must identify at-risk communities.

Communities are considered ‘at-risk’ based on ‘the combination of the severity and frequency of a hazard, the numbers of people and assets exposed to the hazard, and their vulnerability to damage’.⁸

List of at-risk communities

List at-risk communities that should be profiled. Examples of such communities are suburbs, villages, towns, places of worship and minority communities.

1. **Brewarrina**

2. **Goodooga**

3. **Angledool**

4. **Weilmoringle**

5. **Gongolgon**

Community profiles

Complete the community profile section to identify the capacities and vulnerabilities of

at-risk communities and localities. Use the local EMPLAN and any current local emergency risk data to compile information.

Identify people from the LEMC, Local Council and the Recovery Committee who work with different community groups to develop a community profile, following steps 1 to 7 and adapting Table 1, as required. One table per community is recommended.

Step 1: Identify the community or locality. It could be an at-risk locality (which can be a geographic area, town or region) or an at-risk community (if members are located across the Local Government Area).

Step 2: Identify the population size and demographic. Use the Census and other similar data to gather demographic information, which separates populations into categories such as gender, age, ethnicity, income, employment status, home ownership and internet access.

Step 3: Identify potential hazards. Common naturally triggered hazards include bushfire, flood, heatwave, tsunami and drought. Human-induced hazards include building collapse, industrial fire and release of hazardous substances (use the list of hazards in the local EMPLAN).

Step 4: List disaster preparedness plans for identified hazards. Add the hazards and their associated plans to Table 1.

Step 5: Compile a history of disasters. Knowing about past disasters and when they occurred can inform recovery operations. Some communities may be well versed in one type of disaster but not another.

Step 6: Identify community leaders and service organisations. Knowing who are the community leaders or trusted community service organisations is vital for ensuring a community- focused recovery that starts on day one.

Step 7: Identify capacities and vulnerabilities. The vulnerabilities of groups and communities vary, but they all have strengths, assets and capacities.⁹

⁷ *NSW Recovery Plan*, page 7.

⁸ [UNDRR](#) 2022.

⁹ [Australian Disaster Resilience Glossary](#), 2022.

AIDR defines vulnerability as ‘the characteristics of a person or group and their situation that influence their capacity to anticipate, cope with, resist and recover from the impact of a ... hazard’.³ Examples of vulnerabilities include low income, low literacy levels, being uninsured, homelessness and use of languages other than English.

AIDR defines capacity as ‘the combination of all the strengths, attributes and resources available within an

organisation, community or society to manage and reduce disaster risks and strengthen resilience’. This includes infrastructure, institutions, human knowledge and skills, and collective attributes such as social relationships, leadership and management. Strengths can include strong social connections, good access to transport, trust in community organisations, high engagement in primary education, and widespread use of group chats to communicate.

Table 1. Brewarrina / Barwon Four / Essie Coffee Village demographic information and risks faced

Population data	<ul style="list-style-type: none"> - People - 1488 - Gender – Male 49.9%, Female 50.1% - Age (Median) - 36 - Ethnicity – Australian 78.8%, Indian 1.7%, New Zealander 0.7%, English 0.4%, Danish 0.4%, South African 0.2% - Language used at home – English 80.7%, Malayalam 0.7%, Punjabi 0.7% Other Australian Indigenous Languages 0.4%, Afrikaans 0.2%, Nepali 0.2% - Indigenous status - Aboriginal and/or Torres Strait Islander 51.4%, Non-Indigenous 33.4%, Indigenous not stated 15.%
Socio-economic data	<p>Provide a breakdown of the socio-economic data by:</p> <ul style="list-style-type: none"> - Income (Median weekly) – Personal \$553, Family \$1232, Household \$962 - employment status – Worked full-time 62.8%, worked part-time 22.5%, away from work 7.9%, unemployed 7.1% - home ownership – Owned outright 25.2%, owned with a mortgage 9.9%, rented 49.9%, other tenure type 7.6%, tenure type not stated 8.0% - Internet access - Brewarrina has 5G mobile service around the township of Brewarrina and 3G mobile phone service across a large percentage of the shire however there are still some areas considered to be "blackspots" that do not receive mobile service.
Potential hazard	<p>List type of hazard;</p> <p>Flood, bushfire, pandemic, heatwave, agricultural disease, severe storm</p>
Available plans	<p>List current recovery plans and agency risk plans;</p> <ul style="list-style-type: none"> - Brewarrina Local Emergency Management Plan 2016 - Brewarrina Local Flood Plan - Aerodrome Emergency Plan - Barwon-Darling Section 52 Operations Plan
Disaster history	<p>List disasters by date and summary of impact:</p> <ul style="list-style-type: none"> AGRN 1052 – NSW Bushfires (6 March 2023) AGRN 1034 – NSW Flooding (14 September 2022) AGRN 1025 – NSW Severe Weather and Flooding (27 June 2022 onwards) AGRN 987 – NSW Severe Weather and Flooding (9 November 2021 onwards) AGRN 960 – NSW Storms and Floods (10 March 2021 onwards) AGRN 949 – NSW Storms (2 December 2020 onwards) AGRN 916 – Western NSW Floods (26 February 2020 onwards)
Community leader or service organisation	<p>List leaders or organisations;</p> <ul style="list-style-type: none"> - Brewarrina Local Aboriginal Land Council
Capacities and vulnerabilities by recovery environment	
Social	<p>List capacities; e.g. readily accessible Medical and mental health, strong connection to local leaders, trust Australian Red Cross, disaster experience:</p> <ul style="list-style-type: none"> - Mental Health Service at Brewarrina Multipurpose Hospital - Brewarrina Aboriginal Medical Service - Ochre Health Brewarrina <p>List vulnerabilities;</p> <ul style="list-style-type: none"> - Isolated Community from most Health Care Specialists - culturally & linguistically diverse

Built	<p>List capacities;</p> <ul style="list-style-type: none"> - Brewarrina RSL Club – Evacuation Centre - Brewarrina Visitor Information Centre – Evacuation Centre - Flood Evacuation Route on the Brewarrina Airport access road which connects to the Charlton Road near the Brewarrina Golf Club – Essie Coffee Village residents <p>List vulnerabilities;</p> <ul style="list-style-type: none"> - Isolated residents: Essie Coffee Village and Barwon Four - Lack of transport to and from down for Essie Coffee Village and Barwon Four
Economic	<p>List capacities;</p> <ul style="list-style-type: none"> - Essential Services: - Medical & Mental Health Services - Grocery Stores – Food Supply chains/Business Continuity - Fuel - Brewarrina has a high agriculture sector that includes cropping and livestock farming. <p>List vulnerabilities;</p> <ul style="list-style-type: none"> - Low income for flood effected businesses - Vulnerable rural livestock being isolated - Cropping country – Loss of income/insure employment
Natural	<ul style="list-style-type: none"> - List capacities e.g. identification of heritage listed and culturally listed sites and development of risk mitigation plans for their protection. - Brewarrina Fish Traps: - Brewarrina Aboriginal Cultural Museum: - Brewarrina Aboriginal Mission Site is a heritage-listed site of the former mission station for Aboriginal Australians and cemetery at The Old Mission Road, Brewarrina, Brewarrina Shire, New South Wales, Australia. It was also known as Barwon Mission, Brewarrina Mission and Brewarrina Aboriginal Station. <p>List vulnerabilities;</p> <ul style="list-style-type: none"> - Heat exposure during summer months - Some areas close to flooding - Some areas have poor environmental management due to lack of access

Table 2. Goodooga / Goodooga Reserve demographic information and risks faced

Population data	<ul style="list-style-type: none"> - People - 223 - Gender – Male 52.2%, Female 47.8% - Age (median) - 41 - Ethnicity – Australian Aboriginal 57.4%, English 13.9%, Australian 13.0%, Irish 5.8%, Scottish 4.5% - other relevant data - Indigenous status – Aboriginal and/or Torres Strait Islander 61.0%, Non-Indigenous 21.5%, Indigenous status not stated 19.7%
Socio-economic data	<p>Provide a breakdown of the socio-economic data by:</p> <ul style="list-style-type: none"> - Income (median weekly) – Personal \$425, Family \$1125, Household \$780 - employment status – Worked full-time 55.6%, worked part-time 23.6%, away from work 11.1%, unemployed 4.2% - home ownership – Owned outright 20.0%, owned with a mortgage 7.5%, rented 45.0%, other tenure type 10.0%, tenure type not stated 28.8% - Internet access - Goodooga has 5G mobile service around the township and 3G mobile phone service however there are still some areas considered to be "blackspots" that do not receive mobile service.
Potential hazard	<p>List type of hazard;</p> <p>Flood, bushfire, pandemic, heatwave, agricultural disease, severe storm</p>
Available plans	<p>List current recovery plans and agency risk plans;</p> <ul style="list-style-type: none"> - Pandemic - Community Action Plan 2020 - NSW Recovery Plan 2021 - Goodooga Community Working Party Community Action Plan 2019 - Brewarrina Local Emergency Management Plan
Disaster history	<p>List disasters by date and summary of impact;</p>

	<ul style="list-style-type: none"> - Flooding - 23/12/21 Evacuation warnings issued for Weilmoringle South and Goodooga Reserve as rivers continued to rise – isolation - Flooding – January 2011 – Water moving down the system from Queensland - isolation
Community leader or service organisation	<p>List leaders or organisations;</p> <ul style="list-style-type: none"> - Brewarrina Local Aboriginal Land Council - Goodooga Local Aboriginal Land Council - Goodooga Community Working Party
Capacities and vulnerabilities by recovery environment	
Social	<p>List capacities;</p> <ul style="list-style-type: none"> - Goodooga Health Service - Goodooga Bowling Club <p>List vulnerabilities;</p> <ul style="list-style-type: none"> - Isolated community - High unemployment
Built	<p>List capacities, e.g. identified and well communicated evacuation centres, access and egress routes, flood access roads, key transportation routes that are identified and protected from disaster. Energy, utilities and telecommunications providers have network continuity plans</p> <ul style="list-style-type: none"> - Goodooga Rural Fire Service Brigade located in Walgett Street - Goodooga Police Station – not open 24 hours - Goodooga Community Store can supply fuel (only supplier in Goodooga) <p>List vulnerabilities; e.g. isolated, poor communications, lack of transport, poor building design, one-way egress, poor-quality roads</p> <ul style="list-style-type: none"> - Poor-quality roads – Rural Roads - The only access to Goodooga is via road from Lightning Ridge or Brewarrina. Goodooga can become isolated during heavy flooding. Goodooga Reserve has been evacuated during previous flood events - Goodooga Airport is a tarred airstrip which can become isolated from Goodooga – used by Royal Flying Doctor Service
Economic	<p>List capacities, e.g. food supply chains, business continuity, essential services, agriculture, commerce</p> <ul style="list-style-type: none"> - Food supply chains – Goodooga Community Store - Agriculture – Cropping and Livestock <p>List vulnerabilities;</p> <ul style="list-style-type: none"> - Uninsured Properties - Low income - Insecure employment - Vulnerable rural livelihoods - Large floods can cause Goodooga to become isolated
Natural	<p>List capacities e.g. identification of heritage listed and culturally listed sites and development of risk mitigation plans for their protection.</p> <ul style="list-style-type: none"> - Tin camp culturally listed site – No action for flooding <p>List vulnerabilities; e.g. heat exposure, close to flooding, poor environmental management</p> <ul style="list-style-type: none"> - Heat exposure during summer months - Some areas close to flooding - Some areas have poor environmental management due to lack of access

