



GUNNEDAH SHIRE COUNCIL

2011/12 ANNUAL REPORT

INFORMATION FOR RESIDENTS AND RATEPAYERS



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- Annexure A** *Statement of Operating Expenses, Operating Revenue, Assets Purchased and Total Assets Held 2011/12*
- Annexure B** *State of the Environment Report 2009 – Namoi Region*
- Annexure C** *Performance Objectives and Indicators to 2011/12*
- Annexure D** *GIPA Annual Report 2011/12*

The Vision and Mission Statement along with the organisational values and in particular, the strategic vision for each principle activity are reviewed each year as part of the Management Plan process. The principle activities represent the various functions that Council undertakes to successfully achieve its goals.

The Management Plan represents the strategy that is required to achieve the longer term objectives and this is broken down into annual objectives. The structure of the budget reflects the new organizational structure and has resulted in a number on new long term objectives along with a review of the existing objectives. Each objective can be tracked back to the longer term objectives, the Mission Statement and Vision which ultimately defines the direction Council has set for the future.

There already exists a number of longer term strategic plans developed for certain principle activities.

All these plans relate to certain key activities of Council and underpin the strategic direction for the entire community. These plans are utilised as a guide in the compilation of Council's strategic objectives.

Council has commenced the development of a long term strategic plan with an open space strategy being the first step.

The following is the revised Vision and Mission Statement and Organisational Values for Council's consideration.

VISION

TO BE A FOCUSED COMMUNITY VALUING GUNNEDAH'S IDENTITY AND QUALITY LIFESTYLE.

MISSION STATEMENT

TO PROMOTE, ENHANCE AND SUSTAIN THE QUALITY OF LIFE IN GUNNEDAH SHIRE THROUGH BALANCED ECONOMIC, ENVIRONMENTAL AND SOCIAL MANAGEMENT IN PARTNERSHIP WITH THE PEOPLE.

ORGANISATIONAL VALUES

In partnership with the community:

- 1. EQUITY**
- 2. INTEGRITY**
- 3. LEADERSHIP**
- 4. OPENNESS AND ACCOUNTABILITY**
- 5. CUSTOMER SATISFACTION**
- 6. COMMITMENT TO SAFETY**
- 7. EFFICIENT AND EFFECTIVE USE OF RESOURCES**

Council's current Mission Statement describes the philosophy of the Council, why it exists and how it intends to satisfy its vision, provides a focus for all the principal activities of Council.

Councillors and staff refer to the Vision and Mission Statement during decision making processes to ensure actions are in accordance with the overall direction for the organisation.

The organisational values were developed through a lengthy consultative process involving Councillors and staff. These values were reduced in number from a long list resulting in the seven listed above which covered the broad spectrum of ideas and beliefs of a diverse organisation.

These values represent the Council's basic convictions about what is right and wrong. They provide the guidelines and beliefs that a person or group uses when confronted with a situation in which a choice must be made. These values underpin Council's entire policies and procedures. Values assist in maintaining conventional order by fulfilling obligations to which the Council has agreed, whilst valuing the rights of others.

An extension of the Values saw the development of the Organisational Principals Policy incorporating Councilors, Management and Workplace Principals. A copy of this policy is included below.

Policy

Function:	GOVERNANCE - CORPORATE
Policy:	ORGANISATIONAL PRINCIPLES
Objective:	Gunnedah Shire Council (Councillors, Staff and Delegates) recognises the need for an agreed upon set of principles that govern behaviour in the transaction of Council business. The purpose of the comprehensive set of principles is the creation and cultivation of a workplace environment that delivers services to the community in the most efficient and effective manner
Application:	This policy applies to Councillors, staff and delegates of Council including volunteers.
Adopted:	Minute No 9.2 Ordinary Meeting 18 July 2007.
Review:	Annually
Pages:	4

1. BACKGROUND

Council recognises the pressures and conflicts that arise in the carrying out of its roles and responsibilities. It also acknowledges the need to address the negative effects of conflict, low morale and significant frustration that occurs in the discharge of the Local Government charter. These unwanted effects derive from a number of factors:

- Provision of a complex and varied range of services.
- Limited resources to meet service requirements.
- Increasing community expectations in service delivery.
- Departmentalisation of Council operations with diminished emphasis on cross functional teamwork.
- Perceived and actual division between the community, Councilors and staff.
- Poor definition and measurement of individual and organisational performance.
- Lack of leadership in defining strategic direction and policy development.
- Lack of understanding of the different roles of Councilors and management.
- Lack of a focus on service delivery to customers with too great an importance placed on personal concerns and personal power and influence.
- Tendency toward factions and division rather than unity and teamwork.
- Focus on meeting individual, group or departmental wants rather than corporate needs and charter. This problem partly stems from a failure to see the need for a corporate direction and focus.
- Diminution of personal trust and respect which undermines cooperation and impacts on overall performance.

The combination of one or more of these factors impacts on the level of cooperation, morale and performance and inevitably on public opinion or organisational image. It is crucial to understand that all of these factors are self and mutually reinforcing. The presence of any one or more of these factors reinforces these and other negative factors. For example lack of respect and trust impacts on performance, creates division and itself breeds further lack of trust and ultimately leads to a range of other negative attitudes or behaviors. Such an environment is not conducive to the development of positive attributes that foster honesty, trust, performance and customer service. An organisation that spends much of its time fighting conflict is not capable of satisfactory performance.

Conversely attributes such as trust, respect, cooperation, teamwork, communication, support, honesty and integrity are mutually supportive and will result in an organisational culture that has the respect of the community. Such an organisation will have a propensity to perform at a significantly higher level.

The purpose of the introduction of principles is to break this self and mutually reinforcing negative cycle and improve operations.

2. BENEFITS OF ADOPTED PRINCIPLES

- Direct communication to the community of expected staff and Councillor performance and behaviour;
- Improved communication in relation to Council business;
- A set of standards that is understood by Councillors, staff and the community;
- A set of principles that provides direction in service delivery including identification of community needs, setting of performance standards, measurement of performance and an emphasis on outcome focus.
- A focus on strategic or long term planning and the future;
- A focus on community consultation as an important part of decision making;
- Respect for the roles and responsibilities of Councillors, Managers and employees;
- Acceptance of the principle of continuous improvement through awareness and promotion of best practice and industry standards.
- A corporate approach that cultivates professionalism.
- Development of a sense of trust, support, cooperation between Councillors, staff and community and an overall environment of confidence and optimism.

3. ORGANISATIONAL PRINCIPLES

The following principles have been adopted by Staff and Councillors.

3.1 COUNCILLORS

We as Councillors agree to uphold the following principles to facilitate organisational performance and excellence in customer service:

- Delivery of efficient and effective services to the community.
- Introduction and maintenance of a leadership role in policy making and strategic planning with minimal involvement in operational matters.
- Respect for the diversity of views and opinions held by fellow elected members, staff and members of the community.
- Ensuring decisions made by Councillors relate to the facts and merit of the case and not hearsay and personal bias.
- Provide support for decisions made by Council in the broader community.
- Respect the role of Management and staff in day-to-day operation of the organisation and support for the General Manager and staff in this statutory role.
- Communicate immediately and directly to Senior Staff maintenance and other issues that are identified.
- Cultivate and support an environment of trust, honesty, integrity and cooperation.
- Upholding Council's Code of Conduct and adopted principles.
- Undertake early and ongoing consultation with the community in matters of policy setting, strategic planning, Management Plan preparation and decision making that affects the community.
- Monitoring of Council service delivery against community expectations and performance criteria.
- Taking of all possible measures to represent the community to achieve appropriate service levels.
- Provision of resources to allow for effective operation of the organization.
- Adoption of an approach where staff and Councillors operate in a team environment with common objectives and goals.
- Taking of a corporate and community view in decision making that acknowledges individual or group needs but weighs these up against broader strategic and wider community needs and priorities.
- Respect for the sound professional advice of staff or consultants.
- Uphold principles of continuous improvement with substantial time spent on questioning existing practice and identifying ways to improve service delivery.
- Demonstrate respect and courtesy towards fellow Councillors, staff and members of the community with any response and decisions centered on the issues at hand and not on individuals at a personal level.

Key elements: efficient and effective service delivery, strategic leadership, operational matters left to management, community consultation, respect for the views and roles of others, defining and monitoring service delivery, teamwork and communication, merit based decisions, Code of Conduct, continuous improvement and respect for advice.

3.2 MANAGEMENT

The following principles have been adopted by MANEX:

We as Managers agree to uphold the following principles to facilitate organisational performance and excellence in customer service:

- Delivery of efficient and effective services to the community.
- Provide support for decisions made by Council in the broader community.
- Implementation in an efficient and effective manner policy and strategic direction provided by Council.
- Develop and encourage effective communication with staff, Councillors and the community.
- Cultivation of an environment of trust, honesty, integrity and cooperation.
- Upholding of Council's Code of Conduct and adopted principles.
- Assisting Council in all ways to develop and define strategic directions to achieve community service levels.
- Provision of timely and accurate advice to Council on Council matters including best practice, legislation and guidelines.
- Show leadership and effective management in environmental, building and planning services, engineering services, financial services, human resource management, social and economic development and corporate governance.
- Taking of all possible measures to represent the community to achieve appropriate service levels.
- Undertake early and ongoing consultation with the community in matters of policy setting, strategic planning, Management Plan preparation and decision making that affects the community.
- Define and monitor effectiveness of delivery of services to the community.
- Adopt an approach where staff and Councillors operate in a team environment with common objectives and goals.
- Take a corporate and community view in decision making that acknowledges departmental, individual or group needs but weighs these up against broader corporate and wider community needs and priorities.
- Apply the principles of risk management to all activities undertaken.
- Encouragement of excellence in customer service.
- Adoption of best practice across all organizational functions.
- Ensure decisions made by Management relate to the facts and merit of the case and not hearsay and personal bias.
- Recruitment of employees based on merit including ability to adapt to change, multi-skills, qualifications, experience, desire for improvement, motivation in relation to performance, leadership and corporate focus.
- Demonstrate respect and courtesy towards Councillors, fellow staff and members of the community with any response and decisions centered on the issues at hand and not on individuals at a personal level.

Key elements: efficiency and effectiveness, timely and accurate advice, cultivate communication, leadership in service delivery, community consultation, define and measure performance, risk management, customer service, team work, Code of Conduct, merit based decisions, continuous improvement and best practice.

3.3 WORKPLACE PRINCIPLES

The following principles will guide employees in the workplace and have been adopted by MANEX to facilitate organisational performance and excellence in customer service:

- Respect by all staff for management in their decision making role.
- Provide support for decisions made by Council in the broader community.
- Respect by Management of the views and valuable input by staff at all levels. Management to develop and facilitate participatory decision making to include staff at all levels within the organisation.
- Effective communication up and down the lines of responsibility and across functional areas. This includes the sharing of information to improve service delivery.
- Taking of initiative by all staff within their delegations and levels of responsibility.
- Strong customer focus with resources directed to identification and meeting of customer needs.

- Upholding Council's Code of Conduct and adopted principles.
- Defining and monitoring staff performance against set criteria including key responsibilities, duties and performance criteria contained in position descriptions.
- Nurture training and tertiary studies as means of improving skills and knowledge including emphasis on training staff internally.
- Recruitment of staff based on merit including ability to adapt to change, multi-skill and show leadership, interest and energy at work.
- Adoption of an approach that encourages job extension and enrichment, succession planning and career opportunities and development.
- Adoption of an approach that provides reward for high levels of performance.
- Uphold principles of continuous improvement with substantial time spent on questioning existing practice and identifying ways to improve service delivery.
- Performance of duties to high level of efficiency and effectiveness.
- Management to develop and facilitate participatory decision making to include employees at all levels within the organisation.
- Recruitment of employees based on merit including ability to adapt to change, multi-skills, qualifications, experience, desire for improvement, motivation in relation to performance, leadership and corporate focus.
- Communicate immediately to appropriate Supervisors or Managers safety and operational matters issues.
- Follow sound OH&S practice.
- Staff to exercise duties in an efficient and effective manner.
- Require staff to demonstrate respect and courtesy towards Councillors, fellow staff and members of the community with any response and decisions centered on the issues at hand and not on individuals at the personal level.

Key elements: Mutual respect, career development and opportunities, communication, initiative and continuous improvement, customer services, workplace performance management, staff recruitment, workplace safety, fostering of competency and skills and reward for performance.

4. BREACHES OF THE POLICY

Council holds strong views regarding compliance with this policy, which it considers to be the guide to corporate behaviour and outcomes. Breaches of the policy will result in immediate action by the General Manager or his delegates in relation to staff matters or the Mayor and /or Deputy Mayor in relation to Councillors.

2. COUNCILLORS AND SENIOR STAFF

COUNCILLORS JULY 2011 TO JUNE 2012

Mayor *Councillor A Marshall*
Deputy Mayor *Councillor C Fuller*

Councillor H Allgayer
Councillor S Benham
Councillor T Duddy
Councillor GA Griffen
Councillor KJ Martin
Councillor L Mills
Councillor SJ Smith

SENIOR STAFF

General Manager *Mr RE Campbell*
Director Corporate Services *Mr E Groth*
Director Planning and Environmental Services *Mr MJ Silver*
Director Infrastructure Services *Mr W Kerr*

COUNCILLOR ATTENDANCE 1 JULY 2011 TO 30 JUNE 2012

COUNCILLOR	ORDINARY	EXTRAORDINARY	TOTAL	PERCENTAGE
Meetings July 2011 to June 2012	11	2	13	100%
Allgayer, Hans	11	2	13	100%
Benham, Steve	11	2	13	100%
Duddy, Tim	9	1	10	76.9%
Fuller, Colleen	11	2	13	100%
Griffen, Gwen	11	2	13	100%
Marshall, Adam	10	2	12	92.3%
Martin, Kevin	9	2	11	84.6%
Mills, Leon	11	2	13	100%
Smith, Steve	8	1	9	69.2%

3. COUNCIL MEETINGS AND COMMITTEES

Ordinary Meetings of Council are held on the third Wednesday of each month only, with Extraordinary meetings held when and as required in accordance with Council's code of Meeting Practice and the Local Government Act.

Both these meetings take place in the Council Chambers in the Administration Centre at 63 Elgin Street and are open to the public. An invitation is extended to residents of the Shire to attend these meetings. The Ordinary Council Meeting commences at 4:30pm.

The Council's business paper and agendas of the various Committees are available for public inspection prior to the meetings at the Council Administration Centre.

Any correspondence that is required to be presented to Council must be received by the General Manager one week prior to the Council Meeting.

COMMITTEES

In order to address all items on the agendas, Councillors serve on specialist Committees which consider matters in detail. The recommendations of each Committee are referred to the subsequent full Council for consideration and adoption. The Committees of Council which meet on a regular basis are as detailed below:

Australia Day Committee	As Required	5:30pm
Business Partner Program Committee	As Required	
Crime Prevention Committee	Bi-monthly	5:00pm
Community Services Committee	Bi-monthly	5:00pm
Finance Committee	Monthly or as required	
Gunnedah Community Scholarship Fund Committee	As required	
Gunnedah Floodplain Management Committee	Quarterly	4:00pm
Planning Environment and Development	First Wednesday of each month	At conclusion of Works and Services Committee Meeting
Saleyards Committee	Bi-monthly or as required	4:00pm
Sports Advisory Council	Bi-monthly	6:00pm
Works and Services Committee	First Wednesday of each month	4:00pm

4. MAYOR'S REPORT

I am pleased to present the 2011/12 annual report of Council to the community, providing information on what was again a successful year on many fronts.

In the last 12 months we have seen a continuation of progress, growth and development in our Shire and this has presented its fair share of challenging moments for both Council and the community.

As leaders and representatives Councillors have dedicated a great deal of time to grasp the extent of activity in our Shire and plan how we react to that activity and plan for our community's future to achieve our mission to promote, enhance and sustain the quality of life in Gunnedah Shire.

I wish to thank and pay tribute to all Councillors for the harmony that exists among our team. It is acknowledged that we will not always agree, and this is a natural part of any functioning democracy, but it is such a positive sign to see that when a decision is made we support it and when we have our differences we try to resolve them and we have adopted the ethos towards our chamber, to use some sporting parlance "what happens on the field, stays on the field."

I firmly believe as a Council we are making good progress and the community is responding, but there is more to be done. Strategic planning, further enhancing our strong financial position, asset management and improving the services we offer and facilities we provide will be our focus during the next financial year.

I also acknowledge the huge number of volunteers who have served, and are serving our community so well. We owe them an enormous debt of gratitude – for the unselfish, heroic, constancy of their giving time and effort – that 'going the extra mile' – in service to those less fortunate. Thank you all most sincerely for your hard work and care.

As you read through this annual report I trust that you will appreciate the vision and direction of this Council in the provision of facilities and services.

Should you have any questions or concerns, please do not hesitate in contacting Council.

Councillor AJ Marshall
MAYOR

November 2012

The past year has proved to be intensive as Council carried out its normal functions and in addition assessed all its assets and produced for the first time its integrated plans ranging in duration from one year to ten years. Council, as a committed organisation, has continued to move towards "best practice" in the delivery of services and facilities.

The Promoting Better Practice Review conducted by the Division of Local Government in October 2010 and finalised in June 2011, which reinforced areas for improved governance, has been embraced fully by Council. There has been a substantial introduction of the recommended improvements and most should be completed by the end of 2012.

Cultural Change – A Safer Workplace and Customer Service

One of the most outstanding improvements continues to be in the area of workplace safety with all safety related activities now implemented and scored to ensure high rates of compliance around workplace safety procedures. This has seen compliance levels increase considerably. Performance management and cultural change within the organisation continues with the central focus on safety and customer service. Council has completed staff engagement surveys and follow up consultation with staff representatives. The employment of two crucial positions: Work Health Safety and Claims Co-Ordinator and Manager of Customer Service and Communication will boost Council's level of service and safety and help reduce costs.

Planning for the Future

The community has participated in workshops and surveys to inform and help develop the Community Strategic Plan titled "Your Say, Your Future". The Community Strategic Plan has built on the community and social planning work that had already been undertaken and will guide community and Council activities over the next ten years. Consultation with the community has allowed for the development of the ten year Community Strategic Plan which itself has formed the objectives which guided the development of the four year Delivery Plan and the one year Operational Plan.

Preparation of the Delivery and Operational Plans required Council to prepare a Workforce Plan, Asset Management Plans and a Long Term Financial Plan which reflect the resources required to meet the Community Strategic Plan objectives.

Improving Direct Service

Council has continued to work to improve customer service protocols including the utilisation of Council's intranet to assist staff with information on customer needs. There has been a shortening of response time to enquiries where possible. The development of a new policy for handling requests and complaints has improved customer service by standardisation and better recording and actioning of requests. Our Customer Service Section continues to explore better ways to improve services to our ratepayers, residents and visitors.

Services to our Community

The Community Services Section continues to deliver a high standard of services including: respite, care, at risk packages, community transport and services to youth, aged, disabled and indigenous community. These services have been extended beyond the requirements of the funding agreement and have met all the tasks set by those bodies. Council's role in filling the service gaps, something not repeated by many similar sized Councils, must be emphasised. Northwest Regional Community Care (NRCC) continues to provide services over five Local Government areas as a standout community services model for the State. Again, staff have worked together during periods of high work loads and staff shortages to delivery community services to extremely high need clients.

Council continues to assist individuals and groups within the community. The Gunnedah Community Scholarship Fund Committee continues to grow each year encouraging local students to undertake post high school educational pursuits. The Community and Sports Small Grants are distributed to eligible groups each year.