Table 3. Angledool demographic information and risks faced

Population data	<ul style="list-style-type: none"> - People - 34 - Gender – Male 61.8%, Female 38.2% - Age (Median) - 56 - Ethnicity – N/A
Socio-economic data	<ul style="list-style-type: none"> - Income – N/A - Employment status – N/A - Home ownership – Private dwellings 22, Average number of people per household 1.6 - Internet access – Angledool has 3G mobile phone service across a large percentage of the shire however there are still some areas considered to be "blackspots" that do not receive mobile service.
Potential hazard	<p>List type of hazard; e.g. flood, bushfire, pandemic, heatwave</p> <ul style="list-style-type: none"> - Flood - Bushfire - Heatwave - Severe Storm - Agricultural Disease
Available plans	<p><< List current recovery plans and agency risk plans; e.g. bushfire (RFS), flood (State Emergency Service), pandemic (NSW Health) >></p> <ul style="list-style-type: none"> - Brewarrina Local Emergency Management Plan
Disaster history	<p>List disasters by date and summary of impact:</p> <ul style="list-style-type: none"> - The Narran River has led to flooding of the Angledool area in 1890, 1956, 1990, 1996 and again in March 2010. In March 2010 the Narran River at Angledool flooded the nearby Angledool Lake. The lake then spilled into Weetalabah Creek that crosses the Castlereagh Highway, thus filling the Coocoran Lake, near Lightning Ridge.
Community leader or service organisation	<p><< List leaders or organisations; e.g. Local Aboriginal Land Council, Men’s Shed, Sudanese community group, Aunty Jean’s program >></p> <ul style="list-style-type: none"> - Michelle Pymble (formerly Secretary Angledool Progress Association) - Rory and Joan Treweeke – Angledool Station
Capacities and vulnerabilities by recovery environment	
Social	<p><< List capacities; e.g. readily accessible Medical and mental health, strong connection to mosque, strong local leaders, trust Australian Red Cross, disaster experience >></p> <p>Angledool School of Arts Hall</p> <p><< List vulnerabilities; e.g. isolated community, high unemployment, large elderly population, culturally and linguistically diverse, low level of English >></p>
Built	<p><< List capacities, e.g. identified and well communicated evacuation centres, access and egress routes, flood access roads, key transportation routes that are identified and protected from disaster. Energy, utilities and telecommunications providers have network continuity plans’>></p> <p>Closest Airport is Lightning Ridge 32.5 klms</p> <p><< List vulnerabilities; e.g. isolated, poor communications, lack of transport, poor building design, one-way egress, poor-quality roads >></p> <ul style="list-style-type: none"> - Poor-quality roads – rural roads - No fuel at Angledool
Economic	<p><< List capacities, e.g. food supply chains, business continuity, essential services, agriculture, commerce>></p> <p>Closest townships for supplies are Hebel, Walgett and Lightning Ridge.</p> <p>The Angledool area is economically significant as it contains the opal fields of the Lightning Ridge, Coocoran, Grawin, Glengarry, Muttatabun, Wyoming and Mehi areas, which collectively constitute the worlds premier black opal fields.</p> <p><< List vulnerabilities; e.g. uninsured properties, low income, insecure employment, vulnerable rural livelihoods >></p>
Natural	<p><< List capacities e.g. identification of heritage listed and culturally listed sites and development of risk mitigation plans for their protection.>></p>

	<ul style="list-style-type: none"> - The Aboriginal Place declaration of Angledool Reserve and Cemetery recognised the cultural, social and historic significance of the site to the Aboriginal community. It is an area of significance to the Lightning Ridge, Brewarrina, Goodooga and Walgett communities. In 2013 there was agreement for a plan of management to be created between Office of Environment and Heritage and the local community to do more conservation works to the area to enhance the historical aspects of the site. <p>List vulnerabilities; e.g. heat exposure, close to flooding, poor environmental management</p> <ul style="list-style-type: none"> - Heat exposure during summer months - Some areas close to flooding <p>Some areas have poor environmental management due to lack of access</p>
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Table 4. Weilmoringle / Weetalabah demographic information and risks faced

Population data	<ul style="list-style-type: none"> - People - 72 - Gender – Male 67.6%, Female 32.4% - Age (Median) - 43 - Ethnicity – N/A
Socio-economic data	<ul style="list-style-type: none"> - Income – N/A - Employment status – N/A - Home ownership – Private dwellings 36, Average number of people per household 2.4 - Internet access – Weilmoringle has 3G mobile phone service across a large percentage of the shire however there are still some areas considered to be "blackspots" that do not receive mobile service.
Potential hazard	<p>List type of hazard; e.g. flood, bushfire, pandemic, heatwave</p> <ul style="list-style-type: none"> - Flood - Pandemic - Bushfire - Heatwave - Severe Storm - Agricultural Disease
Available plans	<p>List current recovery plans and agency risk plans; e.g. bushfire (RFS), flood (State Emergency Service), pandemic (NSW Health)</p> <ul style="list-style-type: none"> - Brewarrina Local Emergency Management Plan 2016 - Brewarrina Local Flood Plan
Disaster history	<p>List disasters by date and summary of impact;</p> <ul style="list-style-type: none"> - NSW Flooding (2022) - NSW Severe Weather & Flooding (27 June 2022 onwards) - NSW Severe Weather and Flooding (9 November 2021 onwards) - NSW Storms and Floods (10 March 2021 onwards) - NSW Storms (2 December 2020 onwards) - Western NSW Floods (26 February 2020 onwards)
Community leader or service organisation	<p>List leaders or organisations;</p> <ul style="list-style-type: none"> - Weilmoringle Aboriginal Lands Council - Brewarrina Aboriginal Lands Council
Capacities and vulnerabilities by recovery environment	
Social	<p><< List capacities; e.g. readily accessible Medical and mental health, strong connection to mosque, strong local leaders, trust Australian Red Cross, disaster experience >></p> <ul style="list-style-type: none"> - Brewarrina Multi Purpose Service Community Health Nursing at Weilmoringle – open 8.00 am to 4.30 pm weekdays - 02 6830 5000 <p><< List vulnerabilities; e.g. isolated community, high unemployment, large elderly population, culturally and linguistically diverse, low level of English >></p>

Built	<p>List capacities;</p> <ul style="list-style-type: none"> - Evacuation Centre – Weilmoringle Primary School Burns Road, Brewarrina Visitor Information Centre 50 Bathurst Street, Brewarrina RSL 25 Bourke Street. <p>List vulnerabilities;</p> <ul style="list-style-type: none"> - Lack of transport - Isolated - Poor-quality roads – Rural Roads
Economic	<p>List capacities;</p> <ul style="list-style-type: none"> - No food supply chains – Nearest Food supply chain is Brewarrina - Agriculture – Cropping & Livestock - All essential services are in Brewarrina or when RFDS clinics are attending Weilmoringle - No fuel available in Weilmoringle - Weilmoringle has a Post Office/General store <p>List vulnerabilities; e.g. uninsured properties, low income, insecure employment, vulnerable rural livelihoods</p> <ul style="list-style-type: none"> - Uninsured Properties - Low income - Vulnerable rural livelihoods
Natural	<p>List capacities e.g. identification of heritage listed and culturally listed sites and development of risk mitigation plans for their protection</p> <p>List vulnerabilities;</p> <ul style="list-style-type: none"> - Heat exposure during summer months - Some areas close to flooding - Some areas have poor environmental management due to lack of access - Weilmoringle is frequently cut off when it rains or rivers flood - However, for most of the past 20 years it has been in devastating drought -

Table 5. Gongolgon demographic information and risks faced

Population data	<ul style="list-style-type: none"> - People – 31 - Gender – Male 45.2%, Female 54.8% - Age (Median) - 48 - Ethnicity – N/A - Other relevant data – N/A
Socio-economic data	<ul style="list-style-type: none"> - Income – N/A - Employment status – N/A - Home ownership – N/A - Internet access – 3G mobile phone service across a large percentage of the town, however there are still some areas considered to be "blackspots" that do not receive mobile service. - Other relevant data – Orana Haven Aboriginal Corporation Drug & Alcohol Rehabilitation Centre is located in Gongolgon.
Potential hazard	<p>List type of hazard;</p> <ul style="list-style-type: none"> - Flood - Pandemic - Bushfire - Heatwave - Severe Storm - Agricultural Disease
Available plans	<p>List current recovery plans and agency risk plans;</p> <ul style="list-style-type: none"> - Brewarrina Local Emergency Management Plan 2016 - Brewarrina Local Flood Plan
Disaster history	<p>List disasters by date and summary of impact:</p> <ul style="list-style-type: none"> - NSW Flooding (2022) - NSW Severe Weather & Flooding (27 June 2022 onwards) - NSW Severe Weather and Flooding (9 November 2021 onwards) - NSW Storms and Floods (10 March 2021 onwards) - NSW Storms (2 December 2020 onwards) - Western NSW Floods (26 February 2020 onwards)

Community leader or service organisation	<p>List leaders or organisations; e.g. Local Aboriginal Land Council, Men’s Shed, Sudanese community group, Aunty Jean’s program</p> <ul style="list-style-type: none"> - Brewarrina Aboriginal Land Council
Capacities and vulnerabilities by recovery environment	
Social	<p>List capacities; e.g. readily accessible Medical and mental health, strong connection to mosque, strong local leaders, trust Australian Red Cross, disaster experience</p> <ul style="list-style-type: none"> - Orana Haven Aboriginal Corporation Drug & Alcohol Rehabilitation Centre is located in Gongolgon - Readily accessible Medical & Mental Health services in Brewarrina - The Yetta Dhinnakkal Centre, aka Brewarrina jail, is located in Gongolgon <p>List vulnerabilities;</p> <ul style="list-style-type: none"> - Isolated Community - High unemployment
Built	<p>List capacities;</p> <ul style="list-style-type: none"> - Evacuation Centre will be located at Yetta Dhinnakkal (Glenelg) Arthur Hall VC Way about a 28 minute drive from Gongolgon - Nearest Airport is Brewarrina Airport – 73 klms away <p>List vulnerabilities; e.g. isolated, poor communications, lack of transport, poor building design, one-way egress, poor-quality roads</p> <ul style="list-style-type: none"> - Isolated - Lack of transport for many residents - Poor-quality roads – Rural Roads
Economic	<p>List capacities, e.g. food supply chains, business continuity, essential services, agriculture, commerce>></p> <ul style="list-style-type: none"> - No food supply chains – Nearest Food supply chain is Brewarrina - Agriculture – Cropping & Livestock - All essential services are in Brewarrina or when RFDS clinics are attending Weilmoringle <p>List vulnerabilities;</p> <ul style="list-style-type: none"> - Uninsured properties - Low income - Vulnerable rural livelihoods
Natural	<p>List capacities e.g. identification of heritage listed and culturally listed sites and development of risk mitigation plans for their protection.</p> <p>List vulnerabilities; e.g. heat exposure, close to flooding, poor environmental management</p> <ul style="list-style-type: none"> - Heat exposure during summer months - Some areas close to flooding - Some areas have poor environmental management due to lack of access

5. Community networks

Local recovery planning is more effective when community networks are engaged in the process. Networks of non-government organisations, charities and community service organisations understand the day-to-day needs of communities and their capacities for responding to recovery needs after a disaster.

Two-way information sharing between community networks, the LEMC, Local Council and the Local Recovery Committee is vital for forming and informing community-centred recovery planning and preparedness activities.

Before a disaster occurs, try to engage a formal community network in LEMC recovery planning (see the suggested terms of reference in the Community Networks guide for possible activities). Consider inviting the community network Chair or CRN Chair to be an observer on the LEMC. When a Local Recovery Committee is stood up, it is recommended that the community network chair becomes a member.



For more information, read the **Community Networks guide.**

LEMC's community network partner

- The LEMC will engage the following network in recovery planning and disaster resilience-building activities:

Brewarrina Local Aboriginal Lands Council

- › The network's Chair is
John Reidy

Email: ceo@brelalc.org

Phone: **0438 286 477**

- The network's Chair has been invited to join LEMC meetings as an observer.

Community Resilience Network

If a formal network does not exist or is not able to take on recovery planning and resilience building, seek to establish a CRN. A CRN will represent a range of government and non-government service organisations that contribute to human and social recovery. It will focus on recovery planning and resilience-building activities throughout the year.

<< Tick the box that indicates the LEMC's decision regarding community networks. >>

- The LEMC will not set up a CRN because Brewarrina Local Aboriginal Lands Council network will be engaged in LEMC recovery planning and resilience - building activities.
- The LEMC will set up a CRN.
 - › The LEMC's CRN Coordinator is
<< name of Local Council person >>
 - › The CRN will be formally stood up by
<< date >>, with the following in place:

- terms of reference
- a membership list
- meeting frequency
- the CRN Chair on the LEMC.

Note: Please see the Community Networks guide for sample terms of reference, suggested membership list and guidance on engagement between the LEMCs and the CRNs.

6. Local Recovery Committee

The NSW EMPLAN (2018) states, ‘As soon as possible following an emergency, the Local Emergency Management Committee (LEMC) will meet as the basis of a Local Recovery Committee. The Combat Agency [the agency primarily responsible for controlling the response to a particular emergency] and Local Emergency Operations Controller (LEOCON) will attend the early meetings to provide an overview of the situation.’

Under the *NSW Recovery Plan*, which outlines the responsibilities, authorities and mechanisms for disaster recovery in NSW, a Local Council delegate will chair the Local Recovery Committee if a recovery coordinator has not been appointed.¹⁰

The first meeting should consider coordination needs as a result of the event and whether to activate relevant subcommittees. A combination of factors will inform the decision about whether to activate the Local Recovery Committee. These factors are the scale of the emergency; impact assessment data; identified needs across 4 recovery environments, including built, economic, natural and social; the degree of required coordination; and existing local capacity.

Local Recovery Committee Chair

The Local Recovery Committee Chair is:
David Kirby – General Manager

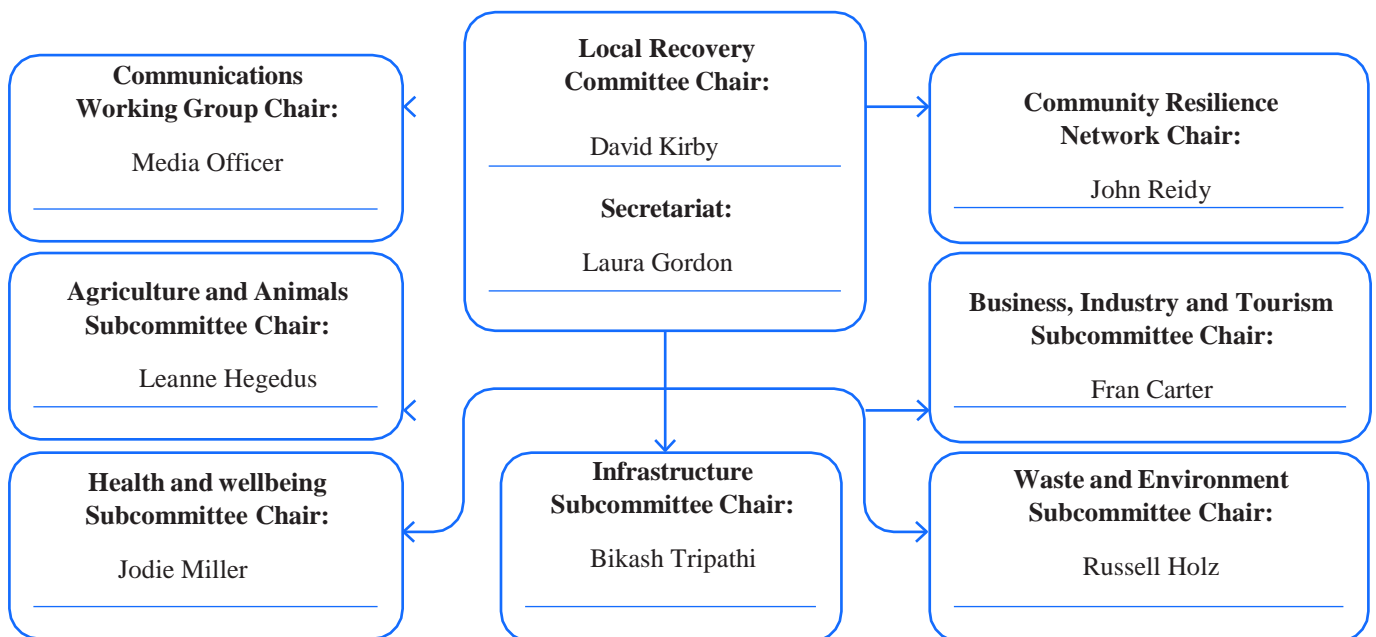
Potential subcommittee chairs

The Local Recovery Committee may form subcommittees and working groups to provide specialised support, coordination and advice. The subcommittees will be chosen based on the impacts of the event. When disaster strikes, the groupings below can be replicated or adapted as required.

Plan for a worst-case scenario event where all possible Local Recovery Subcommittees need to be activated. The Local Council may choose to chair each subcommittee or agree in advance to have another agency act as chair. Alternative chairs could include key support agencies or Functional Area Coordinators. The likely chair of each subcommittee should be decided in advance because assessing the most appropriate chair, based on capabilities and resources, may take time.

Figure 1. Subcommittee chairs

<< Fill in the name of each chair, identifying their role in the Local Council or agency, where relevant.>>



¹⁰ NSW Recovery Plan, page 13.



Local Recovery Committee membership

The NSW EMPLAN requires the LEMC to meet as soon as possible after an emergency to discuss recovery implications, including the need to form a Local Recovery Committee. In addition to NSW Reconstruction Authority, the Combat Agency and LEOCON will attend early meetings to provide an overview of the situation.

Complete Table 2 to prepare a list of Local Recovery Committee members and their agency representatives ahead of time. This will act as a guide only and can be tailored for each event. Other agencies may be added or removed, as necessary.

NSW Reconstruction Authority can advise and share contacts for relevant members if the Local Council requires support.

Table 2. Local Recovery Committee members and their agency representatives

Local Recovery Committee membership	
Chair	Dave Kirby
Deputy Chair	<< name >>
Secretariat	Laura Gordon
LEMO	Dave Kirby
Combat Agency	As per LEMC contact directory
NSW Reconstruction Authority	Lynn-Maree Dunn & Kelvin Wise

Table 2. Local Recovery Committee members and their agency representatives (continued)

Local Recovery Committee membership	
Local Council	
Communications	Laura Gordon, Executive Assistant, ea@brewarrina.nsw.gov.au , 02 6830 5100
Community services	Fran Carter, Economic Development Manager, edm@brewarrina.nsw.gov.au , 0427 392 120
Economic development	Fran Carter, Economic Development Manager, edm@brewarrina.nsw.gov.au , 0427 392 120
Environment	Bikash Tripathi, Project Engineer, pe@brewarrina.nsw.gov.au , 0406 938 914
Infrastructure	Russell Holz, Utilities Manager, um@brewarrina.nsw.gov.au , 0491 954 839
Planning	Bikash Tripathi, Project Engineer, pe@brewarrina.nsw.gov.au , 0406 938 914
Recovery Officer	Angus Chan, Finance Manager, fam@brewarrina.nsw.gov.au , 0447 050 326
Waste	Russell Holz, Utilities Manager, um@brewarrina.nsw.gov.au , 0491 954 839
NSW Government agencies	
Aboriginal Affairs NSW	Chloe Bennett, Regional Manager, chloe.bennet@aboriginalaffairs.nsw.gov.au , 02 9372 8675
Local Land Services	Mandy Rice, mandy.rice@lls.nsw.gov.au , 0438 103 489
NSW Aboriginal Land Council	John Reidy, CEO, ceo@brelalc.org.au , 0438 286 477
NSW Department of Communities and Justice (DCJ)	Emma Crowley, Deputy WelfAC (Disaster Welfare), emma.crowley@dcj.nsw.gov.au , 0447 159 204
NSW Department of Education	Shaun Graham, Central School Principal, shaun.grahm@det.nsw.edu.au , 0432 997 033
NSW Department of Planning, Industry and Environment (DPIE)	Brendan Miller, Regional Manager, Brendan.miller@dpi.nsw.gov.au , 0437 426 482
NSW Department of Primary Industries (DPI)	Leanne Hegedus, Leanne.hegedus@dpi.nsw.gov.au
NSW Environment Protection Authority (EPA)	Brooke Emerton, Operations Officer, Brooke.Emerton@epa.nsw.gov.au , 0419 727 210
NSW Health	Jodie Miller, HSFAC, Jodie.Miller@health.nsw.gov.au , 08 8080 1678
Transport for NSW	Luke Hodges, luke.hodges2@transport.nsw.gov.au , 0428 785 661
NSW Parks and Wildlife Service	Melissa Hams, Area Manager, Melissa.Hams@environment.nsw.gov.au , 0429 722 765
NSW Police Force – LEOCON and/or Region Emergency Operations Controller	Chris Woods, LEOCON, wood3chr@police.nsw.gov.au , 0434 359 625
Public Works Advisory (PWA)	John Bevan, Project Manager, john.bevan@PWA.nsw.gov.au , 0428 485 234
Department of Regional NSW	Sarah Barton, Senior Coordination Officer, sarah.barton@regional.nsw.gov.au , 0419 131 399
NSW Reconstruction Authority	Lynn-Maree Dunn, Coordination Officer, lynn-maree.dunn@reconstruction.nsw.gov.au , 0429 218 227 Kelvin Wise, Manager, kelvin.wise@reconstruction.nsw.gov.au , 0497 635 688
Service NSW (SNSW)	David Finlayson, Manager Alternate Channels, David.Finlayson@service.nsw.gov.au , 0466 331 609
Functional Area Coordinator	
Agricultural and Animal Services	Leanne Hegedus, Leanne.hegedus@dpi.nsw.gov.au
Energy and utility services	Zach McEvoy, Manager, Energy EM, zach.mcevoy@planning.nsw.gov.au , 0439 798 008
Engineering services	John Bevan, Project Manager, john.bevan@PWA.nsw.gov.au , 0428 485 234
Environmental services	Duncan McGregor, duncan.mcgregor@epa.nsw.gov.au , 0499 399 572
Health services	Jodie Miller, HSFAC, Jodie.miller@health.nsw.gov.au , 08 8080 1678
Public Information Functional Area Coordinator (NSW Police Force)	Via NSW Police Rep, 02 6883 1701
Telecommunications services	Telco Authority TEMU Duty Officer, TelcoFAC@customerservice.nsw.gov.au , 0447 679 476
Welfare services	Emma Crowley, Deputy WelfAC (Disaster Welfare), emma.crowley@dcj.nsw.gov.au , 0447 159 204
Other agencies	
Anglicare	N/A
Aboriginal medical services	Katrina Ward, Chief Operations Manager, katrinaw@brewarrinaams.com.au , 0408 489 005
Australian Red Cross	Pam Tanner, ptanner@redcross.org.au , 0428 922 617
Chamber of Commerce	N/A
Community Resilience Network (CRN) Representative	N/A
Insurance Council of Australia	N/A
St Vincent de Paul	N/A
Salvation Army	N/A
Other agencies that are necessary	N/A

Local Recovery Subcommittee membership

The Local Recovery Committee determines the membership of Recovery Subcommittees. Members are from government and non-government organisations and have specific knowledge in one of the 4 recovery environments: built, economic, natural and social.

Depending on the nature, scale and severity of the event, not all subcommittees may be required, or some subcommittee functions may be combined.

<< List the agency representatives who will be invited to become members of the subcommittees in tables 3 to 7. Add or delete agencies as appropriate. >>



For more information about establishing, managing and closing a Local Recovery Committee, read the **Local Recovery Committees guide**.

Table 3. Agriculture and Animals Subcommittee members

Local Council

Name: Phil Denniston	Position: Consultant Planning, Environmental Health and Building	Email: chb@brewarrina.nsw.gov.au
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Local Land Services

Name: Mandy Rice	Position: Team Leader Agriculture	Email: mandy.rice@lls.nsw.gov.au
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NSW Reconstruction Authority

Name: Lynn-Maree Dunn	Position: Acting Coordination Officer	Email: lynn-maree.dunn@reconstruction.nsw.gov.au
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RSPCA

Name: Dr Ann-Margret Withers	Position: Senior Manager Outreach Programs	Email: amwithers@rspcansw.org.au
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Rural Financial Counselling Service

Name: Julie Casey	Position: Rural Financial Counsellor	Email: julie@rfcsnsw.com.au
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Rural Recovery Support Service

Name: Sandy McNaughton	Position: Recovery Support Officer	Email: Sandy.McNaughton@nema.gov.au
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Table 4. Business, Industry and Tourism Subcommittee members

Department of Regional NSW		
Name: Sarah Barton	Position: Senior Coordination Officer	Email: sarah.barton@regional.nsw.gov.au
Local Council – Economic Development Officer		
Name: Fran Carter	Position: Economic Development Manager	Email: edm@brewarrina.nsw.gov.au
NSW Reconstruction Authority		
Name: Lynn-Maree Dunn	Position: Acting Coordination Officer	Email: lynn-maree.dunn@reconstruction.nsw.gov.au

Table 5. Health and Wellbeing Subcommittee members

Aboriginal Affairs NSW		
Name: Andrew Rose	Position: Senior Project Officer	Email: andrew.rose7@aboriginalaffairs.nsw.gov.au
Aboriginal Medical Services		
Name: Katrina Ward	Position: Chief Operations Manager	Email: katrinaw@brewarrinaams.com.au
NSW Department of Education		
Name: Shaun Graham	Position: Brewarrina Central School Principal	Email: shaun.graham@det.nsw.edu.au
NSW Reconstruction Authority		
Name: Lynn-Maree Dunn	Position: Acting Coordination Officer	Email: lynn-maree.dunn@reconstruction.nsw.gov.au
Welfare Services (local DCJ)		
Name: Emma Crowley	Position: Deputy WelfAC (Disaster Welfare)	Email: Emma.Crowley@dcj.nsw.gov.au

Table 6. Infrastructure Subcommittee members

Local Council		
Name: Bikash Tripathi	Position: Project Engineer	Email: pe@brewarrina.nsw.gov.au
EPA		
Name: Sophie Rindfleish	Position: Operations Assistant – Regulatory Operations	Email: sophie.rindfleish@epa.nsw.gov.au
NSW Reconstruction Authority		
Name: Lynn-Maree Dunn	Position: Acting Coordination Officer	Email: lynn-maree.dunn@reconstruction.nsw.gov.au
Transport for NSW		
Name: James Dinning	Position: Project Engineer	Email: james.dinning@transport.nsw.gov.au

Table 7. Waste and Environment Subcommittee members

Local Council		
Name: Russell Holz	Position: Utilities Manager	Email: um@brewarrina.nsw.gov.au
Fire and Rescue NSW (FRNSW)		
Name: Gary Barber	Position: Chief Superintendent	Email: Gary.Barber@fire.nsw.gov.au
EPA		
Name: Sophie Rindfleish	Position: Operations Assistant – Regulatory Operations	Email: sophie.rindfleish@epa.nsw.gov.au
NSW National Parks and Wildlife Service (NPWS)		
Name: Melissa Hams	Position: Area Manager	Email: Melissa.Hams@environment.nsw.gov.au
PWA		
Name: John Bevan	Position: Project Manager	Email: john.bevan@PWA.nsw.gov.au
Department of Regional NSW		
Name: Sarah Barton	Position: Senior Coordination Officer	Email: sarah.barton@regional.nsw.gov.au
NSW Reconstruction Authority		
Name: Lynn-Maree Dunn	Position: Acting Coordination Officer	Email: lynn-maree.dunn@reconstruction.nsw.gov.au
SafeWork NSW		
Name: Amanda Jones	Position: Triage Advisor, SafeWork	Email: contact@safework.nsw.gov.au

7. Recovery Needs Assessment

The *NSW Recovery Plan* states, ‘The Local Recovery Committee is responsible for undertaking and updating the Recovery Needs Assessment.