Council has continued the implementation of the Social Plan and Crime Prevention Strategy and re-used these processed in accordance with Council's Crime Prevention and Community Services Committees. Council co-ordinated a number of successful celebrations within the community for Seniors Week, Youth Week, NAIDOC Week and Volunteers Week. Council in partnership with Hunter New England Area Health Population Unit provided consultations with the community and indigenous community to identify social, health and wellbeing needs of current and future residents of the Gunnedah Shire. The outcomes of this consultation has informed the preparation of the newly developed Community Strategic Plan. Council, as part of its Crime Prevention strategy, installed CCTV cameras at the intersections of Elgin and Conadilly Streets and Chandos and Conadilly Streets and has developed a strategy for Stage 2 which is currently underway.

The Civic Centre had another energetic year delivering venue hire services and making a strong contribution to community and cultural activities. All four buildings in the cultural precinct were booked consistently throughout the year, and cinema, theatre, music, forums and social functions attracted significant audiences from a wide range of target groups and demographics.

Managing and Improving the Built and Natural Environment

During the last 12 months, Council has finalised its Local Environmental Plan 2011 (LEP) which is the culmination of nine years of review prolonged by numerous changes introduced by the State Government. A considerable focus has been on refining the mapping and developing development strategies which supported and informed the document. A review of the supporting Development Control Plan (DCP) has also occurred to bring development controls in line with the model LEP and sound planning practice.

Development continues to increase with particular focus on the residential sector in the last 12 months. Housing approvals have been the highest since the mid 1980's and demonstrate the ongoing demand for accommodation in Gunnedah. There has also been important development approvals in the commercial sector with projects in Gunnedah's west end business sector set to expand services to the community. Council has also determined a considerable number of subdivisions.

The initial stages of improvements to the Namoi River parklands has commenced through a partnership between Council and the Rotary Club of Gunnedah. This first stage of the project is almost complete. Funding to commence the project has been secured through Commonwealth Environmental funding and community enhancement contributions and other grants. The initial component of the project has focused on Donnelly Fields, upgrades to parklands access, environmental enhancement and water quality improvements. This project will see significant improvement to the sporting capability and community amenity as well as environmental sustainability of the Namoi River parklands over time.

Council has completed preliminary costs for a three stage upgrade to the Gunnedah Memorial Pool complex. A submission for funding of the initial stage of proposed improvements under the Commonwealth's Regional Development Australia Program was unsuccessful. Sources from which funding can be obtained continue to be investigated. The pool renewal funding, along with necessary expenditure on other assets, has been incorporated into Council's Long Term Financial Plan.

The Gunnedah Open Space Strategy is being implemented by Council with particular focus on improving local parks and amenities. In particular the installation of fitness gym equipment in the Stock Road median, replacement of outdated play equipment as well as the continued expansion of the cycleway network, highlights Council's commitment to improving the health, wellbeing and vitality of its community.

Attention to village amenities has also been significant, with improvement to the hall, park and other facilities at Breeza in association with the village community and improvement of halls in other villages including Tambar Springs.

Council has also embarked on establishing a Comprehensive Koala Plan of Management (CKPoM) for the Local Government area. This significant environmental initiative will assist in supporting the koala population as well as providing direction for development where koalas may be impacted. The first two stages of the Comprehensive Plan of Management have been completed by consultants Greenloaning Biostudies. This involved the collection of historical data regarding the presence of koalas in the Gunnedah district over the last 70 years and the undertaking of field surveys to assess the current situation. Stage 3 will involve an issues and impacts paper which will support the preparation of the CKPoM. It is anticipated that the Plan will be finalised in early 2013

Another major initiative in the environmental area has been the finalisation and adoption of the Blackjack Creek Floodplain Management Plan. This plan facilitates the preparation of documentation to address flood impacts on residential properties in the vicinity of Wandobah Road (south) from Blackjack Creek. Council adopted the Blackjack Creek Floodplain Management Plan in 2011. Subsequently, work has been undertaken on the concept design for establishing a riparian corridor/channel to mitigate flooding from Blackjack Creek as recommended by the Management Plan. The concept design work has been supported by funding from the NSW Government as part of its flood mitigation process. It is anticipated the design will be finalised by early 2013.

Council continues to work with the NSW Food Authority to ensure food premises meet the necessary health and hygiene standards. Council inspected 45 food premises with over 85% being assessed as satisfactory. Of the seven reinspected, only one required an improvement notice to be issued. This demonstrates the effectiveness of Council's inspection regime.

Gunnedah is recognised as having some of the best sporting ovals and facilities in the region and Council continues to recognise the important community benefit that these facilities provide. The level of service to these passive and active recreational areas continues to be high.

Infrastructure Improvements

The Infrastructure Service Department's focus demonstrated a trend towards infrastructure renewal with limited capital expansion consistent with Council's overall strategy to ensure sustainable and ongoing asset management. Accordingly, significant expenditure was reflective of the road pavement reconstruction works in George Street between Rodney Street and Links Road together with 1km of reconstruction on the Mullaley to Tambar Springs Road and isolated renewals on the Bluevale Road, Quia Road and Wandobah Road.

Significant gravel resheeting works have been undertaken on the Manilla to Boggabri Road, the Pullaming Stock Route, Mystery Road, Grain Valley Road and Bulinbulin Road with funding reflecting the offsetting the consumption of these assets.

Consistent with the renewal approach was the 2.137lm of sewer main insitu relining and water main replacements in Elgin Street between Conadilly Street and Barber Street, Hopedale Avenue between McAndrew Street and McDonagh Place and Rosemary Street between Barber Street and Railway Avenue.

The year also saw the completion of stormwater pipelines in Wentworth Street to Mullbah Lagoon and another in Marquis Street associated with the Gunnedah Rural Health Centre to the South Street open drain.

Coupled with these works were further refinement of the strategic asset management plans, the Gunnedah Traffic Study and conceptual design and hydraulic capabilities of upgrade works at the Gunnedah Sewerage Treatment Plant and CCTV condition surveying of our sewer and stormwater pipelines.

Promotion of Our Area

Promotion of Gunnedah as the Koala Capital of the Work has continued through media features, liaison with the Australian Koala Foundation and displays at consumer shows in Sydney, Newcastle, Penrith, Brisbane and Maitland.

Tourism staff have coordinated and assisted with community events such as Australia Day and the Week of Speed. To assist sporting and community groups bid for and conduct events, an Event Planning Kit has been developed and is in use. Council staff assisted with the successful LGSA Tourism Conference held in early 2012.

Council supported the Annual Porchetta Day which attracted a record crowd of about 4,000 attendees.

Promotion of the Kamilaroi Highway, a major conduit of visitors from the important Central Coast, Lower Hunter and Sydney markets, has continued through the activities of the Kamilaroi Highway promotions group. An iPad app promoting this Council, has been developed and launched this year at the Newcastle Caravan Camping Show.

Attraction, assistance and support of businesses either expanding within, or relocating to the Shire, has continued through direct staff support and/or through Council's Business Partner Program.

Promotion of Gunnedah's attributes to investors and potential new residents, through the display at the annual Country & Regional Living Expo in Sydney, continued to attract keen interest from dissatisfied city dwellers. Council's display at AgQuip 2011, provided the opportunity for visitors to glean information on Gunnedah.

Managing Our Finances

Council has continued to apply a major focus on financial management as a key result area for our organisation. This is reflected in the positive financial surplus which is anticipated for the year. There has been a continued focus on strengthening governance frameworks throughout Council, but particularly with regard to financial management procedures. As a result a new document and supporting program have been developed in order to reiterate and further entrench Council's statutory, policy and procedural requirements throughout all staff.

The saleyards continues to perform strongly moving up one place to be the second largest cattle saleyards in New South Wales. A major extension of the saleyards is also underway with plans for the \$850,000 expansion completed and currently lodged for development approval.

Council continues to be faced with ongoing financial challenges with limited capacity to raise revenue, growing services expectations and ageing assets. Cost shifting from State and Federal governments continues to place a substantial burden on Council and unfortunately this is unlikely to abate. Taking a more strategic view of asset planning and service levels along with reviews of fees and charges will assist in ensuring improved sustainability of the Shire in the intermediate and long terms.

As you read this annual report, you will see a range of innovative and proactive community projects designed to complement Council's vision for the future. There has been a continuing emphasis over the past few years to strengthen our financial base in order to enable sound investments in future works as the economic challenges of increased mining and limited revenue opportunities come together. The importance of well developed asset management plans to compliment long term strategies for our service areas will become increasingly evident as we develop an improved awareness of what is required for the future and what resources are likely to be available to meet projected needs. This approach is being taken at the same time that Council has continued to deliver its core business activities.

As an indication of those financial considerations I provide the following indicators:

ITEM	2007/08 FINANCIAL YEAR	2008/09 FINANCIAL YEAR	2009/10 FINANCIAL YEAR	2010/11 FINANCIAL YEAR	2011/12 FINANCIAL YEAR	RESULT
Unrestricted Current Ratio	4.73	3.63	4.02	5.57	5.12	Council remains in a very healthy situation with regard to the unrestricted current ratio. With a ratio of 5.54 which is similar to the 5.57 of the previous year, Council should have no problems meeting its short term obligations as they fall due.
Debt Service Ratio	3.24	3.15	2.51	2.23	1.98	Council has not taken any new loans over the reporting period. A debt ratio of 1.98% puts Council in a strong position to borrow, if necessary, to fund future infrastructure renewals.
Rate Coverage Ratio	33.73%	36.73%	34.5%	34.46%	32.16	Council remains close to its preferable long term rates/income split ratio of one third again this financial year. This ratio shows a strong position absent of an over reliance on rating income but still maintaining a strong base from which to fund its expenditure form.
Rates and Charges Outstanding	11.64%	11.21%	13.3%	9.60%	0.69	Council's outstanding collection percentage has been reduced markedly again this financial year. This has been as a result of strengthening Council's revenue policy and procedures, implementation of an automated recovery system and the work of rating staff and an external debt recovery agency.

The 2011/12 financial period saw a capital investment of \$9,413 million in a total budget exceeding \$40 million. Council posted an overall or consolidated surplus during the year of \$4,709,000.

As always it is necessary to acknowledge the tremendous support and assistance provided to Council by our volunteers and community organisations and our elected State and Federal members. Their continuing support is much valued and greatly appreciated.

As General Manager I appreciate the efforts of staff in our organisation and the contribution the community has made to making Gunnedah Shire Council a better place to live.

RE Campbell
GENERAL MANAGER

November 2012

COMMUNITY CARE

The Manager Community Care can be located in the Gunnedah Community Services Centre at 80 Marquis Street, Gunnedah and can be contacted from Monday to Friday between 8:30am and 5:00pm.

Gunnedah Shire Council facilitates a wide variety of Community Services including:

6. GUNNEDAH COMMUNITY SERVICES CENTRE

The Gunnedah Community Services Centre is open from Monday to Friday 8:30am to 5:00pm and acts as a one-stop shop for Council's Community Care Services as well as a range of aged and disability services under the Home and Community Care (HACC) program. A range of information services are provided from the Centre as well as the provision of specific services for frail aged people, people with disabilities, carers, Aboriginal and Torres Strait Islander people.

The following services are located in the Marquis Street, Community Services Centre:

- Gunnedah Shire Council Community Services Section
- Northwest Regional Community Care (NRCC)
- Aboriginal Elders Program.
- Gunnedah Home and Community Care Multi Service Outlet (HACC MSO)
- Gunnedah Community Transport Service
- Department of Ageing Disability and Home Care (DADHC) – Gunnedah Home Care Branch
- Department of Ageing Disability and Home Care (DADHC) – Gunnedah Disability Services Branch

7. MULTICULTURAL AND ABORIGINAL SERVICES

A total of 1,171 Aboriginal and Torres Strait Islander People (ABS 2006) reside in the Gunnedah Shire Council area and represent 10.2% of the population.

Gunnedah Shire Council provides the following Aboriginal services:

- The Gunnedah Indigenous Service Delivery Interagency (GISDI) was formed and focuses on removing the barriers and improving access to services for indigenous clients, facilitating networking and providing culturally appropriate training.
- Aboriginal Elders Group offers a wide range of activities to engage the Aboriginal Elders of the Gunnedah community. These activities include day trips, gentle exercise classes, arts and crafts and bingo. This program is funded by the Home and Community Care Program.
- Community development and direct youth work.
- Information, advocacy and referral services, eg: health, employment, education, legal, personal problems and stress.
- Homework Centre.
- Establishing networks and partnerships with young people from the local community including the setting up of the Youth Advisory Council and the Youth Interagency.
- Undertaking and facilitating community development projects.
- Organising appropriate and adequate resources to meet the needs of young people.
- Networking with youth service providers, community organisations and young people, in relation to Youth Week and School Holiday activities.
- Identifying and advocating in relation to critical areas such as education and child protection.

8. NORTHWEST REGIONAL COMMUNITY CARE

Northwest Regional Community Care (NRCC) is a project designed to assist people who are older and have care needs, people with disabilities and their carers. Whilst NRCC is administered by Gunnedah Shire Council, it is fully funded by the NSW and Australian Governments to provide assistance to clients across the communities of Gunnedah, Narrabri, Moree, Tamworth, Manilla, Barraba, and Quirindi. NRCC has an Advisory Committee comprising of NRCC clients, service providers and Council representatives from the communities which NRCC services. NRCC has a total of ten Case Managers with three outreach offices in Moree, Narrabri and Tamworth. The main administrative office is located in the Gunnedah Shire Council Community Services building in Gunnedah.

NRCC specialises in Case Management, planning and brokered community care support services and advocacy. The brokerage funds are used by Case Managers to provide flexible, cost effective, community care support services tailored to meet the individual needs of eligible clients.

The project is funded for the provision of the following programs:

- Home and Community Care (HACC) Program including Aboriginal and non Aboriginal Community Options (Case Management).
- Disability Services Program (DSP)
- National Respite for Carers (NRCP) Program
- Community Aged Care Packages (CACP)
- Community Care Packages (CCP) – Aboriginal specific
- Extended Aged Care Packages (EACH)
- ComPacks
- Home and Community Care Aboriginal Transport

9. GUNNEDAH COMMUNITY TRANSPORT SERVICE

Gunnedah Community Transport Service has operated throughout Gunnedah Shire since 1988.

The Community Transport Service provides safe, flexible and efficient transport services for eligible residents of Gunnedah Shire.

Community Transport assists elderly people, people with a disability and their carers and people who are isolated and disadvantaged by their rural and/or remote location.

Community Transport provides affordable transport for all types of medical appointments locally and in Tamworth (including admission and discharge to hospitals), social activities and shopping.

Community Transport uses a combination of wheelchair accessible vehicles (including a bus), volunteer drivers, volunteers cars, taxi vouchers and project owned vehicles to assist with transport for almost any purpose.

Gunnedah Community Transport receives funds from the Transport for NSW and the Department of Ageing Disability and Home Care.

10. TAMBAR SPRINGS NEIGHBOUR AID PROJECT

The Tambar Springs Neighbour Aid has operated in the villages of Tambar Springs, Premer and Mullaley and surrounding rural areas since 1988.

Tambar Springs Neighbour Aid provides meals, transport and social support for eligible frail aged people, people with a disability and their carers. Transport is also provided for people who are isolated and transport disadvantaged.

Transport is provided for medical appointments locally and in Tamworth.

An access bus operates weekly to Gunnedah for shopping.

Tambar Springs Neighbour Aid has a project owned vehicle and also uses volunteers' own vehicles for service delivery.

Tambar Springs Neighbour Aid receives funds from the Department of Ageing Disability and Home Care under the Home and Community Care program and the Transport for NSW.

11. GUNNEDAH MULTI PURPOSE SERVICE OUTLET (MSO)

The HACC Multi Purpose Service Outlet (MSO) assists frail aged people, people with Dementia, younger people with disabilities and their carers to remain living in their own home and in the community. It also enables them to enjoy community life more fully and develop friendships with people in the wider community through social interaction and community-based experiences.

The Gunnedah HACC MSO is funded by Home and Community Care (HACC) Program and is aimed at the HACC target group. Gunnedah Shire Council commenced management of the Gunnedah Respite Care Service in 1999/00. The HACC MSO has one full time Co-Ordinator, part time staff and volunteers.

The Gunnedah HACC MSO program has four projects. They are:

- **Respite and Social Support** provided by our volunteers who assist clients with shopping, appointments and paying bills on a regular basis. They also spend time with clients in their own home to provide the carer with respite.
- **Neighbour Aid Service** assists clients with yard and minor home maintenance through brokered services.
- The **HACC Day Centre (Dementia specific)** is held every Friday. It provides social interaction for people with dementia and respite for their carer. The Day Centre is staffed by the Project Officer, a Project Assistant and volunteers.
- The **Dementia Carers Support Group** meets once a month. The purpose of the group is to provide information, education and support, including guest speakers, to carers of a person with dementia.
- The **Strength and Balance Exercise Program** classes are conducted three times per week. Monday morning is for men and Wednesday and Friday afternoons for women.

COMMUNITY PLANNING AND DEVELOPMENT

The Manager Community Care can be located in the Gunnedah Community Services Centre at 80 Marquis Street, Gunnedah and can be contacted from Monday to Friday between 8:30am and 5:00pm.

The Manager Community Planning and Development can be located in the Town Hall at corner of Conadilly and Chandos Street, Gunnedah and can be contacted from Monday to Friday between 8:30am and 5:00pm.

Gunnedah Shire Council facilitates a wide variety of Community Services including: To provide effective and efficient service in the following areas:

- Integrated Community Planning and Development
- Community & Cultural Development
- Library services
- Youth services
- Civic facilities management and services
- Tourism and Promotions
- Economic Development

12. INTEGRATED COMMUNITY PLANNING AND DEVELOPMENT

The community services provided include:

- Community Consultation and presentation of the Community Strategic Plan and associated Council Plans.
- Community Planning –Development, monitoring and implementation of Social Plan, Disability Action Plan, Crime Prevention Plan, Cultural Plan.

13. COMMUNITY AND CULTURAL DEVELOPMENT

- Facilitation of community based meetings including Liquor Accord, Crime Prevention and Youth Interagency.
- Facilitation of the Gunnedah Community Scholarship Fund and Section 356 Community/Sports Small Grants.
- Coordination and delivery of civic celebrations - Australia Day Celebrations, Local Government Week, Grandparents Day BBQ, Gunnedah Women's Forum, Week of Speed, Volunteers Week recognition of Council volunteers and support of International Women's Day.
- Support and assistance is also given to the Dorothea Mackellar Memorial Society, Annual Porchetta Day, Two Rivers Arts Council, Visual Arts Working Group, Gunnedah Shire Band, Friends of Waterways, Gunnedah Conservatorium of Music, Gunnedah Water Tower Museum, Gunnedah Rural Museum and contributions to Arts North West.
- The Cultural Program in town and in the rural areas of the Shire include an annual program of art local and touring exhibitions at the Creative Arts Gallery, and musical and theatrical performances for general and school-based audiences at The Civic Centre. Highlights this year included the Waste>Art & Design competition, the Sydney Printmakers 50th Anniversary Exhibition, the NSW Historic Houses Trust's *Small Town* Exhibition as well as work by local artists Val Egan, Andrea Bruno and Maree Kelly. Children's theatrical performances were well attended by schools from around the Shire – Monkey Baa Theatre's *The Buggerlugs Bum Thief*, Jally Productions's *Aladdin and His Magic I-pod and Snow White and the Seven Cool Dudes*. The National Film and Sound Archive also presented School Screen a festival of Australian films which attracted over 600 school children.
- As well, in the rural areas outdoor film screenings were held at Pialloway, Carroll, and Tambar Springs and a music performance at Kelvin. Transport was provided for rural schools to attend children's theatre and film screenings.

14. GUNNEDAH SHIRE LIBRARY

The Gunnedah Shire Library provides access to all resources including, although not limited to WIFI, Internet, special collections and databases.

Personal computers are available for public use and provide access to CD – ROM, family history, desktop publishing, word processing and database programs.

Membership is free to residents of Gunnedah Shire and inter-library lending services are available to enhance the collection.

Gunnedah Shire Library Staff have achieved great results with the resources, support and training available, from Gunnedah Shire Council, State Library of NSW, and other professional networks. During the year the library has played host to 5 author visits. In addition the library was successful in obtaining a grant for National Year of reading.