It is critical that this work is locally led and community informed’.¹¹

A Recovery Needs Assessment is the foundation of a good Post-Event Recovery Action Plan (a plan for how to recover from a specific disaster event) and includes an assessment of built, economic, natural and social recovery environments.

Recovery Needs Assessment Coordinator

In this plan, identify who will coordinate activities for a post-disaster Recovery Needs Assessment, with support from NSW Reconstruction Authority.

Please note, NSW Reconstruction Authority is developing a Recovery Needs Assessment Methodology, which will be available in the next iteration of this Pre-Event Recovery Plan.

The Recovery Needs Assessment will be coordinated by **Dave Kirby – GM/LEMO**

Their key responsibilities will include:

- collecting data from a range of primary and secondary sources
- identifying key stakeholders
- developing indicators of recovery need
- developing indicators for additional support services required by the community
- analysing data
- writing a report.



For more information, read the **Recovery Needs Assessments guide.**

¹¹ *NSW Recovery Plan*, page 22.

8. Recovery Centres/Recovery Assistance Points

A Recovery Centre/Recovery Assistance Point is a temporary, one-stop shop that centralises local, NSW and Australian government and non-government recovery information and services to support people affected by disasters.

The target audience is disaster-affected members of the public.

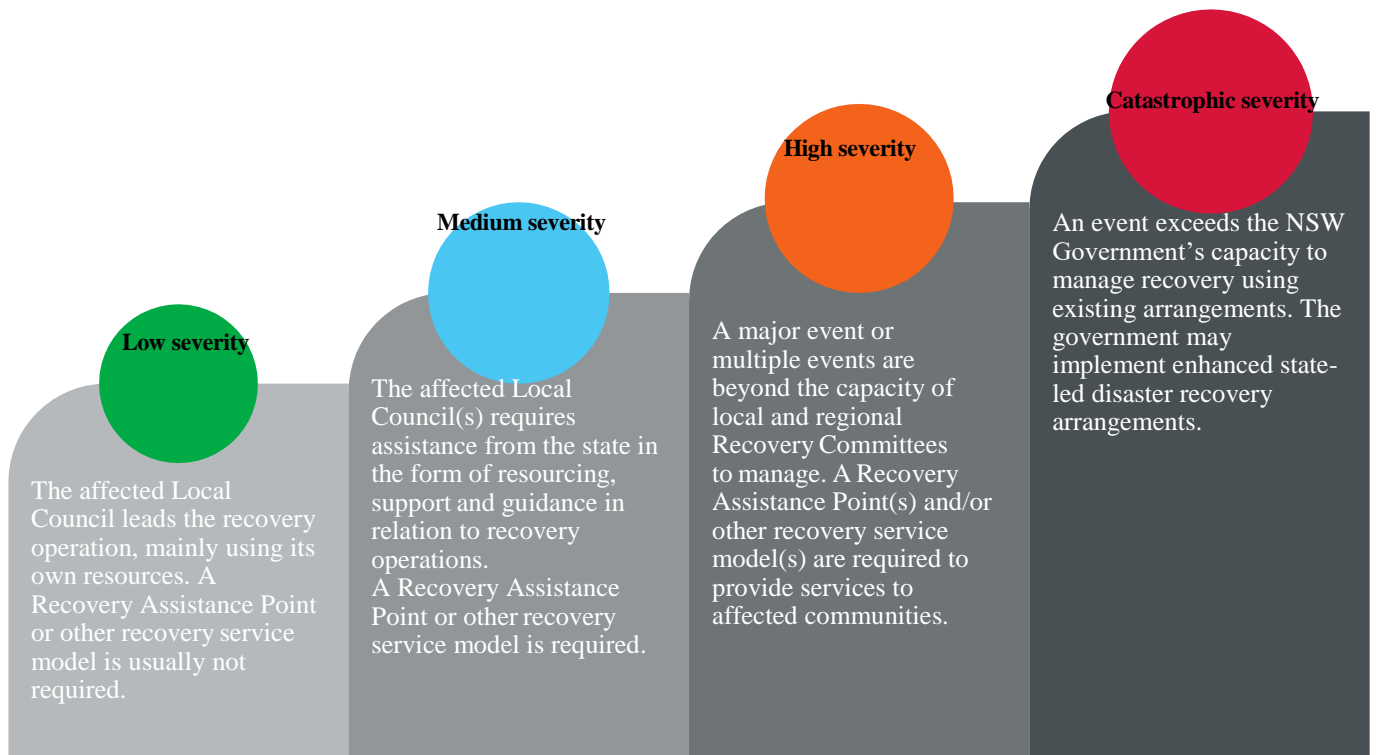
A Recovery Centre/Recovery Assistance Point enables people affected by disaster to have one-on-one conversations with recovery agencies that provide financial assistance and advice; temporary housing advice and support; personal support (care and comfort); referral to mental health and counselling services; help with insurance enquiries; farming assistance; and business support.

Activation

Recovery Centres/Recovery Assistance Points are most frequently activated in medium to high-severity disasters (see Figure 2). In consultation with NSW Reconstruction Authority, the Local Recovery Committee is responsible for assessing need and making a recommendation to the SERCON.

The SERCON will decide whether to establish a Recovery Centre/Recovery Assistance Point. The physical set-up of a Recovery Centre/Recovery Assistance Point is undertaken by the Engineering Services Functional Area (ESFA), which procures and fits out a suitable property at the request of NSW Reconstruction Authority.

Figure 2. Recovery Centre/Recovery Assistance Point activation levels



Location(s)

When planning to establish a Recovery Centre or Recovery Assistance Point, choose a well-known location that is easy to access.

The following locations have been chosen as potential locations for Recovery Centres/Recovery Assistance Points.

In this plan, identify a person to speak with the building owners about the potential for hire as a Recovery Centre/Recovery Assistance Point. The person is << **name of agency or Local Council department, role and person** >>

Location 1

Brewarrina RSL
25 Bourke Street, Brewarrina NSW 2839
Victor Smith
gm@brersl.com.au
(02) 68392 151

Location 2

Brewarrina Visitor Information Centre
50 Bathurst Street, Brewarrina NSW 2839
Fran Carter
edm@brewarrina.nsw.gov.au
0427 392 106

Location 3

Gongolgan – Yetta Dhinnakkal (Glenelg)
Arthur Hall VC Way, Gongolgon NSW 2839
(02) 6874 4717 or (02) 6874 4721

Location 4

Goodooga Bowling Club
Adams Street, Goodooga NSW 2838
(02) 6829 6355

Location 5

Weilmoringle Public School
32 Post Office Road, Weilmoringle NSW 2839
Michael Mendes
michael.mendes3@det.nw.edu.au
(02) 6874 4941

Use the following criteria to guide decision- making about location.

<< **Tick the boxes to show the criteria met for the nominated Recovery Centre location(s).** >>

Essential criteria

- Safe distance from the disaster area
- Accessible to people with impaired mobility
- Toilets
- Parking and close proximity to public transport, if appropriate
- Heating and cooling
- Kitchen where light refreshments can be prepared for the public
- Reception and waiting area
- Space for agencies to undertake their roles
- Private spaces for meetings or counselling
- Resource table or stand for information such as flyers or brochures.

Preferred criteria

- The Local Council owns and manages the facility (which is preferable to a privately owned facility).
- The location is in or near the central business district or a shopping precinct that is highly visible and accessible.
- It is a community building such as a hall, library, community centre, civic centre or vacant building. *Note: explore the viability of turning local community hubs into Recovery Centres.*

Avoid

- Not co-located at a facility serving liquor or providing gaming services (for example, an RSL or bowling/sports club).

Timeframe

- The building(s) is/are available for a period of weeks to months, with minimal disruption (or loss of trade and/or income) to the building's regular services.

Leasing

- Leasing or procurement is required (ESFA will be contacted to support with lease management and/or property management, if required).
- Building modifications will be required (for example, electrical works, connection of utilities or garbage collection), and ESFA will be contacted to support with modifications.

Manager and Administration Officer

The Local Council provides a Recovery Centre Manager and an Administration Officer to support operations at the Recovery Centre when it is stood up. NSW Reconstruction Authority will support both roles.

The Local Council's Recovery Centre responsibilities include the following actions:

Establishment phase

- Determine the location, layout, opening date and hours of operation.
- Appoint a Recovery Centre Manager and Administration Officer.
- Develop a Communications Plan.
- Support a site risk assessment and the development of a Risk Register.
- Develop a Covid-19 safety plan.

Management phase

- Provide inductions for new agency staff, and morning briefings and evening de-briefings for all agency staff (the Recovery Centre Manager will undertake these responsibilities).
- Keep financial records for reimbursement under Disaster Recovery Funding Arrangements (DRFAs).
- Monitor and troubleshoot systems and processes.
- Provide ongoing site maintenance (stationery, and kitchen and bathroom provisions).
- Provide timely reporting.
- Develop a Recovery Centre transition plan.
- Work with NSW Reconstruction Authority to co-develop a schedule for Mobile Recovery Centre visits to impacted communities.

Closing phase

- Identify triggers for reducing the Recovery Centre hours and eventual closure, for approval by the SERCON.
- Close the Recovery Centre, with the SERCON's approval, and support from NSW Reconstruction Authority and ESFA.

Local Council's nominated Recovery

Centre Manager: Lynn-Maree Dunn

Local Council's nominated Recovery Centre

Administration Officer: Laura Gordon

9. Communications and public information

Relief and recovery communication and information responsibilities

The LEMC, Local Recovery Committee, Local Council and community organisations play a vital role in ensuring impacted communities have adequate information about:

- available recovery services and support
- the relief and recovery activity of local stakeholders, agencies and community leaders
- how the impacted community can give feedback, ask questions and be involved in the recovery process.

Information that will be routinely updated

Ideally, the Local Council should have a simple set of routine information updates that guide staff, stakeholders and the agencies or individuals the community will seek help from.

A simple document, containing a date to show when the information was correct, can be formatted and updated at the same time of day or day of the week before being distributed to a network of informants.

It can include:

- a brief update on the situation, from a relevant source or sources
- information on the day's or week's recovery activities, from the agency or organisation
- information on the recovery activities to occur over the coming day or days. This could cover:
 - › clean-up operations and waste disposal
 - › road closures and openings
 - › power resupply
 - › food and personal care item supplies
 - › Recovery Centre locations (opening hours and service attendees)
 - › welfare or disaster assistance programs or packages
 - › culturally appropriate advice and supports, or advice and supports in language
- the date and time of the next update.

Sharing relief and recovery information from the LEMC, Local Council and Recovery Committee with communities will be the responsibility of **Council Media Officer: Laura Gordon**

This person will:

- coordinate the collation and distribution of clear, relevant, timely and targeted key messages
- determine the right channels and opportunities for the community to receive messages and engage with information
- support media enquiries and identify the trusted, relevant spokespersons
- keep a network of stakeholders and community leaders up to date with changes in service provision relating to recovery activities, so they can pass this on to their communities.

How the Local Council will communicate with the community

Plan how the Local Council will share information by checking the boxes for information platforms that are available. The responsible person or organisation will need to ensure that the information is shared and then monitored for comment, queries or feedback, where applicable.

Media spokespersons

The Local Council's media spokespersons should be people the community trusts and is familiar and comfortable with. They can be from the Local Council, the LEMC or the Local Recovery Committee, or other trusted community representatives, such as a local Aboriginal Elder, a representative of a cultural or faith-based group, or an advocate for people living with disability.

<< Fill in Table 8 with the names and contact details of nominated individuals. >>



<< Tick the boxes to show which platforms will be used to communicate recovery information. Where appropriate, add links to online pages. >>

Online platforms

- Webpages
- Website live chat function
- Social media real-time messaging
- Live webinar
- Facebook Live

Offline platforms

- Letterbox drops with updated info packs
- Community radio segments
- Media releases
- Flyers at essential service locations such as petrol stations, supermarkets and pharmacies
- Flyers and posters at key locations
- Drop-in centres
- Community meetings
- Text messages or phone calls
- Mobile signs on roadsides
- Doorknocks
- Hotline number promoted via letterbox drops, chalk on footpaths or on posters around the community

Table 8. List of spokespersons

Spokesperson 1

Name: David Kirby
Title: General Manager
Phone number: 0427 299 863
Email: gm@brewarrina.nsw.gov.au

Spokesperson 2

Name: Vivian Slack-Smith
Title: Mayor
Phone number: 0427 687 426
Email: mayor@brewarrina.nsw.gov.a

Spokesperson 3

Name:
Title:
Phone number:
Email:

Spokesperson 4

Name:
Title:
Phone number:
Email:

Spokesperson 5

Name:
Title:
Phone number:
Email:

Facilitator or host for community meetings

The Local Council should also choose people to host community meetings, who the community trusts and is familiar and comfortable with. They can be from the Local Council, the LEMC, the Local Recovery Committee or other trusted community representatives.

Community meetings can be emotional events where tensions run high. This is normal after a traumatic event. An experienced and empathetic host should be able to encourage attendees to engage with them.

Department or person managing public events such as community recovery meetings

In the event of a public meeting,

Council Event Team will be responsible for:

- **the location** – ensuring there is power, water and adequate space
- **equipment** – providing microphones, information boards, tables and forms
- **people** – planning who will speak; for example, the Mayor, representatives of charities, the Combat Agency, NSW Reconstruction Authority or welfare services
- **registration** – ensuring attendees provide up-to-date contact details
- **photography and filming** – ensuring the Local Council has written consent from those appearing in photos or videos
- **the media (if permitted to attend)** – creating a separate area for film crews and journalists, and informing attendees that media are present
- **accessibility** – confirming whether it is necessary to provide an interpreter, resources for visually impaired and/or hearing-impaired people, and whether there may be cultural sensitivities.



For more information, read the

[guide to communicating after a disaster.](#)

10. Disaster appeals

Establishing and running a disaster appeal is a significant undertaking that requires substantial resources over an extended period. Before deciding between establishing a disaster appeal or partnering with an existing charity or appeal fund, Local Council decision makers should read the guide for conducting disaster appeals to ensure they are well informed about what an appeal might involve.



For more information, read the [guide to disaster appeals](#).

Position on whether to establish an appeal for funding

- << **Tick the appropriate boxes.** >>

- Local Council does not plan to establish a disaster appeal. Instead, it can:
 - partner with an existing charity fundraising organisation, such as GIVIT

GIVIT and NSW Reconstruction Authority

NSW Reconstruction Authority pays GIVIT administration costs so full amount of donations can be provided to the community



<< **Tick the appropriate boxes.** >>

- The Local Council plans to establish a disaster appeal.

The Local Council has:

- considered its authority to fundraise
- considered its deductible gift recipient status
- applied for eligible tax concessions
- ensured it holds a trust deed of a continuing nature or for a particular disaster (The trust deed establishes a trust fund for depositing and withdrawing donated funds. It determines the conditions of appointment of trustees as well as the fund's purpose, administration and broad arrangements for distribution of funds)
- appointed trustees (The trustees are the policy-making body for managing the appeal and distributing donated monies. Final accountability and responsibility for collecting and distributing monies lies with the trustees)

- appointed a management committee
Where significant funds are raised, in support of the trustees, the independent management committee will:
 - > call for applications for relief funds
 - > allocate funds on behalf of donors
 - > determine the criteria for distributing funds
 - > determine the means for assessing applications
 - > ensure timely distribution of funds
 - > oversee legal and audit accountabilities
- formed a communications team and/or strategy to manage public expectations and work with the media to report on the impacts of the funds.

Note: This is an indicative list only. Engage with

in-house legal teams to understand the full scope of activities required.

11. Donated goods

The aim of planning for donated goods is to prevent the flow of unwanted goods before it starts, and harness people's generosity by providing clear messaging about

what is needed.

Monetary donations are always the most useful donation because it provides flexibility and choice in meeting affected people's immediate needs. It also circulates in the affected community, stimulating faster recovery for the local economy.

Donated goods often do not meet the specific needs of the affected community, and the quality of second-hand goods

can vary and may even be substandard. There can be costs associated with storing, transporting and disposing of goods. The management of donated goods can also divert valuable resources away from other critical recovery activities.

It is vital that Local Councils are prepared ahead of time to ensure the effective management of donated goods.

Donated goods coordinator

In this plan, appoint a person who will be responsible for coordinating activities related to donated goods, such as accepting or declining goods, and managing unsolicited goods.

The Donated Goods Coordinator is

David Kirby, GM to appoint appropriate Council employee on the day

Accepting or declining goods

The Local Council can decide whether it will accept or decline donated goods.

Strong and frequent public messaging is necessary to ensure the public is aware of the Local Council's preference for accepting or declining donated goods during times of a disaster.

It is **recommended that Local Councils decline unsolicited donated goods** and public messaging is delivered through relevant channels (e.g. newsletters, social media, Council website) to promote GIVIT (<https://www.givit.org.au/>) as the preferred donations management partner for NSW Government.

If the Local Council decides to **decline** donated goods, it is recommended that:

- donated goods are rejected upon receipt;
- the public, including businesses and corporate organisations, are **diverted to GIVIT, and the process for pledging and/or donating items is explained** if required;
- when possible (e.g. when an affected area is deemed safe to enter by emergency management authorities), **signage is displayed to advise the public that donations are not being accepted and items left at any site within the affected area will be treated as illegal dumping;** and
- the public, including businesses and corporate organisations are **provided with other suggestions or pathways, such as selling the items then donating the cash via GIVIT, or donating the items to a local charity to support the recovery of the local economy.**

If the Local Council decides to manage donations via GIVIT, contact partnerships@reconstruction.nsw.gov.au to activate this relationship.

If the Local Councils decides to **accept** donated goods, it is recommended that:

- a clear process for **distributing the goods to affected people is established before a disaster occurs;**



For more information, read the
guide for managing donated goods.

- **a clear plan for the disposal of unwanted items is established before a disaster occurs**, with consideration given to costs associated with transporting and disposing of unwanted items;
- a list of essential items is shared with the public **using a chosen real-time donations management platform to encourage donation of items that will help to meet the immediate needs of the affected community** and prevent exceeding donation quantities;
- only essential items that meet identified needs within the affected community are accepted. The Local Council should also consider the **resources required and costs associated with storing, sorting, managing and disposing of unwanted items**;
- a site or facility within the community (e.g. community Showground) is established as a **hub for receiving donated goods**;
- due to the need for volunteer or paid staff to manage the hub, appropriate arrangements are put in place relating to payment or pro-bono support;
- donated goods are **stored in a dry location that is not likely to be affected or re-affected by a disaster**, in order to prevent damage to the goods (e.g. moisture from floodwaters can result in mould);
- security arrangements are put in place to ensure the goods are **kept secure and to prevent dumping and theft**;
- the Local Council consider how long the ‘hub’ will be open for;
- the ‘hub’ is **open for no longer than 3 months**;
- the Local Council consider **the impact of providing donated goods to impacted people on local businesses and the recovery of the local economy**;
- a live **stocktake of the donated goods is undertaken and continuously monitored**;
- if capacity is reached for particular items and **starts to exceed the required amount, the Local Council advises the community and public that the items are no longer needed**;
- the goods are managed effectively by the Local Council by **engaging and managing spontaneous volunteers to assist with sorting**; and
- if excess donated goods are received that do not meet the specific needs of the affected community, **provide suggestions to the public on other pathways for donations including redirecting people and businesses to GIVIT, or to local charity organisations that may accept their donations.**

If the Local Council requires further advice or support on donated goods, contact partnerships@reconstruction.nsw.gov.au.

Table 9. Organisations that accept donated goods

Organisation name	Type of donated goods accepted (e.g. clothing)	Will accept for storage at location?	Will distribute?
GIVIT	Monetary donations, household items, kitchen appliances, furniture, toiletries, whitegoods, beds, bedding and linen, computers and mobile devices, books and stationery, clothing and shoes	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Brewarrina Central School (registered for Givit)		<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
Anglican Op Shop		<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No

Unsolicited goods

Donated goods can quickly exceed actual community need, diverting efforts from disaster response and recovery to managing the goods. This can mean using vital resources to transport, store, sort, deliver and even dispose of large quantities of donated goods that are not needed.

<< **Tick the appropriate boxes.** >>

The Local Council’s strategy for managing unsolicited goods is to:

- redirect the goods to a local charity** that accepts such donations as part of its day-to-day business. Table 9 lists the organisations and goods that will be accepted.
- return the goods to the sender** – factoring in budget for returning the goods
- as a last option, contact a recycling organisation or move the goods to a landfill** – factoring in budget for waste management costs and resources required for disposal.

The Unsolicited Goods Coordinator is **David Kirby GM, to appoint Council Employee on the day**

Corporate donations

When a company seeks to donate goods, it is recommended that the offer is recorded and tracked for auditing purposes. Consider the impact of the donation on local retailers, ensuring that they will not be put out of business. Additionally, consider whether the corporate donor can hold on to the goods until they are ready to be handed over to the identified recipients, to avoid keeping the goods at the Local Council or in a Recovery Centre.

The **NSW Reconstruction Authority** is responsible for the coordination of all corporate donations. All corporate donations should be referred to: **Partnerships@reconstruction.nsw.gov.au**

Fodder donations

During rural disasters, it is likely there will be calls for donations of fodder, fencing and farming materials and/or machinery. These types of donations require specific coordination, which relevant local organisations may not be able to manage. In particular, fodder requires significant resources including transport, secure storage, and equipment for loading and unloading. It can also present biosecurity and weed issues, so take into account the role of DPIE and Local Land Services when accepting fodder donations.

Donated fodder will be coordinated by

To be confirmed

Plans for coordinating and transporting fodder, storing it's securely, and getting equipment to distribute it include:

During disasters affecting rural communities donations of fodder fencing and farming materials may be offered. Charitable organisation may step forward to coordinate the collection and distribute of these goods. The movement of these materials may present a biosecurity risk, including spread of weeds in fodder. Organisations can seek advice from Local land Services on minimising biosecurity and weed risks to implement or include in communications.



For more information, read the [guide for managing donated goods.](#)

12. Volunteers

When planning for and coordinating spontaneous volunteers, consider the aims of the national Spontaneous Volunteer Strategy.¹² They include:

- *the effective and efficient coordination of spontaneous volunteers in the immediate post- disaster phase of an emergency;*
- *supporting the empowerment and disaster resilience of individuals and communities; and*
- *facilitating positive experiences for volunteers, who may continue to volunteer in the emergency management sector or in other valuable community endeavours.*

Volunteers can be requested via the GIVIT online platform (<https://www.givit.org.au/donate-time>). All responsibility is held by the requesting organisation.

Volunteers Supervisor

In this plan, identify an appropriate person(s) to manage and supervise volunteers. They will need to perform the listed tasks.

Identify an appropriate person(s) to supervise volunteers:

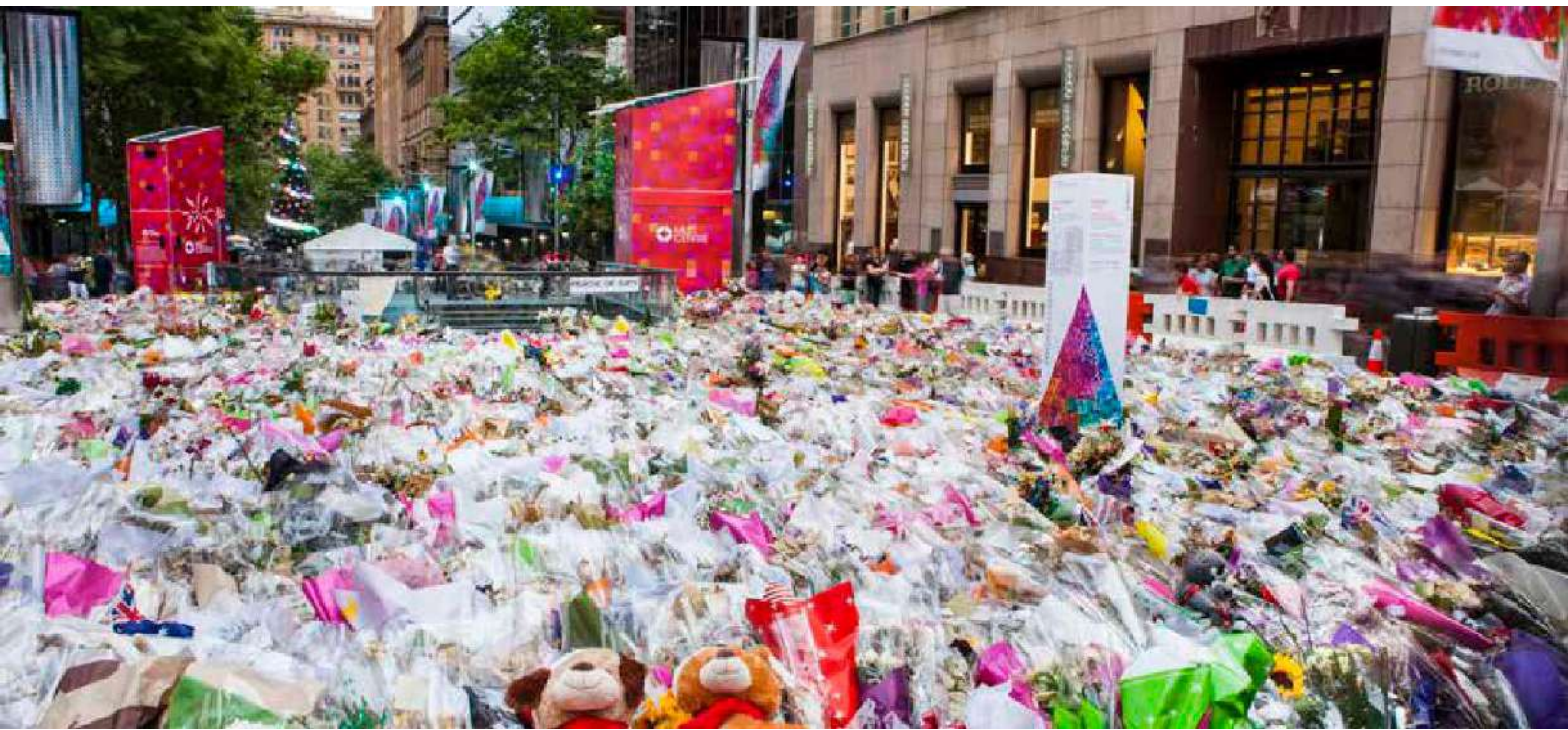
The Volunteers Supervisor must:

<< **Tick the box when the task is completed.**
>>

- develop a role description or a briefing with clear roles and responsibilities, and task limits and boundaries
- determine whether roles assigned to volunteers require a Criminal History Check (via NSW Police Force)
- determine whether roles assigned to volunteers require a Working with Children Check
- decide the suitability of volunteers for roles, considering their physical and intellectual capabilities
- provide a volunteer register to record time, date and hours
- organise an induction
- agree and document start and end dates
- document and communicate information for volunteers relating to work health and safety risks, volunteer management, logistical support, personal protective equipment, personal protective clothing and liability
- establish a budget reporting pathway (daily, weekly and/or monthly)
- develop an asset management list
- establish an injury register
- establish a complaints register.