Our most impressive achievements are:

- Our Lane Cove Librarian Exchange.
- Our introduction of Save Power Kits for residents.

Gunnedah Shire Library provides the community with many services and activities throughout the year. This includes, the following; Preschool Story-time, Story-time, School holiday programs and activities, Workshops and talks for adults and seniors, Home Library Service for the elderly and challenged clients, Training to assist with new technology in the home for our home library service clients. The library service ensures people in isolated areas receive the best service possible by providing regular visits to Tambar Springs Library Exchange and Curlewis Libraries to assist with managing the collections and client needs.

15. YOUTH SERVICES

A total of 1852 children between the ages of 5 and 14 (ABS 2006) reside in the Gunnedah Shire Council area and these two groups 5 to 9 and 10 to 14 represent the largest population groups in Gunnedah. The growth in the 10 to 14 year age group is 1.6% more than the state average.

Gunnedah Shire Council funds a Youth Development Officer position and funds are received from the Department of community Services for the Community Hub Worker position. The Youth Worker position focuses on services for Young People from 6 to 24 years of age including:

- Community development and direct youth work;
- Information, Advocacy and referral services eg: health, employment, education, legal, personal problems and stress;
- Homework Centre
- Establishing networks and partnership with young people from the local community including the setting up of the Youth Advisory Council and the Youth Interagency;
- Undertaking and facilitating community development projects;
- Organising appropriate and adequate resources to meet the needs of young people;
- Networking with youth service providers, community organisations and young people, in relation to Youth Week and School Holiday activities;
- Identifying and advocating in relation to critical areas such as education and child protection.

16. CIVIC FACILITIES MANAGEMENT AND SERVICES

The Gunnedah Cultural Centre is the focal point for the Shire's community and cultural activities. It incorporates The Civic used primarily for cinema, performances and conferences; the original Town Hall for large civic functions, balls, performances and school events; The Smithurst Theatre for functions, meetings and workshops and The Creative Arts Centre, which houses the town's art collection and exhibits visual arts and historical work by local and touring artists. The centre also has meeting rooms and art room facilities. All venues are available for hire. The town Hall also accommodates six staff from Community Planning and Development. This year, The Civic Centre had:

- Over 14,000 admissions to cinema;
- Over 3,000 admissions to live performances;
- 18 art exhibitions;
- 3700 visitors to the Creative Arts Gallery;
- 1200 non-theatrical bookings throughout the venue.

17. CHILDRENS SERVICES

Whilst Council is not a direct service provider for children's services, the Council supports pre-schools, family day care, occasional day care, long day care, playgroups and Ooranga Family Mobile Resource Unit.

18. TOURISM

Koala Capital of the World

The 'Koala Capital of the World' branding continues to be promoted in the marketplace with increasing perception levels in the key target market cohorts being 'wanderers' and 'compatriots'. This branding is enhanced with the image of the mother and baby koala on the front page of the Gunnedah Guide.

Staff from the Visitors Information Centre attended consumer shows as part of the New England North West display to promote 'Gunnedah – Koala Capital of the World'.

Gunnedah Home Hosting

During Ag-Quip 2011, Gunnedah Home Hosting provided 285 bed/nights of accommodation to 44 companies through 26 host homes. Money paid out to hosts totalled \$16,800.

The Gunnedah Home Hosting website was once again the major source of registrations for Home Hosting for Ag-Quip 2012. It has reduced time spent answering phones and faxing through registration forms and has been well received by both clients and hosts.

Newell Highway Promotion

Gunnedah secured much sort after advertising space in the 2012/2013 Newell Highway Guide and has been added as touring loop off the Newell. It's envisaged this partnership will entice more visitors to venture off the Newell Highway along the Oxley Highway and onto the Kamilaroi Highway. The guide will be launched in November 2012.

Kamilaroi Highway Promotion

- Ipod Application

The Kamilaroi Highway Group launched the regions first interactive digital tourism magazine in February 2012. The group identified the iPad Application as a marketing strategy that could be used to tailor, package and promote our product. With more than 3 million iPad owners in Australia, hundreds of millions globally and numbers ever rising, the group saw this as an untapped goldmine.

- Consumer Shows

The Kamilaroi Highway Group has attended a number of specific caravan and camping shows within NSW such as Maitland, Newcastle, Sydney and Penrith. The shows have proven to build product awareness, drive sales and to interact directly with targeted consumers. The Kamilaroi Highway Group iPad App was launched at the Newcastle Caravan & Camping show in February, through extensive PR we are now seeing a positive response to the project.

- TQUAL Funding

The Kamilaroi Highway Group has been successful in securing TQUAL grant funding of \$16,000 which has been matched dollar for dollar by the group. Jenny Rand a private consultant has been engaged to research and audit the Aboriginal product along the highway and to identify and evaluate opportunities for the development of Aboriginal and nature-based products, experiences and businesses along the Highway.

- Destination NSW/Inland RTO Funding

The Kamilaroi Highway Group were successful in receiving dollar for dollar funding totalling \$18,000, this money was spent on development and printing of Kamilaroi Highway Guide, Travel Show Collateral travel show participation at Newcastle, Maitland, Penrith and Canberra Shows.

Events

Gunnedah was successful with the bid to host the annual New England North West Tourism Symposium in September 2011, this event attracted over 50 tourism managers and operators from the region.

Gunnedah's bid for the 2012 LGSA Tourism was successful with approximately 160 registrations.

Gunnedah Shire Council annual events such as Australia Day, the Week of Speed Festival, Gunnedah Show Society, Christmas Lights Competition were successfully held, as was the support given to the Annual Porchetta Day Committee.

19. ECONOMIC DEVELOPMENT

Council's Economic Development unit's responsibilities include fostering a Shire wide environment conducive to attracting and enhancing economic activity. This is achieved through support and maintenance of the Shire's business activity, identifying new business opportunities, attracting and facilitating new investment and in marketing and promoting Gunnedah Shire as a place to invest, conduct business and raise a family.

Business and Industry Support

Council has continued to support business and industry and representative organisations like the Gunnedah District Development Board through regular meetings and support of the Board's projects.

Council's Business Partner Program continues to provide assistance to new businesses to Gunnedah as well as expanding existing businesses. This year saw 5.5 new jobs injected to Gunnedah as a result of this program.

The useful and popular Gunnedah Business & Organisations Directory has been re developed this year to provide an up-to-date resource for people seeking services in the Gunnedah area.

Investment

Gunnedah Shire continues to attract investment, driven by resource sector development. Considerable housing development is evident both in and around Gunnedah. New businesses are evident in the mining support and consultancy sectors.

Council has worked with the TUPS Company to establish a presence in Gunnedah, providing high speed broadband internet and Wi-Fi connectivity to customers in and around Gunnedah.

Notably much of the period saw the building and opening in June 2012 of the \$6M Gunnedah Rural Health Centre, a facility providing medical and allied health facilities and training.

Council's Business Partner Program assisted a number of small businesses that invested almost \$0.5M in developments during the period.

Training and Networking

Regular meetings between economic development officers from across the New England North West were held at various locations. These meetings not only provide the opportunity to exchange ideas and updates but also the opportunity for strategic alliances on common issues and projects.

The Community Economic Development Conference held in Cessnock during May 2012 provided valuable training and insights into other communities' issues, challenges and projects.

Council works closely with representatives of the NSW Department of Trade and Investment, Ausindustry, Industry Capability Network and Regional Development Australia Northern Inland.

Promotion

Gunnedah was on display again in August 2011 at the annual Country & Regional Living Expo held in Sydney. Active interest at the display by city residents desirous of escaping city life was a highlight. Assisting at the stand were Gunnedah real estate agent representatives.

Council's display at Ag-Quip 2011 was for the first time, located in Pavilion One along with the AgQuip Main Office. Council staff provided information on Gunnedah as well as the field days and gathered input from Gunnedah residents and visitors as part of the community consultation process for the development of the Council's Community Strategic Plan.

The Gunnedah Show display was located in the former NorthPower building. The stand is a venue that enables ratepayers to interact casually with staff and Councillors and provided a forum for discussion and distribution of Council's Community Strategic Plan.

20. PLANNING AND DEVELOPMENT CONTROL

Council's role in planning and development control is to promote and co-ordinate the orderly and economic use of land and resources for the social and economic benefit of the community in an environmentally sustainable manner.

Council's statutory obligations in this important community discipline are contained in the Environmental Planning and Assessment Act 1979, and in this regard, Council fulfils its goal of ensuring better community and environmental outcomes by encouraging best practice procedures for all new developments.

The Gunnedah Local Environmental Plan was gazetted on 29 June 2012.

DEVELOPMENT APPLICATION SUMMARY

Applications	2010/11	\$
Residential	90	\$11,593,793
Commercial	27	\$9,279,583
Industrial	7	\$431,000
Rural	65	\$13,146,771
Subdivisions	17	(118 lots)
TOTAL	206	\$34,451,147

A total of 291 applications, including construction certificates, withdrawn and refused applications, were received totalling \$39,213,400.

21. SALEYARDS

Gunnedah Saleyards will lose its position of second largest cattle selling centre in the State. The cause was a fall from 132,807 cattle in 2010/11 to 104,308 in 2011/12. Climate plus previous year selling combined to reduce numbers. The gross total was \$78 million which is down 18% on the previous year. In an endeavour to improve our position, works are close to being complete on the 60 extra selling pens. In addition, the approval of road trains has been granted which should see a gradual increase in numbers as the agents expand their influence. NLIS EPA and EU standards have all been maintained and all legislative requirements met. The saleyards has a long term financial plan in addition to other integrated planning and reporting requirements. This enhances the saleyards commitment to providing an excellent selling centre for the use of ratepayers and adding valuable dollars to the community.

22. WASTE MANAGEMENT

The Gunnedah, Curlewis and Carroll kerbside collection of waste and recycling has continued under existing contract without any changes. The number of service has increased to 3,868, of which, 3,199 also have a fortnightly green waste collection. There were 215 non residential service which includes churches, schools etc and 502 commercial services.

The total amount of kerbside waste collected as 2,190 tonnes with another 1,006 tonnes of green waste and 1,012 tonnes of recycling. Residents dropped off another 3,691 tonnes of waste to the waste facility.

In total Gunnedah Waste Management Facility received 8,517 tonnes of waste of which 6,598 was sent to landfill and 1,634 tonnes were recycled.

Recyclit sent for reuse.

- 1,067 tonnes of paper and cardboard
- 223 tonnes of mixed glass
- 107 tonnes of plastics
- 26 tonnes of steel
- 11 tonnes of aluminium
- 7.4 tonnes of batteries

Residents dropped off another:

- 440 tonnes of steel
- 7.3 tonnes of oil
- 1,569 tonnes of concrete
- 1,202 litres of unwanted chemicals

These items were received or processed for reuse.

Green waste has been segregated and processed into mulch with 630 tonnes sent for re-use. The large stockpile of tyres were sent for recycling.

The DECCW requirements have been met for the Environmental Protection License at the Gunnedah Waste Management Facility. The groundwater and methane monitoring have been undertaken as required with satisfactory results.

Council has continued to benefit through its involvement with Northern Inland Regional Waste. In particular the regional tenders for chemical collection, green waste processing, concrete crushing and scrap metal processing have significantly reduced the costs of tendering and provided more competitive prices.

Recyclit are continuing to recycle goods through the Bower Bird shop, collecting batteries for reprocessing and inspecting and reprocessing drumMUSTER drums as well as collecting and processing recycling.

The rural waste facilities of Curlewis and Carroll are operating with all other facilities now transfer stations.

Curlewis received 208 tonnes of waste with 47 tonnes sent for recycling.

Carroll received 58 tonnes of waste with three tonnes sent for recycling.

The transfer stations brought the following tonnages to Gunnedah:

Tambar Springs	40.5
Mullaley	48.4
Breeza	16.0
Kelvin	18.6
Emerald Hill	3.1

23. AUDITED FINANCIAL REPORTS [S428(2)(a) LGA 1993]

A detailed report on the Audited Financial Reports has been completed and may be found in "Annexure A" hereto.

24. PERFORMANCE MANAGEMENT [S428(2)(b) LGA 1993]

Council's Management Plan identifies 12 principal activities. The following information shows the performance targets for each objective as set out in the Management Plan and indicates the result achieved. Where targets were not achieved explanations are provided. See Annexure C.

25. STATE OF THE ENVIRONMENT [S428(2)(c) LGA 1993 CI218-226]

The State of the Environment Report 2009 – Namoi Region has been completed which includes the Local Government areas of Gunnedah Shire, Liverpool Plains Shire, Narrabri Shire and Tamworth Regional Council. The State of the Environment Report – Namoi Region may be found in Annexure B hereto.

27. SUMMARY OF AMOUNTS INCURRED IN RELATION TO LEGAL PROCEEDINGS [S428(2)(e) LGA, 1993]

During 2011/12 Council's expenditure on legal proceedings was \$72,281.58. This comprised of general fees for legal advice contractual documentation debt recovery expenses and matters pertaining to sale/purchase of land, etc.

28. COUNCILLORS EXPENSES [S428(2)(f) LGA 1993]

The following fees, expenses and facilities were provided to the Mayor and Councillors during 2011/12.

	\$	\$
Mayoral Allowance		21,770.04
Councillors Fees		89,729.64
Councillors Expenses		
▪ Travelling Expenses	20,346.40	
▪ Meals	1,,567.86	
▪ Conference & Seminar Expenses	12,147.65	
▪ Telephone Expenses	5,800.11	
▪ Internet and other Communications	5,090.16	
▪ Sundry	475.00	45,427.18
	TOTAL	156,926.86

POLICY

Function:	GOVERNANCE – COUNCILLORS
Policy:	COUNCILLORS AND MAYOR – PAYMENT OF EXPENSES AND PROVISION OF FACILITIES
Objective:	Ensure there is accountability and transparency in the reimbursement of expenses incurred or to be incurred by Councillors and the facilities provided to assist Councillors to carry out their civic duties are fair and reasonable. PART 2 DIVISION 5 Local Government Act Part 3 defines what fees, expenses and facilities may be paid or provided to Councillors.
Adopted:	<i>Ordinary Meeting 17 November 2010 – Minute No 112.4</i>
Revision:	Ordinary Meeting 17 December 2009 – Minute No 138.4 Ordinary Meeting 18 July 2007 – Minute No 13.3 (Rescinded) Ordinary Meeting 17 November 2006 – Minute No 106.1 Ordinary Meeting 21 June 2000 – Minute No 404.3 General Purpose Meeting 6 October 1999 – Minute No 72.1 Ordinary Meeting 17 July 1996 – Minute No 7.4 General Purpose Meeting 5 April 1995 – Minute No 108
Review:	Annually
Pages:	2

POLICY STATEMENT:

Pursuant to Section 252 of the Local Government Act 1993 and Clause 403 of Local Government (General) Regulation 2005, Council will authorise and provide for the payment of expenses and provision of facilities to Councillors, the Mayor and Deputy Mayor in accordance with the following:

1. PAYMENT OF EXPENSES

- 1.1 The reasonable out-of-pocket expenses for accommodation, travel and sustenance will be paid to Councillors while attending meetings, Deputations, Conferences, Seminars, training, and development etc., plus travel costs and telephone calls for Council business, following receipt of a tax invoice for amounts over \$50.00, receipt, or adequate declaration where a receipt is not available for amounts under \$50.00.

Should a tax invoice receipt or declaration not be provided, then one-eleventh (1/11th) will be deducted from the reimbursement. An upper limit of \$500 per day with the exception of extraordinary circumstances requiring prior approval from the Mayor.

- 1.2 Council shall pay conference registration fees including costs of related lunches and dinners and associated tours where they are relevant to the businesses and interests of the Council. Councillors will be allocated a maximum of \$5,000 per financial year for these expenses, including costs associated with attending at events covered under clause 1.3. This limit also includes expenses relating to the attendance of spouse, partners and accompanying persons in accordance with clause 2.
- 1.3 Council shall pay the costs of Councillors attendance at dinners and other functions which provide briefings to Councillors, relevant to the Council interest.
- 1.4 A general allowance for expenses will not be paid. In particular Council will not pay for any private benefits obtained by a Councillor.
- 1.5 Councillor expenses may not be used to support attendance by Councillors at political fund raising functions.
- 1.6 That travelling expenses for private vehicles being the rate per kilometre fixed by the Local Government Senior Officer's Award to a maximum comparative return air fare.
- 1.7 Accommodation standards to be restricted to "middle of the range" accommodation, subject to comparison of accommodation venues with corporate discounts and availability.
- 1.8 Council will pay legal expenses incurred in relation to proceedings arising out of the performance by a Councillor of his or her functions under the Local Government Act 1993, including reasonable costs for an inquiry, investigation or hearing into a Councillors conduct by an appropriate investigative or review body, for a formal investigation or review, with the exception of legal proceedings initiated by the Mayor and/or Councillors in any circumstances.
- 1.9 Legal costs will not be provided where the investigative or review body makes a finding that is substantially unfavourable to the Councillor.
- 1.10 Councillors wishing to claim legal expenses should ensure approval is granted by the General Manager and Mayor or Deputy Mayor prior to legal expenses being incurred.
- 1.11 Council will provide public liability and professional indemnity insurance for Councillors for matters arising out of the performance of their civic duties and/or exercise of their Council functions.
- 1.12 Council will not meet any legal expenses for Councillors which fall outside the scope of those outlined as permissible within guidelines for the payment of expenses and the provision of facilities for the Mayors and Councillors in NSW in force current at the time as issued by the Division of Local Government. The coverage of legal expenses is limited to \$1500 to each Councillor in any one financial year.

2. PAYMENT OF EXPENSES FOR SPOUSES, PARTNERS AND ACCOMPANYING PERSONS

- 2.1 Council shall provide reasonable costs for spouses, partners and accompanying persons for attendance at official Council functions that are of a formal and ceremonial nature within the Gunnedah Shire area, where they are reasonably expected to attend.
- 2.2 Council shall pay registration fees only including official dinners for spouses, partners and accompanying persons attending Local Government and Shires Association Annual Conferences.
- 2.3 Council shall pay costs of official functions only for spouses, partners or accompanying persons of the Mayor or Councillor representing the Mayor outside of the Council area, but within the State.
- 2.4 Other than above, any additional costs for spouses, partners or accompanying persons will be payable by the Mayor or Councillor.

3. ADMINISTRATIVE SUPPORT

- 3.1 Council will provide to the Mayor, Deputy Mayor and Councillors the administration support for their necessary role as the Mayor, Deputy Mayor and elected members of Council. Such support will include provision of stationary, typing of documents, receipt/handling of any correspondence and any necessary arrangements for travel and/or accommodation.
- 3.2 Council will not provide Councillors with any administrative or financial support for their candidacy or re-election to Federal, State or Local Government or any political party.

4. OVERSEAS TRAVEL

Prior to approval by full Council, the following shall be considered in a report:

- The reasons and identified tangible benefits of any overseas travel.
- The nominated Councillor/Councillors.
- The duration, time, itinerary and approximate total cost of each proposed trip.
- No retrospective reimbursement of overseas travel expenses unless prior authorisation has been obtained.
- Upon return, a detailed report to Council on the aspects of the trip.
- Agreed and set limit upon expenses relating to the travel.

5. CARE AND OTHER RELATED EXPENSES

Where the need is demonstrated, Council reimburse up to a maximum of \$8.00 per hour following proof of payment for carer expenses. These expenses will be limited to a maximum of \$800 per financial year.

6. APPROVAL ARRANGEMENTS

- 6.1 Approval for discretionary trips and attendance at conferences etc should be, where possible, approved by a full meeting of the Council. If not possible, then approval should be given jointly by the Mayor and General Manager. Approval for the Mayor in urgent circumstances should be given by the Deputy Mayor and General Manager.
- 6.2 After returning from conferences, Councillors or a member of Council staff accompanying Councillors should provide a written report to Council on the aspects of the conference relevant to Council business for the local community.

7. PROVISION OF FACILITIES

- 7.1 Council will provide to the Mayor, Deputy Mayor and all Councillors who request a facsimile machine, including connection and Council business related costs to allow for the distribution of information to and from Council.
- 7.2 Council will provide to the Mayor up to a maximum of \$400 per month, and Deputy Mayor and Councillors a mobile telephone up to \$200 per month, including voice mail facility, with the payment of Council business operating costs to allow for distribution to and from Council. Personal use shall be reimbursed to Council.
- 7.3 Council will provide to the Mayor only, a motor vehicle for business and full private use in accordance with policy for the private use of motor vehicles by senior staff.
- 7.4 Council will provide Council business cards, name tags and other promotional and support materials to assist Councillors in the promotion and their representation of Gunnedah Shire.
- 7.5 Council will provide a lap top computer and relevant software for Council related use, along with IT support. Council may provide a contribution towards home internet connection to enable email for Council related business. Payment for internet use is limited to \$90 per month.
- 7.6 Council will provide a non-dedicated Council vehicle where available for Councillors use in their performance of their civic duties.
- 7.7 Council will provide light meals and refreshments on evenings of Council and Committee meetings, and official dinners.

29. SENIOR STAFF EMPLOYED BY COUNCIL [S428(2)(g) LGA, 1993]

The General Manager is the only designated senior staff position with Council. Total remuneration paid to the incumbent of this position during 2011/12, including salaries, superannuation, fringe benefits and on costs, amounted \$208,561.14.

30. CONTRACTS AWARDED [S428(2)(h) LGA, 1993]

Council awarded the following contracts in excess of \$150,000 during 2011/12.

CONTRACTOR	NATURE OF GOODS AND SERVICES PROVIDED	DURATION OF CONTRACT	CONTRACT AMOUNT	AMOUNT SPENT THIS FINANCIAL YEAR
Boral ACM	Roadwork and emulsion services	30/06/2012	Schedule of Rates	\$1,299,137.24
Lidocole Pty Ltd	Fuel	30/06/2012	Schedule of Rates	\$1,039,604.31
Statecover Mutual Limited	Insurance	30/06/2012	\$780,221.29	\$780,221.29
Fulton Hogan	Roadwork services	30/06/2012	\$640,913.92	\$640,913.92
Somerville Earthmoving Pty Ltd	Gravel carting and demolition	30/06/2012	Schedule of Rates	\$583,532.16
WesTrac Equipment Pty Ltd	Vehicles and plant	30/06/2012	\$548,648.13	\$548,648.13
Iveco Trucks Tamworth	Vehicles and plant	30/06/2012	\$546,323.77	\$546,323.77
JR & EG Richards	Waste services	30/06/2015	\$544,907.92	\$544,907.92
Ray Priestley Earthmoving Pty Ltd	Gravel carting	30/06/2012	Schedule of Rates	\$462,350.73
Countryenergy	Electricity supply	30/06/2012	Schedule of Rates	\$828,933.16
Workforce International Group	Employment services	30/06/2012	Schedule of Rates	\$370,160.73
Pro Way Livestock Equipment Pty Ltd	Saleyard facilities	30/06/2012	\$316,775.50	\$316,775.50
Kevin Smith Contracting	Gravel carting	30/06/2012	Schedule of Rates	\$303,469.35
Home Care Services	Community care	30/06/2012	Schedule of Rates	\$301,827.13
Jobs Australia	Employment services	30/06/2012	Schedule of Rates	\$282,180.26
Zipcom P/L T/A Newcastle Hino	Vehicles and plant	30/06/2012	\$265,732.87	\$265,732.87
Insituform Pacific Pty Ltd	Water and sewer	30/06/2012	\$246,026.09	\$246,026.09
Goodwin Kenny (Sales) Pty Ltd	Vehicles and plant	30/06/2012	\$237,659.90	\$237,659.90
Rollers Australia Pty Ltd	Plant	30/06/2012	\$226,742.84	\$226,742.84
SOS Nursing Service	Gravel carting	30/06/2012	Schedule of Rates	\$210,703.51
Telstra	Phone services	30/06/2012	\$189,888.06	\$189,888.06
JT Fossey Sales Pty Ltd	Vehicles and plant	30/06/2012	\$176,095.88	\$176,095.88

31. BUSH FIRE HAZARD REDUCTION ACTIVITIES [S428(i)(1) LGA, 1993]

Throughout 2011/12, the Rural Fire Service (RFS) has been proactive within the Shire. Community engagement activities conducted have been Ag-Quip, with the focus on caravanning and camping, farm safety and hazard reductions.

Ag-quip also introduced the new community protections plan concept and hotspots (local taking responsibility in local area) for property fire management.

Community protective plans have commenced the planning stage for Blackjack and village of Tambar Springs.

Members have also attended several events including Australia Day at Carroll, welcome to the Shire at Gunnedah and throughout the year media releases about fire safety and bush fire information. The RFS is currently carrying out a mail out to all residents in the Gunnedah Shire outside of the towns, providing fire safety information.

Hazard reductions had been planned for Porcupine Reserve and other locations around Gunnedah Town, however weather and conditions were not suitable. They will be conducted in the 2012/13 year.

Members have completed 254 hours non emergency operations.

Members have completed 466 hours in training.

Breakdown of incidents within Gunnedah Local Government area:

Fire and explosions	72
MVA	21
Hazardous conditions	2
Service calls	12
Good intent	17
False alarm	8
Other	3
Support other agency	3
Total	138

32. CULTURAL & LINGUISTIC SERVICES [S428(2)(j) LGA, 1993]

- 2006 Census results indicate a low concentration of people born overseas in the Gunnedah Local Government Area:
 1. 91% people were born in Australia.
 2. 1.9% people were born overseas, the most common area of origin being Canada, Ireland, New Zealand, South Africa, UK and USA.
- 2006 Census results indicate that Indigenous people constituted 10.2% of the residents compared with 2.1% average with NSW data.

In 2006 Gunnedah had 1,172 residents identifying as being of Aboriginal and Torres Strait Islander descent.

The Community Services Department of Gunnedah Shire Council is actively involved in the provision of a number of cultural and linguistic programs and initiatives including:

Cultural Development Officer providing a range of services including:

- Liaising with the local Community College to provide a range of foreign language courses.
- Screening a range of foreign language films including titles from Europe, Asia, Africa and the Pacific.
- Screening a range of Indigenous films eg during NAIDOC week.

Gunnedah Shire Council Library providing

- Access to material and information in a variety of languages supplied from the State Library.
- Multicultural information available in a variety of formats including: adults and children's books, talking books/CD/cassette and videos.

33. WORK CONDUCTED ON PRIVATE LAND [S428(2)(k) LGA, 1993]

During 2011/12 no resolution was made under section 67(3) of the Local Government Act 2003 concerning work carried out on private land that was fully or partly subsidised by the Council.

34. CONTRIBUTIONS GRANTED UNDER SECTION 356 [S428(2)(l) LGA, 1993]

During 2011/12 Council made contributions under Section 356, Local Government Act, 1993, totalling \$29,361.00 to local community groups.

35. HUMAN RESOURCE ACTIVITIES UNDERTAKEN BY COUNCIL [S428(2)(m) LGA, 1993]

Occupational Health and safety

- Maintained an on site over watch of organisational WHS practices.
- Distributed WHS material to refresh knowledge in the workplace
- Facilitated the operation of the WHS committee
- Conducted WHS and organisational induction training
- Reviewed and revised WHS policies as necessary
- Conducted incident investigation as required
- Reviewed procedures for functional assessment with a higher emphasis on muscio-skeletal capacity.
- State Cover WHS Performance Report (the “General Managers Report”) highlights Council’s performance against key indicators

Free Health checks for Employees

As part of Gunnedah Shire Council’s Employee Engagement initiatives, Council offered free health checks for Employees.

As such, a health professional was engaged to conduct one-on-one health evaluations looking at:

- Smoking
- Blood pressure
- Physical activity level
- Blood lipids/cholesterol
- Diabetes – including blood glucose
- Body composition – including BMI, Waist to Hip ratio
- Recommendations for health improvement plan to be implemented by the Employee
- Areas requiring follow-up with Doctor

Further to this, council have arranged with a local gym to gain a discount for all Gunnedah Shire Council permanent employees.

Harmonization

Commencing in January 2012 due to harmonization, states and territories fell under common requirements concerning Work Health and Safety with heavier focus on due diligence.

To satisfy the defense that shows Gunnedah Shire Council exercises all due diligence, we needed to evident a system that is regularly audited, to ensure it is being complied with and reports out on the performance and implementation of the system (using Key Performance Indicators and Positive Performance Indicators such as our Safety Activity Score).

The previous system addressed many of these areas however the scope increased as under new legislation due diligence was expanded to include amongst others, Volunteers and Contractors.

Having reviewed critical data concerning injury management, it was of a significant concern that the majority of employees who seek medical attention external to the organisation that resulted in workers compensation claims, result in lost time injuries.

The most effective solution to lost time injuries is early intervention in injury management. The role of the newly appointed WHS and Claims coordinator is to manage all workers compensation claims, return to work plans and through engaging local General Practitioners directly as a return to work coordinator reduce the current and potential impact on our claims experience.

The changes in the Human Resources Department consisted of moving the WHR Officer to a more compliance focused part-time role.

These changes allowed a take up of essential elements of a legally compliant governance system and reduce our exposure to impact on claims experience.

StateCover Audit

The benchmark for measurement of WHS Performance is completion of the State Cover OHS Self Audit. The 2011 Audit results provide an indication of both 'documentation' and 'implementation' for each of the elements together with a total score for the complete audit. The following table indicates Councils self audit performance against the StateCover average and the DLG Group.

Element	GSC Score	State cover Average	DLG Average
Documentation	87.44%	67%	69%
Implementation	87.72%	64%	65%

Organisational Review

- Continued development of position descriptions and advertising material for new professional, administrative and operational positions.
- Facilitated recruitment of new staff at all levels.
- A number of structural changes were implemented in the Corporate Services Directorate to align resources with the strategic direction of this area and to optimise service capabilities for internal and external customers and stakeholders.

Work Force Plan

Workforce Labour plan was adopted by Council with a five year outlook. In a competitive employment market Gunnedah Shire Council can expect that rival Councils, other Government agencies and private enterprise will aggressively compete for job seekers and target quality Council employees to meet their demands.

The aim of the Human Resource Workforce Plan is to provide suitably qualified and highly engaged employees to deliver quality services to our community and internal customers.

Key elements of the plan for the forthcoming five year period include:

- I. Continue and review effective staff recognition system for high performance.
- II. Review and enhance our Risk Management System.
- III. Annual reviews of leadership assessment and development plan with particular attention to "tomorrow's talent today" as part of succession planning.
- IV. Review our performance Management systems.
- V. Enhance our internal communication processes.
- VI. 18 monthly engagement surveys with follow up actions.
- VII. Plan, as necessary, for industrial relations changes.
- VIII. Acquisition and retention of talent that is aligned to the values and principles of Council.
- IX. Annually review critical assumptions as a key informant of potential labour needs.

The direction for attraction and recruitment has moved to a more holistic approach being one around total compensation packaging, rather than looking at remuneration as a point of difference in our recruitment and retention philosophy.

Industrial Relations and Employment

- Co-Ordinate the recruitment of replacement staff
- Adoption of Drug and Alcohol Policy and execution in action
- Maintained a watching brief on industrial relations
- Ensured review of the Job description process was Maintained and pressure was applied through the Mercer CED Job Evaluation process and database
- Provided input into various employment practice surveys
- Co-Ordinate the annual performance assessment process
- Facilitated the employee consultative committee
- Co-ordinate employee termination processes
- Facilitate a stronger working relationship with other councils to leverage insight in particular through the Northern Inland Risk Management group (NIRMG)
- Consultative committee

Drug and Alcohol Testing

The testing program involves any person who is engaged either for wages, salary, contract or other reward, or is acting as an agent on behalf of Council, this includes such groups as workers, contractors and persons conducting business undertakings or individuals representing council and aligns us to the new Work Health and Safety Legislation

The introduction of the policy is to ensure that under harmonization we meet our obligations by taking reasonable steps including that appropriate resources to eliminate or minimise hazards are used. Testing is by way of saliva for drugs and alcohol analyser for alcohol.

Testing will occur

- Random selection
- Self Reporting
- Reasonable suspicion
- Preemployment
- Safety incidents

Testing will be aligned to the inherent risk of tasks.

A sound drug and alcohol policy assists to exhibit with confidence to our employees, the community and other business that Gunnedah Shire Council exercises all due diligence. This was a monumental achievement, key stake holders were engaged and first testing will be carried out in 2013. The policy was endorsed by council and education sessions for Staff, Volunteer's, Councillors and Contractors has now been completed.

Contractor and Volunteer Information Sessions

To ensure Contractors and Volunteers understood how the new Work Health Safety Laws affect them and their businesses and what their roles and responsibilities are Gunnedah Shire Council held two separate information sessions at the Civic Theatre, on the 30th of May 2012. to assist with this Council engaged James Sheather - NSW Work Cover Advisor and Dan O'Connor – State Wide Mutual.

Staff Training and Development

- Execution of Induction training for all new staff in concert with WH and S training
- Adoption of E-Learning
- Through greater use of AQF courses we provided a stronger value declaration to our employees by offering industry recognised qualifications.
- Heavier emphasis on return on investment concerning general training in a range of disciplines

36. EQUAL EMPLOYMENT OPPORTUNITY MANAGEMENT PLAN [S428(2)(n) LGA, 1993]

The Australian Local Government Women's Association (ALGWA) and the Australian Centre of Excellence for Local Government (ACELG) has developed the 50:50 Vision - Councils for Gender Equity Program.

The 50:50 Vision - Councils for Gender Equity Program is a national awards and accreditation program for local government that builds on the National Framework for Women in Local Government first developed by ALGWA in 2001.

The program was officially launched on 17 June by Minister Tanya Plibersek and Parliamentary Secretary Maxine McKew at the Australian Council of Local Government Dinner, in the presence of the current and then Prime Ministers, members of cabinet and around 400 Mayors.

This important program, endorsed by the Local Government and Planning Ministers Councils (LGPMC), is the first national accreditation and awards program which encourages councils across Australia to address gender equity issues within the organisation and among their elected representatives.

The 50:50 Vision - Councils for Gender Equity Program seeks to work with all councils to:

1. increase the number of skilled women in the local government sector, both at elected and senior level positions;
2. drive cultural change in what continues to be a male dominated industry; and
3. make an important contribution to building excellence and the long term workforce capacity with the local government sector.

The 50:50 Vision – Councils for Gender Equity Program is designed to be accessed by all councils, regardless of their size, location and progress on gender equity.

Councils can apply for accreditation at three levels - starting with Bronze and working up to the prestigious, peer reviewed Gold Award.

Gunnedah Shire Council was accredited in 2012 at the Bronze level and is working towards Silver.

Gunnedah Shire Council was proud to also have three an elected member and two staff members nominated for the Ministers' Awards for Women in Local Government – 2012

The nominees must have demonstrated a significant contribution to their council, their community and/or the local government sector in NSW through one or more of the following:

1. Achieving a beneficial outcome through an event or series of actions.
2. Positive leadership through inspiration, innovation and/or leading by example.
3. Working towards increasing the level of women's participation in local government elected, employed or volunteer roles.

Consequently an elected member was selected for this prestigious award.

37. EXTERNAL BODIES EXERCISING FUNCTIONS DELEGATED BY COUNCIL [S428(2)(o) LGA, 1993]

No external bodies exercised functions delegated by Council during 2011/12.

38. CONTROLLING INTEREST IN COMPANIES [S428(2)(p) LGA, 1993]

Council did not hold a controlling interest in any company during 2011/12.

39. PARTNERSHIP CO-OPERATIVES, JOINT VENTURES [S428(2)(q) LGA, 1993]

Council was not involved in any partnerships, co-operatives or joint ventures during 2011/12, but did participate in resource sharing arrangements with the following organisations:

Statewide Mutual Insurance

A self-insurance pool covering public liability, professional indemnity, property and fidelity guarantee risks, enabling member Councils to reduce insurance premiums.

Statecover Mutual Insurance

A self-insurance pool covering workers compensation enabling Councils to reduce premiums and tailor fit injury management.

Namoi Councils

Namoi Councils is made up of Councils from northern NSW, including Gunnedah, Liverpool Plains, Tamworth, Narrabri and Walcha and Namoi Catchment.

Namoi Councils provides co-ordinated action on pertinent issues affecting Local Government in the area

40. RATES AND CHARGES WRITTEN OFF [CI 132]

The following rates and charges were written off during 2011/12.

	GENERAL	POSTPONED	PENSIONER	TOTAL
Ordinary Rates	18,637.03	32,665.79	164,054.40	215,357.22
Water Charges	11,839.05	--	77,208.56	89,048.51
Sewer Rates	14,489.80	--	70,429.24	84,919.04
Waste Management	5,501.57	--	72,784.13	78,285.70
Legal Costs	--	--	--	--
Interest	1,218.75	13,907.90	--	15,126.74
Totals	51,687.10	46,573.78	384,476.33	482,737.31

Items under general rates high due to sale of land write off.

41. OVERSEAS VISITS UNDERTAKEN BY COUNCILLORS AND OTHERS REPRESENTING COUNCIL [S428(2)(r) LGA 1993 CI 217(1)(a)]

No overseas visits were undertaken by any person representing Council during 2010/11.

42. VALUE OF THE REMUNERATION PACKAGE PAYABLE TO EACH SENIOR STAFF MEMBER EMPLOYED BY COUNCIL [CI 217(1)(b)]

Details of the total remuneration package paid to senior staff during 2010/11, including salary, and superannuation are shown below:

▪ Robert Campbell	Salary Component	\$180,236.21
	Bonus Payments	Nil
	Contributions to Superannuation	17,911.88
	Non Cash Benefits	6,879.50
	Fringe Benefits Tax for Non Cash Benefits	3,533.55
	TOTAL REMUNERATION	\$208,561.14

43. DETAILS OF ACTIVITIES UNDERTAKEN BY COUNCIL TO DEVELOP AND PROMOTE SERVICES AND PROGRAMS THAT PROVIDE FOR THE NEEDS OF CHILDREN [S428(2)(r) LGA 1993 CI 217(1)(c)]

Gunnedah Shire Council has a firm commitment to meeting the needs of children and young people in this Shire. Council's Youth Development Officer and Community Hub Worker provided services and activities including:

- Integrated, co-ordinated holiday activities program
- Close working relationship with both primary and high schools in Gunnedah
- Formulation of events for Youth Week 2012.
- Provision of information, referral advice, advocacy, access and consultation with young people.
- Respond to critical areas eg education, health, homelessness and child protection.
- Ongoing implementation of the legislative changes to the Child Protection (Prohibited Employment) Act 1998 and Commission for Children and Young People Act 1998.
- Provision of programs through the Indigenous Youth Worker.
- A homework centre that operates two after hours per week during each school term.
- Establishing networks and partnerships with young people for the local community including the setting up the Youth Advisor Councils and Youth Interagency.

Gunnedah Shire Council supports children focused organisations, by facilitating community and social planning, administering community meetings such as the Gunnedah Indigenous Services Interagency, Crime Prevention, Community Services, and promoting youth representation on Council Committees where appropriate. Council also supports the Gunnedah Community Scholarship Fund, and administers the Community Small Grants and Sports Small Grants donations under Section 356 of the Act.

44. COUNCIL PERFORMANCE IN RELATION TO PROGRAMS UNDERTAKEN BY COUNCIL TO PROMOTE ACCESS AND EQUITY FOR RESIDENTS [S428(2)(r) LGA 1993 CI 217(d)(i)]

Council strives to promote services and access to residents and other service users. Programs undertaken during 2011/12 to further this aim include.