Read more about spontaneous volunteers in AIDR's *Communities Responding to Disasters: Planning for Spontaneous Volunteers: Handbook 12* (www.knowledge.aidr.org.au/resources/handbook-spontaneous-volunteers/).

¹² AIDR (2018) *Spontaneous Volunteers*.



13. Spontaneous memorials

Memorials are important and form part of the post- death ritual and community healing process. They are a place to express grief, and they allow the community to mourn collectively and show respect to the victim(s).

Spontaneous memorials may be set up for incidents such as:

- acts of terror or violence
- aeroplane or transport accidents
- other types of high-profile incidents
- acts involving children
- events that cause multiple deaths.

Spontaneous Memorials Working Group Chair and proposed members

If a collective trauma event has resulted in a spontaneous memorial being established, this plan outlines how a Spontaneous Memorials Working Group will likely be formed. Depending on the size and expected duration of the memorial site, the LEMC, Local Council or Local Recovery Committee could either manage all activities relating to the memorial site or form a Working Group to oversee those activities.

Identify a Spontaneous Memorials Working Group Chair: **Council Event Manager**

Table 10. Organisations that may be involved in a Spontaneous Memorials Working Group

Brewarrina Council		
Name: David Kirby	Position: General Manager	Email: gm@brewarrina.nsw.gov.au
Aboriginal Affairs		
Name: Andrew Rose	Position: Senior Project Officer	Email: Andrew.rose7@aboriginalaffairs.nsw.gov.au
FRNSW		
Name: Gary Barber	Position: Chief Superintendent	Email: Gary.Barber@fire.nsw.gov.au
Infrastructure (Local Council)		
Name: Bikash Tripathi	Position: Project Engineer	Email: pe@brewarrina.nsw.gov.au
Local Mayor		
Name: Vivian Slack-Smith	Position: Mayor	Email: mayor@brewarrina.nsw.gov.au
NPWS		
Name: Melissa Hams	Position: Area Manager	Email: Melissa.Hams@environment.nsw.gov.au
NSW Health		
Name: Heather Finlayson	Position: Health Services manager	Email: Heather.Finlayson@health.nsw.gov.au
NSW Police Force		
Name: Chris Woods	Position: Sector Supervisor - LECON	Email: wood3chr@police.nsw.gov.au
Department of Regional NSW		
Name: Sarah Barton	Position: Senior Coordination Officer	Email: sarah.barton@regional.nsw.gov.au
NSW Reconstruction Authority		
Name: Lynn-Maree Dunne	Position: Acting Coordination Officer	Email: lynn-maree.dunn@reconstruction.nsw.gov.au
Transport for NSW		
Name: David Dickey	Position: Customer & Network Operations Coordinator	Email: David.Dickey@transport.nsw.gov.au
Welfare Services (local DCJ)		
Name: Emma Crowley	Position: Deputy WelFAC	Email: Emma.Crowley@dcj.nsw.gov.au
Waste Facilities		
Name: Russell Holz	Position: Utilities Manager	Email: um@brewarrina.nsw.gov.au

Working group responsibilities

Responsibilities may include:

- taking leadership and overarching responsibility for managing the memorial site, including the identification of roles and responsibilities of key stakeholders, depending on the nature of the incident
- coordinating and managing on-site protocols, logistics and resources sourced from various agencies and/or organisations
- communicating with the public (via public messaging, including safety messaging, and ensuring consistent messaging from dignitaries and/or VIPs)
- communicating with victims' families and those directly impacted by the incident (via Victims Services NSW)
- dismantling and preserving the memorial.



For more information, read the [**guide to managing spontaneous memorials.**](#)

14. After Action Review

An After Action Review (AAR) is a debriefing process undertaken after an event such as recovery operations to allow for continuous learning and improvement. In this plan, identify a coordinator who can carry out an AAR, with support from NSW Reconstruction Authority.

An AAR ‘involves describing what was intended to happen, what was actually accomplished, what mistakes were made and how participation in similar events might be improved in the future’.¹³

The information collected during the AAR helps with improving responses during future events (for example, through training, plans and equipment purchases). Information collected during AARs can also be used to inform larger organisational and multi-agency AARs.

An AAR should be developed as part of any post- disaster recovery action plan.

With support from NSW Reconstruction Authority, the AAR Coordinator will seek to identify the following when designing an AAR:

- When will an AAR be undertaken? Will it be informal or formal? Who will participate and who will facilitate?
- Where will it be conducted?
- What are the roles, responsibilities and accountabilities for the AAR process?
- What themes will be used to guide the collection of information during the AAR. Key themes to consider when undertaking an AAR are:
 - › **people** – for example, were there sufficient people with the right training to deliver services during recovery operations?
 - › **resources** – for example, were the tools needed to deliver services available and were they fit for purpose?
 - › **governance** – for example, did the written plan or approach to recovery operations provide the required services and were variations required and recorded?
 - › **systems** – for example, were the systems and infrastructure put in place appropriate and did they work?
 - › **processes** – were there shortfalls in the recorded processes?

The recovery operations AAR Coordinator is
Brewarrina Shire Council, David Kirby, GM

- Who will collect the feedback, and how will they do so – for example, will it be collected during workshops, meetings and/or focus groups; through questionnaires or tailored surveys; via websites; or through networks (for example, business networks, councils or community groups)?
- What are the reporting obligations? Who will receive the report? What are the legal and confidentiality considerations?
- If the report needs to be published, how will this be done – for example, will it be published internally or will it be public facing?
- How will the information and lessons be captured, shared (for example, through case studies, networks and committees), actioned and implemented, and the learning verified?
- How will the findings be shared and who will they be shared with?

Debriefs should be conducted throughout an event to allow for information sharing, including about changing situations.

¹³ AIDR (2019) *Lessons Management*.

Disclaimer

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More information

 nsw.gov.au/emergency/nsw-reconstruction-authority

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REPORTS FOR INFORMATION

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BREWARRINA SHIRE COUNCIL

Agenda Submission for Ordinary Meeting held on Friday 24th November 2023

TITLE:	REPORTS FOR INFORMATION	DOC REF: Item: a
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REPORT BY:	David Kirby General Manager	DATE: 20th November 2023
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IP&R REFERENCE:

Objective 5.2: A Council that provides quality service to ratepayers and residents and delivers cost-effective services to these customers

PURPOSE:

The purpose of this report is for Councillors to receive the Status Report, Councils Information Reports as well as the items for Correspondence.

RECOMMENDATION:

That the Status Report, Information Reports, which are listed from a-n, and the Items for Correspondence be received as information.

CONTENT:

This report will cover the January Status Report, the Information Reports for each department that was compiled during the reporting period and Correspondence for Information.

The reports will be received in the following order;

- **Status Report**
- **Information Report**
 - a. General Manager / Mayor
 - b. Transport
 - c. Utilities
 - d. Economic Development
 - e. Human Resources
 - f. FAM
 - g. Correspondence
- **Items for Correspondence:**
Nil

GOVERNANCE IMPLICATIONS: NA

CONCLUSION:

To inform Council of the monthly activities undertaken by the various departments within the Council.

David Kirby
General Manager

ATTACHMENTS:

- **Status Report**
- **Information Reports**
 - a. General Manager / Mayor
 - b. Transport
 - c. Utilities
 - d. Economic Development
 - e. Human Resources
 - f. FAM
 - g. Correspondence
- **Items for Correspondence:**
Nil

Status Report: Council Resolutions and Tasks to be Finalised.

27th July 2018 - Ordinary Council Meeting			
Resolution Number	Officer Action	Information:	Action Taken:
134/18	GM	<p>RESOLVED on MOTION by Councillor Pippas Seconded by Councillor Chapman;</p> <p>That Council accept the grant from the Office of Local Government and note the requirement to utilise the funding for the purposes of developing compliant plans under the Crown lands Management Act for crown reserves.</p>	<p>7/11/2023 – No Change 5/09/2023 – Awaiting final approval from NSW Crown Lands. 15/08/2023 – No Change 11/07/2023 – No Change 14/06/2023 – Going to Public Exhibition July 17/05/2023 – CHB finalising action plan 21/04/2023 – No Change 21/03/2023 – No Change 8/02/2023 – No Change 13/08/2018 – Awaiting action plan.</p>
24th July 2020 - Ordinary Council Meeting			
Resolution Number	Officer Action	Information:	Action Taken:
98/20	GM	<p>RESOLVED on MOTION by Councillor Wheatley, Seconded by Councillor Slack-Smith;</p> <p>That Council endorse the proposal for the Council to utilise funding from the Local Roads and Community Infrastructure Fund for the following identified projects:</p> <ol style="list-style-type: none"> 1. Goodooga Road Rest Stop Budget \$100k 2. Weilmoringle Tennis Courts \$100k 3. Culgoa Tennis Courts \$80k 4. Tourism Signage – with proposals to be discussed and referred to Council \$80k 5. Fish Traps interpretative Signage, new seating revamp of the carpark & viewing platform etc. \$160k. 6. Balance of funds approx. \$260 to be allocated on dollar for dollar basis with R2R funds for road repair up North. 	<p>7/11/2023 - Finalising scopes of work with contractors 5/09/2023 – An email has been sent to the contractor regarding overdue penalty rate charges. 15/08/2023 – No Change 11/07/2023 – No Change 14/06/2023 – No Change 17/05/2023 – No Change 21/04/2023 – No Change 21/03/2023 – No Change 8/02/2023 – Finalising Signage Installation 17/08/2020 In progress, submissions /proposals to council - See report to Council.</p>
27th November 2020 – Ordinary Council Meeting			

Status Report: Council Resolutions and Tasks to be Finalised.

Resolution Number	Officer Action	Information:	Action Taken:
159/20	GM	<p>RESOLVED on MOTION by Councillor Stanton, Seconded by Councillor Loughnan;</p> <p>That Council endorse the proposal with the following amendments for the Council to utilise funding from the Local Roads and Community Infrastructure Fund Extension for the continuing replacement of road safety ramps and other programs as follows;</p> <ul style="list-style-type: none"> • Road Safety Grid Program allocation of \$200,000.00 • Goodooga Skate Park allocation of \$100,000.00 • Brewarrina Memorial Park Picnic Areas allocation of \$100,000.00 • Brewarrina Memorial Pool – Toddlers Pool allocation of \$190,000.00 	<p>7/11/2023 - Finalising design, construction to commence early 2024</p> <p>5/09/2023 – No change 15/08/2023 – No Change 11/07/2023 – No Change 14/06/2023 – No Change 17/05/2023 – No Change 21/04/2023 – No Change 21/03/2023 – No Change – Waiting for Picnic area to be completed 8/02/2023 – No Change 11/05/2021 – Local Roads and Community Infrastructure Program Phase 2 Work Schedule – Project Nomination completed and submitted – awaiting confirmation that work can proceed.</p>
24th September 2021 – Ordinary Council Meeting			
Resolution Number	Officer Action	Information:	Action Taken:
118/21	UM / CHB	<p>RESOLVED on MOTION by Councillor Pippas, Seconded by Councillor Slack-Smith; that Council approve the conceptual design of the proposed Brewarrina Aboriginal Fishtraps Viewing Platform.</p>	<p>7/11/2023 - Going to tender November 2023</p> <p>5/09/2023 – The final design is pending the main street master plan. 15/08/2023 – No Change 11/07/2023 – No Change 14/06/2023 – No Change 17/05/2023 – In final design phase 21/04/2023 – No change 21/03/2023 – Project to be combined with master plan redevelopment 8/02/2023 – No Change 11/10/2021 – For public consultation – November edition of Bre News.</p>
24th February 2022 – Ordinary Council Meeting			
Resolution Number	Officer Action	Information:	Action Taken:
11/22		<p>RESOLVED on MOTION by Councillor Pippas, Seconded by Councillor Stanton; that Council note the report and approve the General Manager to continue to examine options to enable Council to comply with ARIC guidelines once the</p>	<p>7/11/2023 - No change</p> <p>5/09/2023 Consultant has been engaged to finalise the committee. 15/08/2023 – No Change</p>

Status Report: Council Resolutions and Tasks to be Finalised.