- Participation in Local Government Week.
- Participation in NAIDOC Week, Youth Week, Seniors Week, Dementia Awareness Week, Children's Week, Carers Week, International Womens Day, Grandparents Day.
- The following Council Committees have community representative position:
 - Access Comittee
 - Australia Day Committee
 - Business Partner Program
 - Crime Prevention Committee
 - Community Services Committee
 - Scholarship Fund Committee
 - Sports Council Advisory Committee
- Disbursement of business papers to interest parties

- Radio talkback sessions each month
- Media releases
- Monthly promotional report in local paper
- Public access to Council Committees
- Distribution of Annual Report and Management Plan at Key locations in the Shire
- Website developed and enhanced
- Visitors Information Centre – details of services available
- Civic cinema has marketing material
- Workshops with business community on planning and business issues
- Public meetings on specific issues.
- Facilitation of specific issue interagency meetings eg Gunnedah Liquor Accord, Gunnedah Indigenous Service Delivery Interagency, Youth Interagency and Domestic violence.

Generally, Council considers it has been successful in promoting services and in providing better access to services.

45. NATIONAL COMPETITION POLICY [S428(2)(r) LGA 1993 CI 217(l)(d)]

Council has implemented the requirements of the National Competition Policy effective from 1 July 1998.

Council has identified the business activities subject to National Competition Policy guidelines and categorised them as follows:

i) Category 1 – Businesses
No business determined in this category.

ii) Category 2 - Businesses

<u>NAME</u>	<u>BRIEF DESCRIPTION OF ACTIVITY</u>
Water Supplies	Provision of water supply to Gunnedah, Curlewis, Mullaley and Tambar Springs
Sewerage Services	Provision of sewerage services to Gunnedah and Curlewis

The Operating Statement for the year ended 30 June 2012 and a Statement of Financial Position as at 30 June 2012 for Council's Business Activities are included in the audited financial reports (Annexure A).

Council has implemented the principles of competitive neutrality in relation to the Category 2 Businesses identified. The pricing policies for each of these Businesses are identified in Council's Management Plan as well as the related notional costs required by competitive neutrality.

Council has adopted a policy concerning competitive neutrality complaints, and has implemented a complaints handling system. Details have been published in local press releases and conveyed to all tenderers.

No competitive neutrality complaints were received during the 2010/12 financial year.

46. STATEMENT ON ACTIVITIES RELATING TO ENFORCING AND COMPLIANCE WITH THE COMPANION ANIMALS ACT [S428(2)(r) LGA 1993 CI 217(i)(f)]

Gunnedah Shire Council undertakes patrols and inspections to ensure that owners of companion animals microchip and lifetime register their animals.

Annual data is lodged with the Division of Local Government detailing animals seized, animals impounded, released, sold and euthanized. Any dog attacks are logged on the Companion Animals website giving full details of attack, description of dog, and details of owner.

With the support of local veterinary clinics Council has been actively involved in promotions to re-home impounded abandoned companion animals in lieu of euthanizing these animals. These animals are desexed, microchipped and lifetime registered. Council also participate in an advertising campaign to promote responsible companion animal ownership. In conjunction with the Gunnedah Branch of RSPCA a microchipping program was initiated with the cost of owners subsidised by Council. Council has provided an off leash area for owners of companion animals. In adopting its Gunnedah Open Space Strategy Council has identified a further Leash Free Area in the south west area of Gunnedah.

Financial information relating to companion animal management and activities is shown below.

DESCRIPTION	ORIGINAL ESTIMATE 2011/12	ACTUALS TO JUNE 2012
Expenditure		
• Impound and control companion animals	66,125.00	73,237.98
• Dog and cat pound M&R	8,333.33	4,310.36
• Depreciation	4,083.33	1,200.00
• Overheads – corporate support	57,418.00	54,428.33
TOTAL EXPENDITURE	135,960.00	133,176.67
Revenues		
Companion animals – registration fees	9,850.00	5,306.67
Dogs – impounding fees	3,833.33	2,960.72
Dogs – fines and costs	9,650.00	589.71
Dogs – sales	125.00	68.20
TOTAL REVENUES	23,458.33	8,925.29

47. GOVERNMENT INFORMATION S125 (PUBLIC ACCESS) ACT 2009

Section 125 of the Government Information (Public Access) Act 2009 (GIPA Act) requires Council to report annually on their obligations under the GIPA Act. A copy of Council's 2011/12 GIPA Annual Report submitted to the Minister for Local Government and the Information Commission, is appended hereto 'Annexure D'.

48. PRIVACY AND PERSONAL INFORMATION PROTECTION ACT

Gunnedah Shire Council adopted a Privacy Management Plan August 2000 in accordance with the Privacy and Personal Information Act 1998. It was introduced to provide safeguards to an individual's privacy in relation to a wide range of personal information held by Council.

There were no requests for Council to review its policies or practices relating to privacy and personal information protection nor were there any requests to source or alter personal information during 2011/12.

Council continues to disseminate information about the requirements of PPIPA to all staff including new staff at induction sessions.

49. PUBLIC INTEREST DISCLOSURES ACT 1994 (S31)

Council has adopted an Internal Reporting Policy in accordance with the Public Interest Disclosures Act 1994. The purpose of the policy is to ensure that staff who make disclosures about wrongdoing (corrupt conduct, maladministration, serious and substantial waste, government information contravention, local government pecuniary interest contravention) receive protection from reprisals and that the matters raised are properly investigated.

Details of our Internal Reporting Policy are included in Council's Staff Manual. All staff are briefed on the policy during induction.

There were no disclosures made during 2011/12.

50. STORMWATER MANAGEMENT SERVICES 2006/07 [S428(2)(r) LGA 1993 CI 217(I)(e)]

Stormwater management services made available during 2011/12 together with the projected stormwater management services that were proposed to be made available are shown below.

SERVICE PROVIDED	2011/12 BUDGET	2011/12 ACTUAL	REASON FOR VARIANCE
Stormwater Maintenance and Repair	33,390	33,443	Variance negligible
Wentworth Street Stormwater Construction	75,000	72,355	Variance negligible
Marquis Street Stormwater Construction	90,000	90,748	Variance negligible

51. ENVIRONMENTAL PLANNING AND ASSESSMENT ACT 1979 [S93G(5)]

Council did not enter into any Planning Agreements during 2011/12.

Administration Centre
 63 Elgin Street (PO Box 63) Gunnedah NSW 2380
www.infogunnedah.com.au
 Email: council@infogunnedah.com.au

Telephone & Facilities

• Revenue Collection	Phone: 6740 2110
• Engineering Services.....	Phone: 6740 2130
.....	Fax: 6740 2139
• Environment & Development Services	Phone: 6740 2120
.....	Fax: 6740 2129
• Administration Centre	Phone: 6740 2100
.....	Fax: 6740 2119
• General Manager and Mayor	Phone: 6740 2115
• Director Community and Corporate Services.....	Phone: 6740 2116
• Rural Fire Service	Phone: 6740 2212
• SES Controller	Phone: 6740 2381
• Community Care.....	Phone: 6740 2240
.....	Fax: 6740 2259
• Community Planning and Development	Phone: 6740 2272
.....	Fax: 6740 2279
• Depot & Store	Phone: 6740 2200
.....	Fax: 6740 2209
• 24 Hour Emergency Service	Phone: 6740 2100
• Visitors Information Centre.....	Phone: 6740 2230
.....	Fax: 6740 2237
• Gunnedah Shire Library	Phone: 6740 2190
.....	Fax: 6740 2199
• Noxious Weeds.....	Phone: 6740 2225
.....	Mobile: 0427 254 188
.....	Mobile: 0427 667 692

All communications and payments by post should be addressed to the General Manager. The rate assessment number or file number should be quoted where applicable.

OFFICE HOURS

General Office		8:30am to 5:00pm
Engineering Services		8:30am to 4:30pm
Environmental & Development Services		8:30am to 5:00pm
Account Payments		9:00am to 4:30pm
Library - Gunnedah	Weekdays (Mon, Tue, Wed, Thur) (Fri)	9:30am to 5:30pm
	Saturdays	9:00am to 4:30pm
Library - Curlewis	Wednesdays	9:30am to 1:00pm
	Saturdays	3:00pm to 5:00pm
Library - Tambar Springs	Mon - Wed	9:00am to 11:00am
		9:30am to 3:00pm

GENERAL

Civic Theatre, 81 Chandos Street	6740 2266
Creative Arts Centre, 81 Chandos Street	6740 2260
Gunnedah Airport Terminal, Wean Road	6740 2170
Gunnedah Memorial Pool, Anzac Parade	6742 6180
Saleyards, Boggabri Road	6742 4768
Town Hall Complex, 144 Conadilly Street	6740 2272
Visitors Information Centre, South Street	6740 2230
Waste Management Facility, Quia Road	6742 3943

AFTER HOURS SERVICE

24 Hour Emergency Service	6740 2100
Noxious Plants	0427 254 188
Fire Control Officer.....	1800 081 166

COUNCIL STATISTICS AND INFORMATION

Area:	4,992 sqkms
Population 2006 Census:	11,525
Value of Rateable Land:	\$1,501,597,550
Number of Rate Assessments:	5,906

Number of Funds operated by Council:	General.....	1
	Water	4
	Sewerage	2

Length of roads maintained by Council:	Sealed:.....	525 kms
	Unsealed:.....	1,067 kms

Number of Bush Fire Brigades:.....	13
------------------------------------	----

COUNCIL'S PRINCIPAL ASSOCIATES

Bankers:	Westpac Banking Corporation, Gunnedah
Auditors:	UHY Haines Norton, Sydney
Solicitors:	Walker, Beer & Associates, Gunnedah
Insurance Brokers:	Jardine Lloyd Thompson Pty Ltd, Sydney

RURAL FIRE BRIGADES CONTACT NUMBERS – '000' IN CASE OF FIRE

Fire Control (Zone).....	1800 081 166
Operations Headquarters (Gunnedah)	6740 2212
Operations Headquarters (Willow Tree).....	6747 1493



ANNEXURE A

**STATEMENT OF OPERATIONAL EXPENSES,
OPERATING REVENUE, ASSETS PURCHASED
AND TOTAL ASSETS HELD**

Gunnedah Shire Council

GENERAL PURPOSE FINANCIAL STATEMENTS
for the year ended 30 June 2012

*"To be a focused community valuing
Gunnedah's identity and quality lifestyle".*



Gunnedah Shire Council

General Purpose Financial Statements for the financial year ended 30 June 2012

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3. Primary Financial Statements:	
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Overview

(i) These financial statements are General Purpose Financial Statements and cover the consolidated operations for Gunnedah Shire Council.

(ii) Gunnedah Shire Council is a body politic of NSW, Australia - being constituted as a Local Government area by proclamation and is duly empowered by the Local Government Act (LGA) 1993 of NSW.

Council's Statutory Charter is specified in Paragraph 8 of the LGA and includes;

- carrying out activities and providing goods, services & facilities appropriate to the current & future needs of the Local community and of the wider public
- responsibility for administering regulatory requirements under the LGA and other applicable legislation, &
- a role in the management, improvement and development of the resources of the local government area.

A description of the nature of Council's operations and its principal activities are provided in Note 2(b).

(iii) All figures presented in these financial statements are presented in Australian Currency.

(iv) These financial statements were authorised for issue by the Council on 17/10/12.
Council has the power to amend and reissue the financial statements.

Gunnedah Shire Council

General Purpose Financial Statements for the financial year ended 30 June 2012

Understanding Council's Financial Statements

Introduction

Each year, individual Local Governments across NSW are required to present a set of audited Financial Statements to their Council & Community.

What you will find in the Statements

The Financial Statements set out the financial performance, financial position & cash flows of Council for the financial year ended 30 June 2012.

The format of the Financial Statements is standard across all NSW Councils and complies with both the accounting & reporting requirements of Australian Accounting Standards and requirements as set down by the NSW Division of Local Government.

About the Councillor/Management Statement

The Financial Statements must be certified by Senior staff as "presenting fairly" the Council's financial results for the year, and are required to be adopted by Council - ensuring both responsibility for & ownership of the Financial Statements.

About the Primary Financial Statements

The Financial Statements incorporate 5 "primary" financial statements:

1. An Income Statement

A summary of Council's financial performance for the year, listing all income & expenses.

This Statement also displays Council's original adopted budget to provide a comparison between what was projected and what actually occurred.

2. A Statement of Comprehensive Income

Primarily records changes in the fair values of Council's Infrastructure, Property, Plant & Equip.

3. A Balance Sheet

A 30 June snapshot of Council's Financial Position including its Assets & Liabilities.

4. A Statement of Changes in Equity

The overall change for the year (in dollars) of Council's "net wealth".

5. A Statement of Cash Flows

Indicates where Council's cash came from and where it was spent.

This Statement also displays Council's original adopted budget to provide a comparison between what was projected and what actually occurred.

About the Notes to the Financial Statements

The Notes to the Financial Statements provide greater detail and additional information on the 5 Primary Financial Statements.

About the Auditor's Reports

Council's Financial Statements are required to be audited by external accountants (that generally specialize in Local Government).

In NSW, the Auditor provides 2 audit reports:

1. An opinion on whether the Financial Statements present fairly the Council's financial performance & position, &
2. Their observations on the conduct of the Audit including the Council's financial performance & financial position.

Who uses the Financial Statements ?

The Financial Statements are publicly available documents & must be presented at a Council meeting between 7 days & 5 weeks after the date of the Audit Report.

Submissions from the public can be made to Council up to 7 days subsequent to the public presentation of the Financial Statements.

Council is required to forward an audited set of Financial Statements to the Division of Local Government.

Gunnedah Shire Council

General Purpose Financial Statements

for the financial year ended 30 June 2012

Statement by Councillors and Management

made pursuant to Section 413(2)(c) of the Local Government Act 1993 (as amended)

The attached General Purpose Financial Statements have been prepared in accordance with:

- The Local Government Act 1993 (as amended) and the Regulations made thereunder,
- The Australian Accounting Standards and professional pronouncements, and
- The Local Government Code of Accounting Practice and Financial Reporting.

To the best of our knowledge and belief, these Financial Statements:

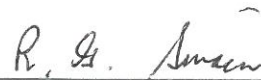
- present fairly the Council's operating result and financial position for the year, and
- accords with Council's accounting and other records.

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

Signed in accordance with a resolution of Council made on 19 September 2012.



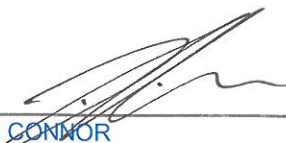
O HASLER
MAYOR



R G SWAIN
COUNCILLOR



R E CAMPBELL
GENERAL MANAGER



D J CONNOR
RESPONSIBLE ACCOUNTING OFFICER

Gunnedah Shire Council

Income Statement

for the financial year ended 30 June 2012

Budget ⁽¹⁾				Actual	Actual
2012	\$ '000		Notes	2012	2011
Income from Continuing Operations					
Revenue:					
12,325	Rates & Annual Charges		3a	11,973	11,472
6,197	User Charges & Fees		3b	8,670	8,911
962	Interest & Investment Revenue		3c	2,034	1,800
495	Other Revenues		3d	651	652
9,359	Grants & Contributions provided for Operating Purposes		3e,f	11,359	9,746
6,388	Grants & Contributions provided for Capital Purposes		3e,f	1,592	711
Other Income:					
-	Net gains from the disposal of assets		5	440	-
-	Net Share of interests in Joint Ventures & Associated Entities using the equity method		19	-	-
35,726	Total Income from Continuing Operations			36,719	33,292
Expenses from Continuing Operations					
11,682	Employee Benefits & On-Costs		4a	12,308	12,292
339	Borrowing Costs		4b	204	222
6,110	Materials & Contracts		4c	8,938	8,453
8,607	Depreciation & Amortisation		4d	8,094	8,531
-	Impairment		4d	159	183
2,299	Other Expenses		4e	2,307	2,198
-	Net Losses from the Disposal of Assets		5	-	494
29,037	Total Expenses from Continuing Operations			32,010	32,373
6,689	Operating Result from Continuing Operations			4,709	919
Discontinued Operations					
-	Net Profit/(Loss) from Discontinued Operations		24	-	-
6,689	Net Operating Result for the Year			4,709	919
6,689	Net Operating Result attributable to Council			4,709	919
-	Net Operating Result attributable to Minority Interests			-	-
301	Net Operating Result for the year before Grants and Contributions provided for Capital Purposes			3,117	208

(1) Original Budget as approved by Council - refer Note 16

Gunnedah Shire Council

Statement of Comprehensive Income
for the financial year ended 30 June 2012

\$ '000	Notes	Actual 2012	Actual 2011
Net Operating Result for the year (as per Income statement)		4,709	919
Other Comprehensive Income			
Gain (loss) on revaluation of I,PP&E	20b (ii)	10,302	9,574
Gain (loss) on revaluation of available-for-sale investments	20b (ii)	-	-
Gain (loss) on revaluation of other reserves	20b (ii)	-	-
Realised (gain) loss on available-for-sale investments recognised in P&L	20b (ii)	-	-
Realised (gain) loss from other reserves recognised in P&L	20b (ii)	-	-
Impairment (loss) reversal relating to I,PP&E	20b (ii)	-	-
Total Other Comprehensive Income for the year		10,302	9,574
Total Comprehensive Income for the Year		15,011	10,493
Total Comprehensive Income attributable to Council		15,011	10,493
Total Comprehensive Income attributable to Minority Interests		-	-

Gunnedah Shire Council

Balance Sheet

as at 30 June 2012

\$ '000	Notes	Actual 2012	Actual 2011
ASSETS			
Current Assets			
Cash & Cash Equivalents	6a	2,248	1,250
Investments	6b	24,331	18,034
Receivables	7	3,852	5,401
Inventories	8	406	430
Other	8	47	231
Non-current assets classified as "held for sale"	22	-	-
Total Current Assets		30,884	25,346
Non-Current Assets			
Investments	6b	5,707	7,130
Receivables	7	65	73
Inventories	8	-	-
Infrastructure, Property, Plant & Equipment	9	285,311	270,727
Investments accounted for using the equity method	19	-	-
Investment Property	14	-	-
Intangible Assets	25	-	-
Total Non-Current Assets		291,083	277,930
TOTAL ASSETS		321,967	303,276
LIABILITIES			
Current Liabilities			
Payables	10	2,598	2,050
Borrowings	10	399	429
Provisions	10	3,482	3,600
Total Current Liabilities		6,479	6,079
Non-Current Liabilities			
Payables	10	-	-
Borrowings	10	1,382	1,781
Provisions	10	1,662	1,572
Total Non-Current Liabilities		3,044	3,353
TOTAL LIABILITIES		9,523	9,432
Net Assets		312,444	293,844
EQUITY			
Retained Earnings	20	161,006	152,708
Revaluation Reserves	20	151,438	141,136
Council Equity Interest		312,444	293,844
Minority Equity Interest		-	-
Total Equity		312,444	293,844

Gunnedah Shire Council

Statement of Changes in Equity
for the financial year ended 30 June 2012

\$ '000	Notes	Retained Earnings	Reserves (Refer 20b)	Council Interest	Minority Interest	Total Equity
2012						
Opening Balance (as per Last Year's Audited Accounts)		152,708	141,136	293,844	-	293,844
a. Correction of Prior Period Errors	20 (c)	3,589	-	3,589	-	3,589
b. Changes in Accounting Policies (prior year effects)	20 (d)	-	-	-	-	-
Revised Opening Balance (as at 1/7/11)		156,297	141,136	297,433	-	297,433
c. Net Operating Result for the Year		4,709	-	4,709	-	4,709
d. Other Comprehensive Income						
- Revaluations : IPP&E Asset Revaluation Rsve	20b (ii)	-	10,302	10,302	-	10,302
- Revaluations: Other Reserves	20b (ii)	-	-	-	-	-
- Transfers to Income Statement	20b (ii)	-	-	-	-	-
- Impairment (loss) reversal relating to I,PP&E	20b (ii)	-	-	-	-	-
- Other Movements	20b (ii)	-	-	-	-	-
Other Comprehensive Income		-	10,302	10,302	-	10,302
Total Comprehensive Income (c&d)		4,709	10,302	15,011	-	15,011
e. Distributions to/(Contributions from) Minority Interests		-	-	-	-	-
f. Transfers between Equity		-	-	-	-	-
Equity - Balance at end of the reporting period		161,006	151,438	312,444	-	312,444