	GM / FAM	review is completed.	11/07/2023 – No Change 14/06/2023 – No Change 17/05/2023 – No Change 21/04/2023 – No Change 21/03/2023 – No Change 8/02/2023 – No Change 12/10/2022 – No change
23/22	GM / HR	RESOLVED on MOTION by Councillor Jeffries, Seconded by Councillor Sheridan; that Brewarrina Shire Council work with the NSW Office of Local Government to enlist the services of an independent assessor to conduct a 360 review of all Management positions on Council. This motion is to be acted upon without delay.	7/11/2023 - No change 5/09/2023 – The HR manager is coordinating with LG NSW. 15/08/2023 – Still awaiting for a response 11/07/2023 – No Change 14/06/2023 – No Change 17/05/2023 – No Change 21/04/2023 – No Change 21/03/2023 – No Change 08/02/2023 – No Change 6/12/2022 – No Change 14/11/2022 – No Change 12/10/2022 – No Change 06/09/2022 – Report going to Council 10/08/2022 – Referred to OLG email in agenda. Awaiting response from LGNSW
		22nd April 2022 – Ordinary Council Meeting	
Resolution Number	Officer Action	Information:	Action Taken:
57/22	CHB	RESOLVED on MOTION by Councillor JEFFRIES, Seconded by Councillor PIPPOS; That; 1. Council accept the proposal to build a new facility 2. RFS to reconsider the location due to being a residential area and ongoing contamination issues 3. A further detailed proposal be provided to Council before a final decision is made	7/11/2023 - Detailed design phase 5/09/2023 – The topographical survey has been completed; awaiting the final design from RFS. 15/08/2023 – Awaiting letter of consent 11/07/2023 – Awaiting response from RFS 14/06/2023 – No Change 17/05/2023 – Report going to Council this month 21/04/2023 – No Change 21/03/2023 – Finalising acquisition of land 8/02/2023 – No Change 6/12/2022 – No Change 14/11/2022 – RFS looking at detailed design 12/10/2022 – No Change 10/08/2022 – Report going to Council this month
		25th November 2022 – Ordinary Council Meeting	

Status Report: Council Resolutions and Tasks to be Finalised.

Resolution Number	Officer Action	Information:	Action Taken:
158/22	CHB	<p>RESOLVED on MOTION by Councillor PIPPOS, Seconded by Councillor FRAIL; That Council; 1. Council endorse community consultation process to commence on the re-establishment of existing Alcohol Free Zones in Brewarrina and Goodooga for the period up until 30 June 2025.</p>	<p>7/11/2023 - Waiting feedback from local area commander 5/09/2023 - Awaiting feedback from the local area commander. 15/08/2023 - No Change 11/07/2023 - No Change 14/06/2023 - No Change 17/05/2023 - No Change 21/04/2023 - No Change 21/03/2023 - CHB investigating 8/02/2023 - No Change 6/12/2022 - Community consultation form and survey to be created</p>
24th February 2023 – Ordinary Council Meeting			
16/23	UM / EDM	<p>RESOLVED on MOTION by Councillor BROWN, Seconded by Councillor D GORDON; That Council; Accept the preferred tender for the design and construction of Goodooga Splash Park be awarded to Beau Corp Projects for total \$713,260 inc GST.</p>	<p>7/11/2023 - Construction completion mid-December 5/09/2023 - Construction recommenced. 15/08/2023 - Awaiting Development Consent 11/07/2023 - No Change 14/06/2023 - No Change 17/05/2023 - Finalising Design 21/04/2023 - No Change 21/03/2023 - Council staff finalising design 24/02/2023 - Successful letter & purchase order to be sent</p>
19/23	UM / EDM	<p>RESOLVED on MOTION by Councillor D GORDON, Seconded by Councillor PIPPOS; That Council; Approves the tender received from Grind Skate Parks Pty Ltd for constructing Goodooga Skate Park with a total cost of \$345,500 + GST.</p>	<p>7/11/2023 - Finalising design 5/09/2023 - Awaiting commencement date. 15/08/2023 - Awaiting construction commencement date 11/07/2023 - No Change 14/06/2023 - No Change 17/05/2023 - Finalising Design 21/04/2023 - No Change 21/03/2023 - Finalising design 24/02/2023 - Successful letter & purchase order to be sent</p>

Status Report: Council Resolutions and Tasks to be Finalised.

24 th March 2023 – Ordinary Council Meeting			
Resolution Number	Officer Action	Information:	Action Taken:
38/23	UM / EA	<p>RESOLVED on MOTION by Councillor FRAIL, Seconded by Councillor BROWN;</p> <p>1. That Council accept the proposal from Nucleus 3 and Telstra for the supply and installation of 500 Smart Water Meters for total \$224,970 Ex GST.</p> <p>2. The Council allocate \$240,000 from water reserves to complete this project</p>	<p>7/11/2023 - Smart Meters in manufacturing process</p> <p>5/09/2023 – Just finalising installation confirmation</p> <p>15/08/2023 – In final stages</p> <p>11/07/2023 – No Change</p> <p>14/06/2023 – No Change</p> <p>17/05/2023 – Finalising Designs & System</p> <p>21/04/2023 – No Change</p> <p>24/03/2023 – Successful Letter sent and meters ordered.</p>
39/23	GM / EA	<p>RESOLVED on MOTION by Councillor FRAIL, Seconded by Councillor I GORDON;</p> <p>That Council receive the report;</p> <p>1. That all conforming tenders for Regional Procurement Plant Hire be awarded the contract as the panel source suppliers to Brewarrina Shire Council for the period 1 April 2023 to 31 March 2025 (24 Months)</p> <p>2. That a provision be allowed for a 12 – month extension based on satisfactory supplier performance, which may take this contract through to 31 March 2026.</p>	<p>7/11/2023 – Completed.</p> <p>5/09/2023 – No change</p> <p>15/08/2023 – No Change</p> <p>11/07/2023 – Following up missing agreements</p> <p>14/06/2023 – No Change</p> <p>17/05/2023 – All letters & agreements have been signed by Contractors</p> <p>21/04/2023 – No Change</p> <p>24/03/2023 – Successful letters sent</p>
40/23 / 91/23	UM	<p>RESOLVED on MOTION by Councillor D GORDON, Seconded by Councillor PIPPOS;</p> <p>That Council;</p> <p>1. That Council approve the new Brewarrina Swimming Pool Contract No. 2023-04 for the new three (3) years swimming pool contract commencing 1st September 2023 to 31st August 2026.</p> <p>2. That Council authorise the tender be advertised from 3rd April through until 28th April 2023</p>	<p>7/11/2023 - Completed.</p> <p>5/09/2023 – Contractor commenced.</p> <p>15/08/2023 – Acceptance Letter sent</p> <p>11/07/2023 – Awarded to Kylie Gibson Pty Ltd – Acceptance Letter to be sent</p> <p>14/06/2023 – Re-advertised tender – Close end of June</p> <p>17/05/2023 – Report going to Council this month</p> <p>21/04/2023 – No Change</p> <p>24/03/2023 – Tender advertised</p>

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REPORTS FOR INFORMATION

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BREWARRINA SHIRE COUNCIL

Agenda Submission for Ordinary Meeting held on Friday 24th November 2023

TITLE:	GENERAL MANAGER - DIARY	DOC REF: Item: a
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REPORT BY:	David Kirby GENERAL MANAGER	DATE: 20/11/2023
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IPR / MANAGEMENT PLAN REFERENCE:

Theme 4: A community with integrated leadership Governance.

PURPOSE:

The purpose of this report is to provide Council with a summary of meetings and functions attended during the reporting period.

GENERAL MANAGER ACTIVITY:

DATE	ACTIVITY
25/10/2023	Property Acquisition Learning Session (PALS) Event
25/10/2023	Brewarrina Shire Council - Monthly Meeting with DRNSW
26/10/2023	Regional NSW Road Manager Quarterly Meeting - NHVR
31/10/2023	Brewarrina Shire Council - TfNSW & Council Monthly Meeting
31/10/2023	Infrastructure Betterment Fund: Next Steps
3/11/2023	Extra-Ordinary Council Meeting – Audited Financial Statements
7/11/2023	Monthly Manex Meeting
8/11/2023	Local Emergency Management Committee Meeting
8/11/2023	Local Rescue Committee Meeting
8/11/2023	Debbie Jones and Prof Catherine Hawke WLHD
9/11/2023	Barwon Darling Irrigators Council AGM – Bourke
9/11/2023	Town Water Risk Reduction Program (TWRRP)
10/11/2023	Teams Meeting (online) – BROCC AGM Tenterfield
13/11/2023	LGNSW State Local Government Conference (Mayor Slack-Smith, Clr Pippas, Clr Sheridan and Clr Frail)
15/11/2023	Meeting with Hon Rose Jackson - Minister for Youth, Water, Housing & Mental Health.
15/11/2023	Meeting Northern Beaches Council Mayor and General Manager Sister City Program.

INFORMATION DISTRIBUTED TO COUNCILLORS

7/11/2023	EA	Meeting Minutes for the Extraordinary Council Meeting on November 3rd
30/10/2023	EA	Business Paper for Extraordinary Meeting on November 3rd
30/10/2023	EA	Meeting Minutes for the Ordinary Council Meeting on October 27th
27/10/2023	EA	Main Street Master Plan

GOVERNANCE IMPLICATIONS:

For Information.

CONCLUSION:

For Council Information.

CONSULTATION:

Various Staff, Councillors & Agencies.

RECOMMENDATION:

That Council receive the General Manager Diary Report as information.

David Kirby
General Manager

ATTACHMENTS:

Nil

BREWARRINA SHIRE COUNCIL

Agenda Submission for Ordinary Meeting held on Friday 25th February 2022

TITLE:	MAYOR - DIARY	DOC REF: Item: a2
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REPORT BY:	David Kirby General Manager	DATE: 20 th Nov 2023
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IPR / MANAGEMENT PLAN REFERENCE:

Theme 4: A community with integrated leadership Governance.

PURPOSE:

The purpose of this report is to provide Council with a summary of meetings and functions attended during the reporting period.

MAYOR ACTIVITY:

- **Meeting with Representatives from the Murray Darling Basin Association, on 30 October 2023**
 - Had a productive meeting with Peter and Shona from the Murray Darling Basin Association. We discussed key issues and strategies for water management and sustainability in the basin area. This dialogue was vital in understanding the broader impacts and collaborative efforts needed for the region.
- **BROC AGM & Ordinary Meeting, on 10 November 2023**
 - Participated in the AGM and Ordinary Meeting of the Border Regional Organisation of Councils (BROC) via videoconference. The meeting was pivotal for discussing regional issues and collaborative decision-making, highlighting the importance of regional unity in addressing common challenges.
- **Local Government NSW Conference Summary, on 12-14 November 2023**
 - Attended the LGNSW Conference at Rosehill Gardens
 - Participated in a site visit, various welcoming speeches, and the AR Bluett Memorial Awards presentation.
 - Engaged in discussions on housing crisis solutions and attended the President's Welcome Reception.
 - Involved in AEC voting, conference business sessions, and heard keynotes on council sustainability and workforce development.
 - Networked at the LGNSW Conference Dinner and attended sessions on counter foreign interference and local government investigations.
- **Visit to Northern Beaches, on 15-16 November 2023**
 - Arrived at The Sebel, Manly for the scheduled visit. Contacted Nicki Adams for directions and assistance with parking and luggage.
 - Nicki Adams, Executive Officer, facilitated my arrival and escorted me to Manly Town Hall.
 - At 12 noon, had a meeting with the Mayor and CEO of Northern Beaches. A light lunch was served during this time.
 - Engaged in discussions with the CEO and their Executive Team. Directors provided an overview of their responsibilities and explored potential collaboration areas with Brewarrina, including staff exchanges.
- **Discussion with Water Minister on Drought Issues, on 15 November 2023**

- Held a crucial discussion with the Water Minister about the severe drought conditions affecting Brewarrina. We explored various potential support and solutions to alleviate the impact on our community, focusing on immediate and long-term strategies.

CONSULTATION:

Various Staff, Councillors & Agencies.

GOVERNANCE IMPLICATIONS:

For Information.

CONCLUSION:

For Council Information.

RECOMMENDATION:

That Council receive the Mayors Diary Report as Information.

David Kirby
General Manager

ATTACHMENTS:

Nil.

BREWARRINA SHIRE COUNCIL

Agenda Submission for Ordinary Meeting held on Friday 24 November 2023

TITLE:	TRANSPORT INFORMATION REPORT	DOC REF: Item:
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REPORT BY:	Technical Services Administrative Officer Debbie Zaslona Project Engineer Bikash Tripathi	Date: 20 November 2023
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IP&R REFERENCE: Theme 1: A Growing Economy - E2.10 Set priorities to improve local roads Theme 2: A Healthy Natural Environment - H1.2.6.15 Provide services to manage and maintain rural roads. Theme 3: A Caring Community - C5.4.1 Support local residents ability to access Services available in regional centres.

PURPOSE: The purpose of this report is to update Council on various road maintenance and construction activities in the previous month and provide a work program for the coming period.
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CONTENT: Following are works that have been carried out in the last month within the Shire by our Road Crew: * Work is still being carried out on Narran Lake Road but was put on hold during the recent fires; * Work is continuing on repairs to Carcool Road; * Repair works on Coola Bunnawanna Road - ongoing; * Repair of potholes on Goodooga Road - ongoing; RMCC MAINTENANCE CONTRACT WORK The following jobs are in the planning stages under this contract and it is hoped that they will commence in early 2024: * Culverts Replacements on MR70 * Shoulder Widening works on MR70 * Heavy Patching on all three state highways; JOBS GATE ROAD SEAL EXTENSION (UPDATE) Crews are continuing work on this project. This project is all part of the Fixing Local Roads funding and is reported on a monthly basis. There is 5km of construction work planned and it

is hoped to finish 1km of Stage 2 and will then continue onto Stage 3. This work is continuing.

LOCAL AND REGIONAL ROADS POTHOLE REPAIRS

Goodooga Road: This has been completed around the township and the crews are now working towards Brewarrina.

ATTACHMENTS: Nil.

David Kirby
General Manager

BREWARRINA SHIRE COUNCIL

Agenda Submission for Ordinary Meeting held on Friday 24th November 2023

TITLE:	UTILITIES INFORMATION REPORT	DOC REF: Item: d
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REPORT BY:	Russell Holz Utilities Manager	DATE: 6 th November 2023
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IP&R REFERENCE:

Theme 1 - A Growing Economy
Theme 2 - A Healthy Natural Environment
Theme 3 - A Caring Community

PURPOSE:

The purpose of this report is to update Council on the status, as at, 6th November 2023 of all works in Utilities Section. The report is based on the 2023/ 2024 financial year.

PARKS, GARDENS & WASTE:

- October comprised mostly of routine and scheduled maintenance.
- Council continues improving Geoff New Complex maintenance.
- Council continues the Racecourse and showground maintenance.
- Continuing improvements of Brewarrina Waste Disposal Facility.
- Planning has commenced for the expansion of the grassed area at the Brewarrina Cemetery to allow for more allocated plots.

WATER AND SEWER:

- Repairs to water system at Glenelg continuing.
- 7 x mains breaks on the raw water reticulation.
- Repaired 6 water services throughout month of October.
- Programmed and scheduled maintenance undertaken on sewer pumping stations including the cleaning and vacuuming.
- 11 sewer chokes cleared in mains service lines for month of October.
- Works continuing on automatic watering system at Brewarrina WTP.
- Major works carried out at the Brewarrina River pump station where the suction line on the 200mm pumps was replaced from water line to the well housing the pump, this was done by Maintek Services with the support of Brewarrina Shire Council staff and local Contractors

Microbiological Water Sampling:

- 10 x allocated samples for Brewarrina, Weilmoringle and Goodooga were sent away for the month of October. Extra samples were taken from all supplies under NSW Health's pesticide monitoring program. This is completed once a month.

Brewarrina – Barwon River Raw Water Extraction and Filtered Water Supplied:

	Filtered ML		Raw ML	
	Total	Daily	Total	Daily
November	19	0.5	70	2.1
December	16	0.5	65	2
January	12	0.4	52	1.8
February	16	0.5	70	2.1
March	12	0.4	50	1.8
April	11	0.4	48	1.8
May	12	0.4	50	1.8
June	11	0.4	48	1.8
July	12	0.4	50	1.8
August	12	0.5	50	1.8
September	14	0.5	60	1.9
October	14	0.5	65	2.0

Projects

- Skate Park Goodooga in final development stage.
- Smart Water Meters in the planning stage for rollout.
- Goodooga Splash Park final design been approved and construction has begun.
- Swimming Pool is now open.
- Major works carried out at the Brewarrina River pump station where the suction line on the 200mm pumps was replaced from water line to the well housing the pump, this was done by Maintek Services with the support of Brewarrina Shire Council staff and local Contractors

Regulatory Officer Activity:

Council assets sprayed for the month of September include;

- **Town Streets & Laneways.**
- **Brewarrina Showground**
- **Brewarrina Cemetery**
- **Town Bridge Approaches and Welcome Signage.**
- **Sewerage Treatment Works**

Animal control for the month of October once again had a clear focus on nuisance dogs with a number of attacks recorded in Brewarrina and Goodooga. Councils Regulatory Officer has been instructed to focus on reported nuisance areas. .

	Total	Complaints	Re-homed	Released
Dogs	15	3	10	2
Cats	5	-	-	-

AERODROMES:

Brewarrina & Goodooga:

- General maintenance & inspections.
- Mowing and slashing completed around Terminal, Apron and Taxiway.

ATTACHMENTS: Nil.

BREWARRINA SHIRE COUNCIL

Agenda Submission for Ordinary Meeting held on Friday 24th November 2023

TITLE:	Economic Development Manager Report	DOC REF: Item: f
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REPORT BY:	Fran Carter	DATE: 9th November 2023
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IP&R REFERENCE:

1.1: Improve social well-being to offer a competitive lifestyle to attract and retain working families.

2.1: Strengthening agriculture and existing local industries and exploring other options.

5.1: A community that partners with Council in decision making

PURPOSE:

The purpose of this report is to inform Councillors of the progression of the projects and programs that sit under the Economic Development Unit. This includes Community Service, Tourism & Events and Economic Development.

1. Collaboration and Community Engagement:

- Preparations are continuing with the Josiah Healing Centre with organising the Christmas Carols at the Brewarrina Racecourse on the 9th December. This year again Council will sponsor the inflatables and the fireworks display.
- This year's Australia Day festivities will begin at Geoff New Oval the night before and the Visitor Information Centre the following day with the theme being a time to Reflect. Respect. Celebrate. Nominations close on Thursday 14th December for this year's categories that include; Citizen of the Year, Young Citizen of the Year, Young Sportsperson, Sportsperson of the year and Australia Day award.
- Ongoing website development meetings aimed at planning and constructing council's new website. Various stages of planning, collaboration and decision-making has occurred in relation to the development of the new website to ensure its success and effectiveness, with a focus on creating a user-friendly online platform.
- Training sessions for the Data Exchange Web Portal have been scheduled for early December, the Economic Development Coordinator and the Community Engagement Coordinator will attend.
- The local library book club gathered at the library to analyze and talk about Tea Cooper's "The Fossil Hunter." They've chosen Margaret Hickey's "Cutters End" for the next month's discussion, scheduled for December 2, 2023. Author Patsy Kemp visited the library on October 27 to promote her latest work, "The Drover's Daughter Rides Again." individuals participated, engaging in a delightful conversation with Patsy over morning tea.
- The commencement of the Local History Project involves the cataloguing of local historical artefacts and documents.

2. Tourism and Cultural Heritage:

- As of Monday, October 16, the Brewarrina Visitor Information Centre was temporarily relocated to the council office. This relocation is necessary due to ongoing renovation works that are expected to extend into the new year. During this period, VIC staff are providing support at the front counter while operating from the council office, in addition to carrying out their regular duties in the economic and tourism sector.
- The Information Centre received an upgrade to and installation of new hot water systems. These new systems are expected to be more reliable and energy-efficient, reducing maintenance requirements.
- The visitor centre team worked in conjunction with the Australian Electoral Commission to facilitate the use of the VIC Hall as a venue for the 2023 Referendum, held on Saturday 14 October.
- Staff have been working in collaboration with a graphic designer, to complete the new logo for merchandise at the centre. Staff are currently in the process of working with suppliers to place orders for new products.
- Christmas lights have been purchased in preparation for Council's intention to decorate the Historical Barwon Bridge for the upcoming Christmas season. The team has been diligently planning and strategising for the implementation of this project, marking a momentous first for Brewarrina!
- The Brewarrina Visitor Information Centre obtained its official accreditation certificate. The certificate was formally presented to the VIC by the Tourism Group, on behalf of Destination NSW.
- Employees at the Visitor Information Centre actively engaged in a half-day workshop with a primary focus on mental health. This proactive initiative was undertaken to prioritise the well-being of the staff and foster their professional development.

Brewarrina Visitor Information Centre

- Visitor numbers in October were down 3% on September and on par for the same month last year.
- Turnover on sales in October was slightly down from September- as we enter the quieter season of the year.
- Enquiries via email / calls were similar to last month with a steady 5% increase
- Enquiries via email / calls were up 6% to previous month.
- Hosted three workshops/events in the exhibition room with 35 people in attendance.
- 15 enquiries referred to the Aboriginal Cultural Museum from individuals and groups expressing their interest in participating in tours to the fish traps.
- Provided visitors with accurate and up-to-date information about local attractions, events, accommodations, dining options, and recreational activities.
- 7 boxes of the Brewarrina brochure were distributed along with other promotional materials.

CONSULTATION:

GOVERNANCE IMPLICATIONS:

CONCLUSION:

This report provides Council with information and an update on the progress of the Economic Development Managers programs and plans.

David Kirby
General Manager

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BREWARRINA SHIRE COUNCIL

Agenda Submission for Ordinary Meeting held on Friday 24th November 2023

TITLE:	HUMAN RESOURCES INFORMATION REPORT	DOC REF: Item: m
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REPORT BY:	Tara Byrnes HUMAN RESOURCES MANAGER	DATE: 7 th November 2023
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IP&R REFERENCE:

Objective 1.1: Improve social well-being to offer a competitive lifestyle to attract and retain working families.

- 1.1.1: Local access to essential services
- 1.1.4: Ensure high standard of education for Shire residents
- 1.1.5: Retain and develop housing for skilled people

Objective 1.2: Support young people and encourage their development

- 1.2.3 – Development of traineeship programs to retain youth and provide with new skills.

PURPOSE:

The purpose of this report is to inform Council on Human Resources current positions vacant and training that will be ongoing throughout 2023.

CONTENT:

The below table outlines training and conferences that have been attended and/or scheduled during the reporting period.

TRAINING & CONFERENCES:

DATE	TITLE	DESCRIPTION OF TRAINING / CONFERENCE
24 Oct 2023	Audiometric Testing	All staff - onsite
Oct 2023	Grant writing workshop	Tourism staff
2 Nov 2023	Chemical Certificate Training	Outdoor crews (Utilities and transport)

RECRUITMENT & ADVERTISING:

Position	Reason	Filled or Readvertised
Transport Manager	Resignation	Advertised – closes April 18 Interviews conducted 5 May 23 Re-advertising Acting consultant placement. Re-advertised – Council interviewing Council site visit and appointment Commenced 6.11.23
Customer Service Officer – Service NSW / Records	Resignation	Appointment made with applicant to commencement on 18 September 2023. Applicant withdrew on 4 September 2023. Re-advertising – closes 22 September 2023 Interviewing 13 October 2023 Appointments made commencing 30.10.23 and 13.11.23
Plant / Labourer (Casual)	Additional support	Commenced 6.11.23

Customer Service Officer - Tourism	Internal Appointment	Commenced 6.11.23
Youth Worker (Casual)	Additional support	Commenced 6.11.23

EMPLOYEE STATISTICS:

	Number
Male	63
Female	18
Indoor	24
Outdoor	57
Indigenous	51
Non-Indigenous	30
Full-Time	50
Part-Time	3
Casual	27
Manager	6
Supervisor	4

TOTAL EMPLOYEES	81
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APPOINTMENTS/RESIGNATIONS FOR REPORTING MONTH:

APPOINTMENTS:

- Plant Operator (Casual)
- Services NSW x2
- Youth Worker (Casual)
- Transport Manager
- Customer Services Officer – Tourism (Internal)

RESIGNATIONS:

- Nil

BUILDING REPAIR & MAINTENANCE UPDATE:

- King Street Property; installation of security screens and a/c servicing work completed
- Chemical Storage Shed; undergoing urgent repair works.
- Medical Centre; Termite bating stations reinstallation
- Jockey Club Window; replacement
- Church Street Property; install of new a/c unit.
- Worksite Safety Inspections and toolbox meeting – Outdoor Work Crews.

INCIDENT REPORT MONTHLY UPDATE:

IR#	Date- Details	Investigation & Action	Personnel Responsible	Status
Nil				

FINANCIAL IMPLICATIONS:

Budget variations to housing repair works, King Street property.

CONCLUSION:

To inform Council of the monthly activities.

ATTACHMENTS:

Nil

David Kirby
General Manager