\$ '000	Notes	Retained Earnings	Reserves (Refer 20b)	Council Interest	Minority Interest	Total Equity
2011						
Opening Balance (as per Last Year's Audited Accounts)		140,658	131,562	272,220	-	272,220
a. Correction of Prior Period Errors	20 (c)	11,131	-	11,131	-	11,131
b. Changes in Accounting Policies (prior year effects)	20 (d)	-	-	-	-	-
Revised Opening Balance (as at 1/7/10)		151,789	131,562	283,351	-	283,351
c. Net Operating Result for the Year		919	-	919	-	919
d. Other Comprehensive Income						
- Revaluations : IPP&E Asset Revaluation Rsve	20b (ii)	-	9,574	9,574	-	9,574
- Revaluations: Other Reserves	20b (ii)	-	-	-	-	-
- Transfers to Income Statement	20b (ii)	-	-	-	-	-
- Impairment (loss) reversal relating to I,PP&E	20b (ii)	-	-	-	-	-
- Other Movements	20b (ii)	-	-	-	-	-
Other Comprehensive Income		-	9,574	9,574	-	9,574
Total Comprehensive Income (c&d)		919	9,574	10,493	-	10,493
e. Distributions to/(Contributions from) Minority Interests		-	-	-	-	-
f. Transfers between Equity		-	-	-	-	-
Equity - Balance at end of the reporting period		152,708	141,136	293,844	-	293,844

Gunnedah Shire Council

Statement of Cash Flows

for the financial year ended 30 June 2012

Budget 2012	\$ '000	Notes	Actual 2012	Actual 2011
Cash Flows from Operating Activities				
Receipts:				
12,325	Rates & Annual Charges		12,257	11,816
6,197	User Charges & Fees		10,196	10,869
962	Investment & Interest Revenue Received		1,543	1,102
15,747	Grants & Contributions		12,761	10,299
495	Other		2,684	348
Payments:				
(11,681)	Employee Benefits & On-Costs		(12,401)	(12,082)
(6,110)	Materials & Contracts		(10,450)	(11,338)
(158)	Borrowing Costs		(140)	(162)
(2,299)	Other		(2,123)	(3,782)
15,478	Net Cash provided (or used in) Operating Activities	11b	14,327	7,070
Cash Flows from Investing Activities				
Receipts:				
5	Sale of Investment Securities		43,265	1,895
-	Sale of Infrastructure, Property, Plant & Equipment		907	593
-	Deferred Debtors Receipts		8	-
Payments:				
-	Purchase of Investment Securities		(47,667)	(16,059)
(16,102)	Purchase of Infrastructure, Property, Plant & Equipment		(9,413)	(5,427)
-	Deferred Debtors & Advances Made		-	(27)
(16,097)	Net Cash provided (or used in) Investing Activities		(12,900)	(19,025)
Cash Flows from Financing Activities				
Receipts:				
Nil				
Payments:				
(435)	Repayment of Borrowings & Advances		(429)	(435)
(435)	Net Cash Flow provided (used in) Financing Activities		(429)	(435)
(1,054)	Net Increase/(Decrease) in Cash & Cash Equivalents		998	(12,390)
13,764	plus: Cash & Cash Equivalents - beginning of year	11a	1,250	13,640
12,710	Cash & Cash Equivalents - end of the year	11a	2,248	1,250
Additional Information:				
	plus: Investments on hand - end of year	6b	30,038	25,164
Total Cash, Cash Equivalents & Investments			32,286	26,414

Gunnedah Shire Council

Notes to the Financial Statements

for the financial year ended 30 June 2012

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n/a - not applicable

Gunnedah Shire Council

Notes to the Financial Statements

for the financial year ended 30 June 2012

Note 1. Summary of Significant Accounting Policies

The principal accounting policies adopted by Council in the preparation of these consolidated financial statements are set out below in order to assist in its general understanding.

Under Australian Accounting Standards (AASB's), accounting policies are defined as those specific principles, bases, conventions, rules and practices applied by a reporting entity (in this case Council) in preparing and presenting its financial statements.

(a) Basis of preparation

(i) Background

These financial statements are general purpose financial statements which have been prepared in accordance with;

- Australian Accounting Standards and Interpretations issued by the Australian Accounting Standards Board,
- the Local Government Act (1993) & Regulation, and
- the Local Government Code of Accounting Practice and Financial Reporting.

For the purpose of preparing these financial statements, Council has been deemed to be a not-for-profit entity.

(ii) Compliance with International Financial Reporting Standards (IFRSs)

Because Australian Accounting Standards (AASB's) are sector neutral, some standards either:

- (a) have local Australian content and prescription that is specific to the Not-For-Profit sector (including Local Government) which are not in compliance with IFRS's, or
- (b) specifically exclude application by Not for Profit entities.

Accordingly in preparing these financial statements and accompanying notes, Council has been unable to comply fully with International Accounting Standards, but has complied fully with Australian Accounting Standards.

Under the Local Government Act (LGA), Regulations and Local Government Code of Accounting Practice & Financial Reporting, it should be noted that Councils in NSW only have a requirement to comply with Australian Accounting Standards.

(iii) New and amended standards adopted by Council

None of the new standards and amendments to standards that are mandatory for the first time for the financial year beginning 1 July 2011 affected any of the amounts recognised in the current period or any prior period and are not likely to affect future periods.

(iv) Early adoption of Accounting Standards

Council has not elected to apply any pronouncements before their operative date in the annual reporting period beginning 1 July 2011.

Refer further to paragraph (ab) relating to a summary of the effects of Standards with future operative dates..

(v) Basis of Accounting

These financial statements have been prepared under the **historical cost convention** except for:

- (i) financial assets and liabilities at fair value through profit or loss, available-for-sale financial assets and investment properties which are all valued at fair value,
- (ii) the write down of any Asset on the basis of Impairment (if warranted) and
- (iii) certain classes of Infrastructure, property, plant & equipment that are accounted for at fair valuation.

The accrual basis of accounting has also been applied in their preparation.

(vi) Changes in Accounting Policies

Council's accounting policies have been consistently applied to all the years presented, unless otherwise stated.

There have also been no changes in accounting policies when compared with previous financial statements unless otherwise stated [refer Note 20(d)].

Gunnedah Shire Council

Notes to the Financial Statements

for the financial year ended 30 June 2012

Note 1. Summary of Significant Accounting Policies (continued)

(vii) Critical Accounting Estimates

The preparation of financial statements requires the use of certain critical accounting estimates (in conformity with AASB's).

Accordingly this requires management to exercise its judgement in the process of applying the Council's accounting policies.

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that may have a financial impact on the entity and that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions

Council makes estimates and assumptions concerning the future.

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

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are set out below.

- (i) Estimated fair values of investment properties
- (ii) Estimated fair values of infrastructure, property, plant and equipment.
- (iii) Estimated tip remediation provisions.

Critical judgements in applying the entity's accounting policies

- (i) Impairment of Receivables - Council has made a significant judgement about the impairment of a number of its receivables in Note 7.
- (ii) Projected Section 94 Commitments - Council has used significant judgement in determining future Section 94 income and expenditure in Note 17.

(b) Revenue recognition

Council recognises revenue when the amount of revenue can be reliably measured, it is probable that

future economic benefits will flow to the entity and specific criteria have been met for each of the Council's activities as described below.

Council bases any estimates on historical results, taking into consideration the type of customer, the type of transaction and the specifics of each arrangement.

Revenue is measured at the fair value of the consideration received or receivable.

Revenue is measured on major income categories as follows:

Rates, Annual Charges, Grants and Contributions

Rates, annual charges, grants and contributions (including developer contributions) are recognised as revenues when the Council obtains control over the assets comprising these receipts.

Control over assets acquired from rates and annual charges is obtained at the commencement of the rating year as it is an enforceable debt linked to the rateable property or, where earlier, upon receipt of the rates.

A provision for the impairment on rates receivables has not been established as unpaid rates represent a charge against the rateable property that will be recovered when the property is next sold.

Control over granted assets is normally obtained upon their receipt (or acquittal) or upon earlier notification that a grant has been secured, and is valued at their fair value at the date of transfer.

Revenue from Contributions is recognised when the Council either obtains control of the contribution or the right to receive it, **(i)** it is probable that the economic benefits comprising the contribution will flow to the Council and **(ii)** the amount of the contribution can be measured reliably.

Where grants or contributions recognised as revenues during the financial year were obtained on condition that they be expended in a particular manner or used over a particular period and those conditions were undischarged at balance date, the unused grant or contribution is disclosed in Note 3(g).

Gunnedah Shire Council

Notes to the Financial Statements

for the financial year ended 30 June 2012

Note 1. Summary of Significant Accounting Policies (continued)

Note 3(g) also discloses the amount of unused grant or contribution from prior years that was expended on Council's operations during the current year.

The Council has obligations to provide facilities from contribution revenues levied on developers under the provisions of S94 of the EPA Act 1979.

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

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

A detailed Note relating to developer contributions can be found at Note 17.

User Charges, Fees and Other Income

User charges, fees and other income (including parking fees and fines) are recognised as revenue when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.

A provision for the impairment of these receivables is recognised when collection in full is no longer probable.

A liability is recognised in respect of revenue that is reciprocal in nature to the extent that the requisite service has not been provided as at balance date.

Sale of Infrastructure, Property, Plant and Equipment

The profit or loss on sale of an asset is determined when control of the asset has irrevocably passed to the buyer.

Interest and Rents

Rents are recognised as revenue on a proportional basis when the payment is due, the value of the payment is notified, or the payment is received, whichever first occurs.

Interest Income from Cash & Investments is accounted for using the Effective Interest method in accordance with AASB 139.

(c) Principles of Consolidation

These financial statements incorporate **(i)** the assets and liabilities of Council and any Entities (or operations) that it **controls** (as at 30/6/12) and **(ii)** all the related operating results (for the financial year ended the 30th June 2012).

The financial statements also include Council's share of the assets, liabilities, income and expenses of any **Jointly Controlled Operations** under the appropriate headings.

In the process of reporting on Council's activities as a single unit, all inter-entity year end balances and reporting period transactions have been eliminated in full between Council and its controlled entities.

(i) The Consolidated Fund

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

The Consolidated Fund and other entities through which the Council controls resources to carry on its functions have been included in the financial statements forming part of this report.

The following entities have been included as part of the Consolidated Fund:

- General Fund
- Gunnedah Water Supply Local Fund
- Curlewis Water Supply Local Fund
- Mullaley Water Supply Local Fund
- Tambar Springs Water Supply Local Fund
- Gunnedah Sewerage Local Fund
- Curlewis Sewerage Local Fund

(ii) The Trust Fund

In accordance with the provisions of Section 411 of the Local Government Act 1993 (as amended), a separate and distinct Trust Fund is maintained to account for all money and property received by the

Gunnedah Shire Council

Notes to the Financial Statements

for the financial year ended 30 June 2012

Note 1. Summary of Significant Accounting Policies (continued)

Council in trust which must be applied only for the purposes of or in accordance with the trusts relating to those monies.

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

Trust monies and property held by Council but not subject to the control of Council, have been excluded from these statements.

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

(iii) Joint Ventures

Council has no interest in any Joint Venture Entities, Assets or Operations.

(iv) Associated Entities

Where Council has the power to participate in the financial and operating decisions (of another entity), ie. where Council is deemed to have "significant influence" over the other entities operations but neither controls nor jointly controls the entity, then Council accounts for such interests using the equity method of accounting – in a similar fashion to Joint Venture Entities & Partnerships.

Such entities are usually termed Associates.

(v) County Councils

Council is not a member of any County Councils.

(vi) Additional Information

Note 19 provides more information in relation to Joint Venture Entities, Associated Entities and Joint Venture Operations where applicable.

(d) Leases

All Leases entered into by Council are reviewed and classified on inception date as either a Finance Lease or an Operating Lease.

Finance Leases

Leases of property, plant and equipment where the Council has substantially all the risks and rewards of ownership are classified as finance leases.

Finance leases are capitalised at the lease's inception at the lower of the fair value of the leased property and the present value of the minimum lease payments.

The corresponding rental obligations, net of finance charges, are included in borrowings.

Each lease payment is allocated between the liability outstanding and the recognition of a finance charge.

The interest element of the finance charge is costed to the income statement over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

Property, plant and equipment acquired under finance leases is depreciated over the shorter of each leased asset's useful life and the lease term.

Operating Leases

Leases in which a significant portion of the risks and rewards of ownership are retained by the lessor are classified as operating leases.

Payments made under operating leases (net of any incentives received from the lessor) are charged to the income statement on a straight-line basis over the period of the lease.

Lease income from operating leases is recognised in income on a straight-line basis over the lease term.

(e) Cash and Cash Equivalents

Cash and cash equivalents includes;

- cash **on hand**,
- deposits held **at call** with financial institutions,
- other short-term, highly liquid investments **with original maturities of three months or less** that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value, and
- bank overdrafts.

Gunnedah Shire Council

Notes to the Financial Statements

for the financial year ended 30 June 2012

Note 1. Summary of Significant Accounting Policies (continued)

Bank overdrafts are shown within borrowings in current liabilities on the balance sheet but are incorporated into Cash & Cash Equivalents for presentation of the Cash Flow Statement.

(f) Investments and Other Financial Assets

Council (in accordance with AASB 139) classifies each of its investments into one of the following categories for measurement purposes:

- **financial assets at fair value through profit or loss,**
- **loans and receivables,**
- **held-to-maturity investments,** and
- **available-for-sale financial assets.**

Each classification depends on the purpose/intention for which the investment was acquired & at the time it was acquired.

Management determines each Investment classification at the time of initial recognition and re-evaluates this designation at each reporting date.

(i) Financial assets at fair value through profit or loss

Financial assets at fair value through profit or loss include financial assets that are "held for trading".

A financial asset is classified in the "held for trading" category if it is acquired principally for the purpose of selling in the short term.

Assets in this category are primarily classified as current assets as they are primarily held for trading &/or are expected to be realised within 12 months of the balance sheet date.

(ii) Loans and receivables

Loans and receivables are non derivative financial assets with fixed or determinable payments that are not quoted in an active market.

They arise when the Council provides money, goods or services directly to a debtor with no intention (or in some cases ability) of selling the resulting receivable.

They are included in current assets, except for those with maturities greater than 12 months after the balance sheet date which are classified as non-current assets.

(iii) Held-to-maturity investments

Held-to-maturity investments are non-derivative financial assets with fixed or determinable payments and fixed maturities that the Council's management has the positive intention and ability to hold to maturity.

In contrast to the "Loans & Receivables" classification, these investments are generally quoted in an active market.

Held-to-maturity financial assets are included in non-current assets, except for those with maturities less than 12 months from the reporting date, which are classified as current assets.

(iv) Available-for-sale financial assets

Available-for-sale financial assets are non-derivatives that are either designated in this category or not classified in any of the other categories.

Investments must be designated as available-for-sale if they do not have fixed maturities and fixed or determinable payments and management intends to hold them for the medium to long term.

Accordingly, this classification principally comprises marketable equity securities, but can include all types of financial assets that could otherwise be classified in one of the other investment categories.

They are generally included in non-current assets unless management intends to dispose of the investment within 12 months of the balance sheet date or the term to maturity from the reporting date is less than 12 months.

Financial Assets – Reclassification

Council may choose to reclassify a non-derivative trading financial asset out of the held-for-trading category if the financial asset is no longer held for the purpose of selling it in the near term.

Financial assets other than loans and receivables are permitted to be reclassified out of the held-for-trading category only in rare circumstances arising from a

Gunnedah Shire Council

Notes to the Financial Statements

for the financial year ended 30 June 2012

Note 1. Summary of Significant Accounting Policies (continued)

single event that is unusual and highly unlikely to recur in the near term.

Council may also choose to reclassify financial assets that would meet the definition of loans and receivables out of the held-for-trading or available-for-sale categories if it has the intention and ability to hold these financial assets for the foreseeable future or until maturity at the date of reclassification.

Reclassifications are made at fair value as of the reclassification date. Fair value becomes the new cost or amortised cost as applicable, and no reversals of fair value gains or losses recorded before reclassification date are subsequently made.

Effective interest rates for financial assets reclassified to loans and receivables and held-to-maturity categories are determined at the reclassification date. Further increases in estimates of cash flows adjust effective interest rates prospectively.

General Accounting & Measurement of Financial Instruments:

(i) Initial Recognition

Investments are initially recognised (and measured) at fair value, plus in the case of investments not at "fair value through profit or loss", directly attributable transactions costs

Purchases and sales of investments are recognised on trade-date - the date on which the Council commits to purchase or sell the asset.

Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Council has transferred substantially all the risks and rewards of ownership.

(ii) Subsequent Measurement

Available-for-sale financial assets and **financial assets at fair value through profit and loss** are subsequently carried at fair value.

Loans and receivables and **held-to-maturity** investments are carried at amortised cost using the effective interest method.

Realised and unrealised gains and losses arising from changes in the fair value of the financial assets classified as "**fair value through profit or loss**" category are included in the income statement in the period in which they arise.

Unrealised gains and losses arising from changes in the fair value of non monetary securities classified as "**available-for-sale**" are recognised in equity in the available-for-sale investments revaluation reserve.

When securities classified as "**available-for-sale**" are sold or impaired, the accumulated fair value adjustments are included in the income statement as gains and losses from investment securities.

Impairment

Council assesses at each balance date whether there is objective evidence that a financial asset or group of financial assets is impaired.

A financial asset or a group of financial assets is impaired and impairment losses are incurred only if there is objective evidence of impairment as a result of one or more events that occurred after the initial recognition of the asset (a "loss event") and that loss event (or events) has an impact on the estimated future cash flows of the financial asset or group of financial assets that can be reliably estimated.

(iii) Types of Investments

Council has an approved Investment Policy in order to undertake its investment of money in accordance with (and to comply with) Section 625 of the Local Government Act and S212 of the LG (General) Regulation 2005.

Investments are placed and managed in accordance with the Policy and having particular regard to authorised investments prescribed under the Ministerial Local Government Investment Order.

Council maintains its investment Policy in compliance with the Act and ensures that it or its representatives exercise care, diligence and skill that a prudent person would exercise in investing Council funds.

Council amended its policy following revisions to the Ministerial Local Government Investment Order arising from the Cole Inquiry recommendations. Certain investments that Council holds are no longer prescribed (eg. managed funds, CDOs, and equity

Gunnedah Shire Council

Notes to the Financial Statements

for the financial year ended 30 June 2012

Note 1. Summary of Significant Accounting Policies (continued)

linked notes), however they have been retained under grandfathering provisions of the Order. These will be disposed of when most financially advantageous to Council.

(g) Fair value estimation

The fair value of financial assets and financial liabilities must be estimated for recognition and measurement or for disclosure purposes.

The fair value of financial instruments traded in active markets is based on quoted market prices at the balance sheet date.

The fair value of financial instruments that are not traded in an active market is determined using valuation techniques.

Council uses a variety of methods and makes assumptions that are based on market conditions existing at each balance date.

Quoted market prices or dealer quotes for similar instruments are used for long-term debt instruments held.

If the market for a financial asset is not active (and for unlisted securities), the Council establishes fair value by using valuation techniques.

These include reference to the fair values of recent arm's length transactions, involving the same instruments or other instruments that are substantially the same, discounted cash flow analysis, and option pricing models refined to reflect the issuer's specific circumstances.

The nominal value less estimated credit adjustments of trade receivables and payables are assumed to approximate their fair values.

The fair value of financial liabilities for disclosure purposes is estimated by discounting the future contractual cash flows at the current market interest rate that is available to the Council for similar financial instruments.

(h) Receivables

Receivables are initially recognised at fair value and subsequently measured at amortised cost, less any provision for impairment.

Receivables (excluding Rates & Annual Charges) are generally due for settlement no more than 30 days from the date of recognition.

The collectibility of receivables is reviewed on an ongoing basis. Debts which are known to be uncollectible are written off in accordance with Council's policy.

A provision for impairment (ie. an allowance account) relating to receivables is established when there is objective evidence that the Council will not be able to collect all amounts due according to the original terms of each receivable.

The amount of the provision is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the effective interest rate.

Impairment losses are recognised in the Income Statement within other expenses.

When a receivable for which an impairment allowance had been recognised becomes uncollectible in a subsequent period, it is written off against the allowance account.

Subsequent recoveries of amounts previously written off are credited against other expenses in the income statement.

(i) Inventories

Raw Materials and Stores, Work in Progress and Finished Goods

Raw materials and stores, work in progress and finished goods in respect of business undertakings are all stated at the lower of cost and net realisable value.

Cost comprises direct materials, direct labour and an appropriate proportion of variable and fixed overhead expenditure, the latter being allocated on the basis of normal operating capacity.

Gunnedah Shire Council

Notes to the Financial Statements

for the financial year ended 30 June 2012

Note 1. Summary of Significant Accounting Policies (continued)

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

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

Inventories held in respect of non-business undertakings have been valued at cost subject to adjustment for loss of service potential.

Land Held for Resale/Capitalisation of Borrowing Costs

Land held for resale is stated at the lower of cost and net realisable value.

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

When development is completed borrowing costs and other holding charges are expensed as incurred.

Borrowing costs included in the cost of land held for resale are those costs that would have been avoided if the expenditure on the acquisition and development of the land had not been made.

Borrowing costs incurred while active development is interrupted for extended periods are recognised as expenses.

(j) Infrastructure, Property, Plant and Equipment (I,PP&E)

Acquisition of assets

Council's non current assets have been progressively revalued to fair value in accordance with a staged implementation as advised by the Division of Local Government.

At balance date, the following classes of I,PP&E were stated at their Fair Value;

- **Investment Properties** – refer Note 1(p),
- **Water and Sewerage Networks**
(External/ Valuation)
- **Operational Land** (External/ Valuation)

- **Buildings – Specialised/Non Specialised**
(External Valuation)

- **Plant and Equipment**
(as approximated by depreciated historical cost)

- **Roads Assets incl. roads, bridges & footpaths**
(Internal Valuation)

- **Drainage Assets** (Internal Valuation)

- **Community Land** (External Valuation)

- **Land Improvements**
(Internal Valuation)

- **Other Structures**
(External Valuation)

- **Other Assets**
(Internal Valuation)

Initial Recognition

On initial recognition, an assets cost is measured at its fair value, plus all expenditure that is directly attributable to the acquisition.

Where settlement of any part of an asset's cash consideration is deferred, the amounts payable in the future are discounted to their present value as at the date of recognition (ie. date of exchange) of the asset to arrive at fair value.

The discount rate used is the Council's incremental borrowing rate, being the rate at which a similar borrowing could be obtained from an independent financier under comparable terms and conditions.

Where infrastructure, property, plant and equipment assets are acquired for no cost or for an amount other than cost, the assets are recognised in the financial statements at their fair value at acquisition date - being the amount that the asset could have been exchanged between knowledgeable willing parties in an arm's length transaction.

Subsequent costs

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to Council and the cost of the item can be measured reliably.

Gunnedah Shire Council

Notes to the Financial Statements

for the financial year ended 30 June 2012

Note 1. Summary of Significant Accounting Policies (continued)

All other repairs and maintenance are charged to the income statement during the financial period in which they are incurred.

Asset Revaluations (including Indexation)

In accounting for Asset Revaluations relating to Infrastructure, Property, Plant & Equipment:

- Increases in the carrying amounts arising on revaluation are credited to the asset revaluation reserve.
- To the extent that the increase reverses a decrease previously recognised via the profit or loss, then increase is first recognised in profit or loss.
- Decreases that reverse previous increases of the same asset are first charged against revaluation reserves directly in equity to the extent of the remaining reserve attributable to the asset, with all other decreases charged to the Income statement.

Water and sewerage network assets are indexed annually between full revaluations in accordance with the latest indices provided in the NSW Office of Water - Rates Reference Manual.

For all other assets, Council assesses at each reporting date whether there is any indication that a revalued asset's carrying amount may differ materially from that which would be determined if the asset were revalued at the reporting date.

If any such indication exists, Council determines the asset's fair value and revalues the asset to that amount.

Full revaluations are undertaken for all assets on a 5 year cycle.

Capitalisation Thresholds

Items of infrastructure, property, plant and equipment are not capitalised unless their cost of acquisition exceeds the following;

Land

- council land	100% Capitalised
- open space	100% Capitalised
- land under roads (purchases after 30/6/08)	100% Capitalised

Plant & Equipment

Office Furniture	> \$2,000
Office Equipment	> \$2,000
Other Plant & Equipment	> \$2,000

Buildings & Land Improvements

Park Furniture & Equipment	> \$5,000
Building	
- construction/extensions	100% Capitalised
- renovations	> \$10,000
Other Structures	> \$2,000

Water & Sewer Assets

Reticulation extensions	> \$5,000
Other	> \$5,000

Stormwater Assets

Drains & Culverts	> \$5,000
Other	> \$5,000

Transport Assets

Road construction & reconstruction	> \$10,000
Reseal/Re-sheet & major repairs:	> \$10,000
Bridge construction & reconstruction	> \$10,000

Depreciation

Depreciation on Council's infrastructure, property, plant and equipment assets is calculated using the straight line method in order to allocate an assets cost (net of residual values) over its estimated useful life.

Land is not depreciated.

Estimated useful lives for Council's I,PP&E include:

Plant & Equipment

- Office Equipment	3 to 10 years
- Office furniture	5 to 10 years
- Computer Equipment	3 years
- Vehicles	5 to 8 years
- Heavy Plant/Road Making equip.	5 to 10 years
- Other plant and equipment	5 to 15 years

Other Equipment

- Playground equipment	5 to 15 years
- Benches, seats etc	10 to 20 years

Gunnedah Shire Council

Notes to the Financial Statements

for the financial year ended 30 June 2012

Note 1. Summary of Significant Accounting Policies (continued)

Buildings	
- Buildings : Masonry	50 to 100 years
- Buildings : Other	20 to 80 years
Stormwater Drainage	
- Drains	80 to 100 years
- Culverts	50 to 80 years
Transportation Assets	
- Sealed Roads : Surface	20 years
- Sealed Roads : Structure	60 years
- Unsealed roads	20 years
- Bridge : Concrete	100 years
- Bridge : Other	50 years
- Road Pavements	60 years
- Kerb, Gutter & Paths	40 years
Water & Sewer Assets	
- Dams and reservoirs	80 to 100 years
- Bores	20 to 60 years
- Reticulation pipes : PVC	80 years
- Reticulation pipes : Other	80 to 110 years
- Pumps and telemetry	10 to 20 years
Other Infrastructure Assets	
- Bulk earthworks	Infinite

All asset residual values and useful lives are reviewed and adjusted (where appropriate), at each balance sheet date.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount – refer Note 1(s) on Asset Impairment.

Disposal and De-recognition

An item of property, plant and equipment is derecognised upon disposal or when no further future economic benefits are expected from its use or disposal.

Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in Council's Income Statement in the year the asset is derecognised.

(k) Land

Land (other than Land under Roads) is in accordance with Part 2 of Chapter 6 of the Local Government Act (1993) classified as either Operational or Community.

This classification of Land is disclosed in Note 9(a).

(l) Land under roads

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

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

Land under roads acquired after 1 July 2008 is recognised in accordance with AASB 116 – Property, Plant and Equipment.

(m) Intangible Assets

Council has not classified any assets as Intangible.

(n) Crown Reserves

Crown Reserves under Council's care and control are recognised as assets of the Council.

While ownership of the reserves remains with the Crown, Council retains operational control of the reserves and is responsible for their maintenance and use in accordance with the specific purposes to which the reserves are dedicated.

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

Representations are currently being sought across State and Local Government to develop a consistent accounting treatment for Crown Reserves across both tiers of government.

Gunnedah Shire Council

Notes to the Financial Statements

for the financial year ended 30 June 2012

Note 1. Summary of Significant Accounting Policies (continued)

(o) Rural Fire Service assets

Under section 119 of the Rural Fires Act 1997, *“all fire fighting equipment purchased or constructed wholly or from money to the credit of the Fund is to be vested in the council of the area for or on behalf of which the fire fighting equipment has been purchased or constructed”*.

At present, the accounting for such fire fighting equipment is not treated in a consistent manner across all Councils.

Until such time as discussions on this matter have concluded and the legislation changed, Council will continue to account for these assets as it has been doing in previous years, which is to exclude the assets, their values and depreciation charges from these financial statements.

(p) Investment property

Council does not classify any land or buildings as Investment Property.

(q) Provisions for close down, restoration and for environmental clean up costs – including Tips and Quarries

Close down, Restoration and Remediation costs include the dismantling and demolition of infrastructure, the removal of residual materials and the remediation of disturbed areas.

Estimated close down and restoration costs are provided for in the accounting period when the obligation arising from the related disturbance occurs, whether this occurs during the development or during the operation phase, based on the net present value of estimated future costs.

Provisions for close down and restoration costs do not include any additional obligations which are expected to arise from future disturbance.

Costs are estimated on the basis of a closure plan.

The cost estimates are calculated annually during the life of the operation to reflect known developments, eg updated cost estimates and

revisions to the estimated lives of operations, and are subject to formal review at regular intervals.

Close down, Restoration and Remediation costs are a normal consequence of tip and quarry operations, and the majority of close down and restoration expenditure is incurred at the end of the life of the operations.

Although the ultimate cost to be incurred is uncertain, Council estimates the respective costs based on feasibility and engineering studies using current restoration standards and techniques.

The amortisation or ‘unwinding’ of the discount applied in establishing the net present value of provisions is charged to the income statement in each accounting period.

This amortisation of the discount is disclosed as a borrowing cost in Note 4(b).

Other movements in the provisions for Close down, Restoration and Remediation costs including those resulting from new disturbance, updated cost estimates, changes to the estimated lives of operations and revisions to discount rates are capitalised within property, plant and equipment.

These costs are then depreciated over the lives of the assets to which they relate.

Where rehabilitation is conducted systematically over the life of the operation, rather than at the time of closure, provision is made for the estimated outstanding continuous rehabilitation work at each balance sheet date and the cost is charged to the income statement.

Provision is made for the estimated present value of the costs of environmental clean up obligations outstanding at the balance sheet date. These costs are charged to the income statement.

Movements in the environmental clean up provisions are presented as an operating cost, except for the unwind of the discount which is shown as a borrowing cost.

Remediation procedures generally commence soon after the time the damage, remediation process and estimated remediation costs become known, but may continue for many years depending on the nature of the disturbance and the remediation techniques.

Gunnedah Shire Council

Notes to the Financial Statements

for the financial year ended 30 June 2012

Note 1. Summary of Significant Accounting Policies (continued)

As noted above, the ultimate cost of environmental remediation is uncertain and cost estimates can vary in response to many factors including changes to the relevant legal requirements, the emergence of new restoration techniques or experience at other locations.

The expected timing of expenditure can also change, for example in response to changes in quarry reserves or production rates.

As a result there could be significant adjustments to the provision for close down and restoration and environmental clean up, which would affect future financial results.

Specific Information relating to Council's provisions relating to Close down, Restoration and Remediation costs can be found at Note 26.

(r) Non-Current Assets (or Disposal Groups) "Held for Sale" & Discontinued Operations

Non-current assets (or disposal groups) are classified as held for sale and stated at the lower of either **(i)** their carrying amount and **(ii)** fair value less costs to sell, if their carrying amount will be recovered principally through a sale transaction rather than through continuing use.

The exception to this is plant and motor vehicles which are turned over on a regular basis. Plant and motor vehicles are retained in Non Current Assets under the classification of Infrastructure, Property, Plant and Equipment - unless the assets are to be traded in after 30 June and the replacement assets were already purchased and accounted for as at 30 June.

For any assets or disposal groups classified as Non-Current Assets "held for sale", an impairment loss is recognised at any time when the assets carrying value is greater than its fair value less costs to sell.

Non-current assets "held for sale" are not depreciated or amortised while they are classified as "held for sale".

Non-current assets classified as "held for sale" are presented separately from the other assets in the balance sheet.

A Discontinued Operation is a component of the entity that has been disposed of or is classified as "held for sale" and that represents a separate major line of business or geographical area of operations, is part of a single co-ordinated plan to dispose of such a line of business or area of operations, or is a subsidiary acquired exclusively with a view to resale.

The results of discontinued operations are presented separately on the face of the income statement.

(s) Impairment of assets

All Council's I,PP&E is subject to an annual assessment of impairment.

Assets that are subject to amortisation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable.

An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount.

The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

For non-cash generating assets of Council such as roads, drains, public buildings etc - value in use is represented by the "deprival value" of the asset which is approximated as its written down replacement cost.

Other assets are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable.

Goodwill & other Intangible Assets that have an indefinite useful life and are not subject to amortisation are tested annually for impairment.

(t) Payables

These amounts represent liabilities and include goods and services provided to the Council prior to the end of financial year which are unpaid.

The amounts for goods and services are unsecured and are usually paid within 30 days of recognition.

Gunnedah Shire Council

Notes to the Financial Statements

for the financial year ended 30 June 2012

Note 1. Summary of Significant Accounting Policies (continued)

(u) Borrowings

Borrowings are initially recognised at fair value, net of transaction costs incurred.

Borrowings are subsequently measured at amortised cost.

Amortisation results in any difference between the proceeds (net of transaction costs) and the redemption amount being recognised in the Income Statement over the period of the borrowings using the effective interest method.

Borrowings are removed from the balance sheet when the obligation specified in the contract is discharged, cancelled or expired.

Borrowings are classified as current liabilities unless the Council has an unconditional right to defer settlement of the liability for at least 12 months after the balance sheet date.

(v) Borrowing costs

Borrowing costs are expensed.

(w) Provisions

Provisions for legal claims, service warranties and other like liabilities are recognised when:

- Council has a present legal or constructive obligation as a result of past events;
- it is more likely than not that an outflow of resources will be required to settle the obligation; and
- the amount has been reliably estimated.

Provisions are not recognised for future operating losses.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole.

A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the reporting date.

The discount rate used to determine the present value reflects current market assessments of the time value of money and the risks specific to the liability.

The increase in the provision due to the passage of time is recognised as interest expense.

(x) Employee benefits

(i) Short Term Obligations

Short term employee benefit obligations include liabilities for wages and salaries (including non-monetary benefits), annual leave and vesting sick leave expected to be settled within the 12 months after the reporting period.

Leave liabilities are recognised in the provision for employee benefits in respect of employees' services up to the reporting date with other short term employee benefit obligations disclosed under payables.

These provisions are measured at the amounts expected to be paid when the liabilities are settled.

Liabilities for non vesting sick leave are recognised at the time when the leave is taken and measured at the rates paid or payable, and accordingly no Liability has been recognised in these reports.

Wages & salaries, annual leave and vesting sick leave are all classified as Current Liabilities.

(ii) Other Long Term Obligations

The liability for all long service and annual leave in respect of services provided by employees up to the reporting date (which is not expected to be settled within the 12 months after the reporting period) are recognised in the provision for employee benefits.

Gunnedah Shire Council

Notes to the Financial Statements

for the financial year ended 30 June 2012

Note 1. Summary of Significant Accounting Policies (continued)

These liabilities are measured at the present value of the expected future payments to be made using the projected unit credit method.

Consideration is given to expected future wage and salary levels, experience of employee departures and periods of service.

Expected future payments are then discounted using market yields at the reporting date based on national government bonds with terms to maturity and currency that match as closely as possible the estimated future cash outflows.

Due to the nature of when and how Long Service Leave can be taken, all Long Service Leave for employees with 4 or more years of service has been classified as Current, as it has been deemed that Council does not have the unconditional right to defer settlement beyond 12 months – even though it is not anticipated that all employees with more than 4 years service (as at reporting date) will apply for and take their leave entitlements in the next 12 months.

(iii) Retirement benefit obligations

All employees of the Council are entitled to benefits on retirement, disability or death.

Council contributes to various defined benefit plans and defined contribution plans on behalf of its employees.

Defined Benefit Plans

A liability or asset in respect of defined benefit superannuation plans would ordinarily be recognised in the balance sheet, and measured as the present value of the defined benefit obligation at the reporting date plus unrecognised actuarial gains (less unrecognised actuarial losses) less the fair value of the superannuation fund's assets at that date and any unrecognised past service cost.

The present value of the defined benefit obligation is based on expected future payments which arise from membership of the fund to the reporting date, calculated annually by independent actuaries using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures and periods of service.

However, when this information is not reliably available, Council can account for its obligations to defined benefit plans on the same basis as its obligations to defined contribution plans – i.e. as an expense when they become payable.

Council is party to an Industry Defined Benefit Plan under the Local Government Superannuation Scheme, named the "Local Government Superannuation Scheme – Pool B"

This Scheme has been deemed to be a "multi employer fund" for the purposes of AASB 119.

Sufficient information is not available to account for the Scheme as a defined benefit plan (in accordance with AASB 119) because the assets to the scheme are pooled together for all Councils.

Accordingly, Council's contributions to the scheme for the current reporting year have been recognised as an expense and disclosed as part of Superannuation Expenses at Note 4(a).

The Local Government Superannuation Scheme has advised member councils that, as a result of the global financial crisis, it has a significant deficiency of assets over liabilities.

As a result, they have asked for significant increases in future contributions to recover that deficiency.

Council's share of that deficiency cannot be accurately calculated as the Scheme is a mutual arrangement where assets and liabilities are pooled together for all member councils.

For this reason, no liability for the deficiency has been recognised in these financial statements.

Council has, however, disclosed a contingent liability in note 18 to reflect the possible obligation that may arise should the Scheme require immediate payment to correct the deficiency.

Defined Contribution Plans

Contributions to Defined Contribution Plans are recognised as an expense as they become payable. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

Gunnedah Shire Council

Notes to the Financial Statements

for the financial year ended 30 June 2012

Note 1. Summary of Significant Accounting Policies (continued)

(iv) Employee Benefit On-Costs

Council has recognised at year end the aggregate on-cost liabilities arising from employee benefits, and in particular those on-cost liabilities that will arise when payment of current employee benefits is made in future periods.

These amounts include Superannuation and Workers Compensation expenses which will be payable upon the future payment of certain Leave Liabilities accrued as at 30/6/12.

(y) Self insurance

Council does not self insure.

(z) Allocation between current and non-current assets & liabilities

In the determination of whether an asset or liability is classified as current or non-current, consideration is given to the time when each asset or liability is expected to be settled.

The asset or liability is classified as current if it is expected to be settled within the next 12 months, being the Council's operational cycle.

Exceptions

In the case of liabilities where Council does not have the unconditional right to defer settlement beyond 12 months (such as vested long service leave), the liability is classified as current even if not expected to be settled within the next 12 months.

In the case of inventories that are "held for trading", these are also classified as current even if not expected to be realised in the next 12 months.

(aa) Taxes

The Council is exempt from both Commonwealth Income Tax and Capital Gains Tax.

Council does however have to comply with both Fringe Benefits Tax and Goods and Services Tax (GST).

Goods & Services Tax (GST)

Income, expenses and assets are all recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Tax Office (ATO).

In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of the revenue / expense.

Receivables and payables within the Balance Sheet are stated inclusive of any applicable GST.

The net amount of GST recoverable from or payable to the ATO is included as a current asset or current liability in the Balance Sheet.

Operating cash flows within the Cash Flow Statement are on a gross basis, ie. they are inclusive of GST where applicable.

Investing and Financing cash flows are treated on a net basis (where recoverable from the ATO), ie. they are exclusive of GST. Instead, the GST component of investing and financing activity cash flows which are recoverable from or payable to the ATO are classified as operating cash flows.

Commitments and contingencies are disclosed net of the amount of GST recoverable from (or payable to) the ATO.

(ab) New accounting standards and UIG interpretations

Certain new (or amended) accounting standards and interpretations have been published that are not mandatory for reporting periods ending 30 June 2012.

Council has not adopted any of these standards early.

Council's assessment of the impact of these new standards and interpretations is set out below.

Applicable to Local Government with implications:

AASB 9 Financial Instruments, AASB 2009 11 Amendments to Australian Accounting Standards arising from AASB 9 and AASB 2010-7

Gunnedah Shire Council

Notes to the Financial Statements

for the financial year ended 30 June 2012

Note 1. Summary of Significant Accounting Policies (continued)

Amendments to Australian Accounting Standards arising from AASB 9 (December 2010) (effective from 1 January 2013)

AASB 9 Financial Instruments addresses the classification, measurement and derecognition of financial assets and financial liabilities.

The standard is not applicable until 1 January 2013 but is available for early adoption.

When adopted, the standard will affect in particular the Council's accounting for its available-for-sale financial assets, since AASB 9 only permits the recognition of fair value gains and losses in other comprehensive income if they relate to equity investments that are not held for trading. Fair value gains and losses on available-for-sale debt investments, for example, will therefore have to be recognised directly in profit or loss.

There will be no impact on Council's accounting for financial liabilities, as the new requirements only affect the accounting for financial liabilities that are designated at fair value through profit or loss and Council does not have any such liabilities.

The derecognition rules have been transferred from AASB 139 Financial Instruments: Recognition and Measurement and have not been changed

AASB 10 - Consolidated Financial Statements, AASB 11 - Joint Arrangements, AASB 12 - Disclosure of Interests in Other Entities, revised AASB 127 - Separate Financial Statements and AASB 128 - Investments in Associates and Joint Ventures and AASB 2011-7 Amendments to Australian Accounting Standards arising from the Consolidation and Joint Arrangements Standards (effective 1 January 2013)

In August 2011, the AASB issued a suite of five new and amended standards which address the accounting for joint arrangements, consolidated financial statements and associated disclosures.

AASB 10 replaces all of the guidance on control and consolidation in AASB 127 Consolidated and Separate Financial Statements, and Interpretation 12 Consolidation – Special Purpose Entities.

The core principle that a consolidated entity presents a parent and its subsidiaries as if they are a single

economic entity remains unchanged, as do the mechanics of consolidation.

However, the standard introduces a single definition of control that applies to all entities.

It focuses on the need to have both power and rights or exposure to variable returns.

Power is the current ability to direct the activities that significantly influence returns. Returns must vary and can be positive, negative or both. Control exists when the investor can use its power to affect the amount of its returns.

There is also new guidance on participating and protective rights and on agent/principal relationships. Council does not expect the new standard to have a significant impact on its composition.

AASB 11 introduces a principles based approach to accounting for joint arrangements.

The focus is no longer on the legal structure of joint arrangements, but rather on how rights and obligations are shared by the parties to the joint arrangement.

Based on the assessment of rights and obligations, a joint arrangement will be classified as either a joint operation or a joint venture.

Joint ventures are accounted for using the equity method, and the choice to proportionately consolidate will no longer be permitted.

Parties to a joint operation will account their share of revenues, expenses, assets and liabilities in much the same way as under the previous standard.

AASB 11 also provides guidance for parties that participate in joint arrangements but do not share joint control.

Council's investment in the joint venture partnership will be classified as a joint venture under the new rules.

As Council already applies the equity method in accounting for this investment, AASB 11 will not have any impact on the amounts recognised in its financial statements.

AASB 12 sets out the required disclosures for entities reporting under the two new standards, AASB 10 and

Gunnedah Shire Council

Notes to the Financial Statements

for the financial year ended 30 June 2012

Note 1. Summary of Significant Accounting Policies (continued)

AASB 11, and replaces the disclosure requirements currently found in AASB 127 and AASB 128.

Application of this standard by Council will not affect any of the amounts recognised in the financial statements, but will impact the type of information disclosed in relation to Council's investments.

Amendments to AASB 128 provide clarification that an entity continues to apply the equity method and does not remeasure its retained interest as part of ownership changes where a joint venture becomes an associate, and vice versa. The amendments also introduce a "partial disposal" concept. Council is still assessing the impact of these amendments.

Council does not expect to adopt the new standards before their operative date. They would therefore be first applied in the financial statements for the annual reporting period ending 30 June 2014.

AASB 13 Fair Value Measurement and AASB 2011-8 Amendments to Australian Accounting Standards arising from AASB 13 (effective 1 January 2013)

AASB 13 was released in September 2011.

It explains how to measure fair value and aims to enhance fair value disclosures. Council has yet to determine which, if any, of its current measurement techniques will have to change as a result of the new guidance.

It is therefore not possible to state the impact, if any, of the new rules on any of the amounts recognised in the financial statements. However, application of the new standard will impact the type of information disclosed in the notes to the financial statements.

Council does not intend to adopt the new standard before its operative date, which means that it would be first applied in the annual reporting period ending 30 June 2014.

Applicable to Local Government but no implications for Council;

None

Applicable to Local Government but not relevant to Council at this stage;

Revised AASB 119 Employee Benefits, AASB 2011-10 Amendments to Australian Accounting Standards arising from AASB 119 (September 2011) and AASB 2011-11 Amendments to AASB 119 (September 2011) arising from Reduced Disclosure Requirements (effective 1 January 2013)

In September 2011, the AASB released a revised standard on accounting for employee benefits.

It requires the recognition of all re-measurements of defined benefit liabilities/assets immediately in other comprehensive income (removal of the so-called 'corridor' method) and the calculation of a net interest expense or income by applying the discount rate to the net defined benefit liability or asset.

This replaces the expected return on plan assets that is currently included in profit or loss.

The standard also introduces a number of additional disclosures for defined benefit liabilities/assets and could affect the timing of the recognition of termination benefits.

The amendments will have to be implemented retrospectively.

Council does not recognise defined benefit assets and liabilities for the reasons set out in note 1 (s)(iii) and so these changes will not have an impact on its reported results.

Not applicable to Local Government per se;

None

There are no other standards that are not yet effective and that are expected to have a material impact on the entity in the current or future reporting periods and on foreseeable future transactions.

(ac) Rounding of amounts

Unless otherwise indicated, amounts in the financial statements have been rounded off to the nearest thousand dollars.

Gunnedah Shire Council

Notes to the Financial Statements for the financial year ended 30 June 2012

Note 1. Summary of Significant Accounting Policies (continued)

(ad) Comparative Figures

To ensure comparability with the current reporting period's figures, some comparative period line items and amounts may have been reclassified or individually reported for the first time within these financial statements and/or the notes.

(ae) Disclaimer

Nothing contained within these statements may be taken to be an admission of any liability to any person under any circumstance.

Gunnedah Shire Council

Notes to the Financial Statements

for the financial year ended 30 June 2012

Note 2(a). Council Functions / Activities - Financial Information

Functions/Activities	Income, Expenses and Assets have been directly attributed to the following Functions / Activities. Details of these Functions/Activities are provided in Note 2(b).												
	Income from Continuing Operations			Expenses from Continuing Operations			Operating Result from Continuing Operations			Grants included in Income from Continuing Operations		Total Assets held (Current & Non-current)	
	Original Budget 2012	Actual 2012	Actual 2011	Original Budget 2012	Actual 2012	Actual 2011	Original Budget 2012	Actual 2012	Actual 2011	Actual 2012	Actual 2011	Actual 2012	Actual 2011
Governance	1	4	2	351	306	449	(350)	(302)	(447)	-	2	71	58
Administration	85	213	286	5,128	3,636	553	(5,043)	(3,423)	(267)	-	9	5,914	6,672
Public Order & Safety	71	151	135	520	522	838	(449)	(371)	(703)	-	163	1,915	2,117
Health	46	19	25	554	150	208	(508)	(131)	(183)	-	-	339	32
Environment	3,508	2,790	2,521	2,173	2,861	2,458	1,335	(71)	63	393	77	21,221	18,165
Community Services & Education	3,569	3,599	3,236	3,612	3,385	3,829	(43)	214	(593)	3,512	3,135	1,431	1,922
Housing & Community Amenities	601	989	1,024	1,192	1,717	1,232	(591)	(728)	(208)	12	112	6,202	9,136
Water Supplies	2,802	3,465	3,003	1,883	2,290	2,473	919	1,175	530	113	145	45,090	40,696
Sewerage Services	1,693	2,214	1,785	1,461	1,334	1,396	232	880	389	38	41	35,631	27,380
Recreation & Culture	4,697	737	641	3,172	3,358	3,559	1,525	(2,621)	(2,918)	92	51	31,447	27,746
Mining, Manufacturing & Construction	550	6	6	569	680	893	(19)	(674)	(887)	-	-	1,311	1,339
Transport & Communication	5,226	6,565	5,573	7,232	10,198	12,179	(2,006)	(3,633)	(6,606)	1,786	1,493	158,368	158,671
Economic Affairs	1,146	1,768	2,283	1,190	1,573	2,306	(44)	195	(23)	-	-	6,095	5,544
Total Functions & Activities	23,995	22,520	20,520	29,037	32,010	32,373	(5,042)	(9,490)	(11,853)	5,946	5,228	315,035	299,478
General Purpose Income ¹	11,731	14,199	12,772	-	-	-	11,731	14,199	12,772	4,932	3,881	6,932	3,798
Operating Result from Continuing Operations	35,726	36,719	33,292	29,037	32,010	32,373	6,689	4,709	919	10,878	9,109	321,967	303,276

1. Includes: Rates & Annual Charges (incl. Ex-Gratia), Untied General Purpose Grants & Unrestricted Interest & Investment Income.

Gunnedah Shire Council

Notes to the Financial Statements for the financial year ended 30 June 2012

Note 2(b). Council Functions / Activities - Component Descriptions

Details relating to the Council's functions / activities as reported in Note 2(a) are as follows:

GOVERNANCE

Costs relating to the Council's role as a component of democratic government, including elections, members' fees and expenses, subscriptions to local authority associations, meetings of council and policy making committees, area representation and public disclosure and compliance.

ADMINISTRATION

Corporate Support and Other Support Services (not otherwise attributed to the listed functions / activities).

PUBLIC ORDER & SAFETY

Fire protection, animal control, beach control, enforcement of local government regulations, emergency services, other.

HEALTH

Inspection, immunisations, food control, health centres, other, administration.

ENVIRONMENT

Noxious plants and insect/vermin control, other environmental protection, solid waste management, street cleaning, drainage, stormwater management.

COMMUNITY SERVICES & EDUCATION

Administration, family day care, child care, youth services, other family and children, aged and disabled, migrant services, Aboriginal services, other community services, education.

HOUSING & COMMUNITY AMENITIES

Housing, town planning, street lighting, other sanitation and garbage, public cemeteries, public conveniences, other community amenities.

WATER SUPPLIES

SEWERAGE SERVICES

RECREATION & CULTURE

Public libraries, museums, art galleries, community centres, public halls, other cultural services, swimming pools, sporting grounds, parks and gardens (lakes), other sport and recreation.

MINING, MANUFACTURING & CONSTRUCTION

Building control, abattoirs, quarries & pits, other.

TRANSPORT & COMMUNICATION

Urban roads, sealed rural roads, unsealed rural roads, bridges, footpaths, aerodromes, parking areas, bus shelters and services, water transport, RTA works, other.

ECONOMIC AFFAIRS

Camping areas, caravan parks, tourism and area promotion, industrial development promotion, saleyards and markets, real estate development, commercial nurseries, other business undertakings.

Gunnedah Shire Council

Notes to the Financial Statements
for the financial year ended 30 June 2012

Note 3. Income from Continuing Operations

\$ '000	Notes	Actual 2012	Actual 2011
(a). Rates & Annual Charges			
Ordinary Rates			
Residential		2,514	2,551
Farmland		3,413	3,432
Mining		740	469
Business		1,551	1,552
Total Ordinary Rates		8,218	8,004
Special Rates			
Nil			
Annual Charges (pursuant to s.496, s.496A, s.496B, s.501 & s.611)			
Domestic Waste Management Services		1,585	1,497
Stormwater Management Services		91	88
Water Supply Services		749	744
Sewerage Services		1,330	1,139
Total Annual Charges		3,755	3,468
TOTAL RATES & ANNUAL CHARGES		11,973	11,472

Council has used 2010 year valuations provided by the NSW Valuer General in calculating its rates.

Gunnedah Shire Council

Notes to the Financial Statements for the financial year ended 30 June 2012

Note 3. Income from Continuing Operations (continued)

\$ '000	Notes	Actual 2012	Actual 2011
(b). User Charges & Fees			
Specific User Charges (per s.502 - Specific "actual use" charges)			
Domestic Waste Management Services		468	432
Water Supply Services		1,402	1,498
Sewerage Services		329	313
Waste Management Services (non-domestic)		22	5
Total User Charges		2,221	2,248
Other User Charges & Fees			
(i) Fees & Charges - Statutory & Regulatory Functions (per s.608)			
Planning & Building Regulation		325	331
Private Works - Section 67		997	1,374
Registration Fees		23	34
Regulatory/ Statutory Fees		28	22
Section 149 Certificates (EPA Act)		38	27
Section 603 Certificates		39	39
Total Fees & Charges - Statutory/Regulatory		1,450	1,827
(ii) Fees & Charges - Other (incl. General User Charges) (per s.608)			
Aerodrome		34	6
Aged Care		86	89
Cemeteries		116	114
Conferences		6	3
Library & Art Gallery		5	3
Noxious Weeds		8	50
Park Rents		33	18
Public Halls		36	12
RMS (formerly RTA) Charges (State Roads not controlled by Council)		3,689	3,427
Saleyards		615	768
Swimming Pools		153	145
Theatre		173	164
Tourism		33	21
Other		12	16
Total Fees & Charges - Other		4,999	4,836
TOTAL USER CHARGES & FEES		8,670	8,911

Gunnedah Shire Council

Notes to the Financial Statements for the financial year ended 30 June 2012

Note 3. Income from Continuing Operations (continued)

\$ '000	Notes	Actual 2012	Actual 2011
(c). Interest & Investment Revenue (incl. losses)			
Interest & Dividends			
- Interest on Overdue Rates & Annual Charges		124	148
- Interest earned on Investments (interest & coupon payment income)		1,438	1,188
Fair Value Adjustments			
- Fair Valuation movements in Investments (at FV or Held for Trading)		472	464
<u>TOTAL INTEREST & INVESTMENT REVENUE</u>		<u>2,034</u>	<u>1,800</u>
Interest Revenue is attributable to:			
Unrestricted Investments/Financial Assets:			
Overdue Rates & Annual Charges (General Fund)		124	148
General Council Cash & Investments		1,049	887
Restricted Investments/Funds - External:			
Development Contributions			
- Section 94		37	32
- Section 64		70	74
Water Fund Operations		386	317
Sewerage Fund Operations		296	246
Domestic Waste Management operations		72	96
<u>Total Interest & Investment Revenue Recognised</u>		<u>2,034</u>	<u>1,800</u>
(d). Other Revenues			
Rental Income - Other Council Properties		84	93
Fines		6	15
Fines - Parking		10	9
Legal Fees Recovery - Rates & Charges (Extra Charges)		-	9
Legal Fees Recovery - Other		43	49
Commissions & Agency Fees		10	6
Insurance Claim Recoveries		45	-
Sales - General		13	63
Sales - Domestic Waste		107	128
Sales - Events		5	2
Sales - Swimming Pools		116	123
Sales - Theatre		64	51
Sales - Tourism		27	21
Staff Reimbursements		71	56
Other		50	27
<u>TOTAL OTHER REVENUE</u>		<u>651</u>	<u>652</u>

Gunnedah Shire Council

Notes to the Financial Statements

for the financial year ended 30 June 2012

Note 3. Income from Continuing Operations (continued)

\$ '000	2012 Operating	2011 Operating	2012 Capital	2011 Capital
(e). Grants				
General Purpose (Untied)				
Financial Assistance - General Component	3,082	2,421	-	-
Financial Assistance - Local Roads Component	1,760	1,362	-	-
Pensioners' Rates Subsidies - General Component	90	98	-	-
Total General Purpose	4,932	3,881	-	-
Specific Purpose				
Pensioners' Rates Subsidies:				
- Water	41	45	-	-
- Sewerage	38	41	-	-
- Domestic Waste Management	-	39	-	-
- Other	40	-	-	-
Water Supplies	71	100	-	-
Bushfire & Emergency Services	-	78	-	-
Community Care	3,512	3,133	-	-
Employment & Training Programs	-	11	-	-
Environmental Protection	236	77	-	-
Footpaths & Cycleways	-	-	65	75
Library	61	48	-	-
Noxious Weeds	117	85	-	-
Public Halls	-	30	-	32
Recreation & Culture	31	3	-	-
Saleyards	-	-	30	-
Street Lighting	12	12	-	-
Transport (Roads to Recovery)	544	892	-	-
Transport (Other Roads & Bridges Funding)	916	514	232	-
Other	-	13	-	-
Total Specific Purpose	5,619	5,121	327	107
Total Grants	10,551	9,002	327	107
Grant Revenue is attributable to:				
- Commonwealth Funding	6,978	5,953	233	32
- State Funding	3,573	3,049	94	75
	10,551	9,002	327	107

Gunnedah Shire Council

Notes to the Financial Statements

for the financial year ended 30 June 2012

Note 3. Income from Continuing Operations (continued)

\$ '000	2012 Operating	2011 Operating	2012 Capital	2011 Capital
(f). Contributions				
Developer Contributions:				
(s93 & s94 - EP&A Act, s64 of the NSW LG Act):				
S 94 - Contributions towards amenities/services	-	-	-	3
S 94A - Fixed Development Consent Levies	-	-	245	279
S 64 - Water Supply Contributions	-	-	693	210
S 64 - Sewerage Service Contributions	-	-	169	10
S 64 - Stormwater Contributions	-	-	33	2
Total Developer Contributions	17 -	-	1,140	504
Other Contributions:				
Community Fund	-	-	100	100
Community Services	4	3	-	-
Emergency Services	106	5	-	-
Flood Management	51	37	-	-
Other Councils - Joint Works/Services	9	8	-	-
Recreation & Culture	2	-	25	-
Roads & Bridges	501	611	-	-
Saleyards	37	31	-	-
Water Supplies (excl. Section 64 contributions)	82	46	-	-
Other	16	3	-	-
Total Other Contributions	808	744	125	100
Total Contributions	808	744	1,265	604
TOTAL GRANTS & CONTRIBUTIONS	11,359	9,746	1,592	711

\$ '000	Actual 2012	Actual 2011
(g). Restrictions relating to Grants and Contributions		
Certain grants & contributions are obtained by Council on condition that they be spent in a specified manner:		
Unexpended at the Close of the Previous Reporting Period	3,363	2,523
add: Grants & contributions recognised in the current period but not yet spent:	1,277	1,303
less: Grants & contributions recognised in a previous reporting period now spent:	(216)	(463)
Net Increase (Decrease) in Restricted Assets during the Period	1,061	840
Unexpended and held as Restricted Assets	4,424	3,363
Comprising:		
- Specific Purpose Unexpended Grants	725	905
- Developer Contributions	3,699	2,452
- Other Contributions	-	6
	4,424	3,363

Gunnedah Shire Council

Notes to the Financial Statements
for the financial year ended 30 June 2012

Note 4. Expenses from Continuing Operations

\$ '000	Notes	Actual 2012	Actual 2011
(a) Employee Benefits & On-Costs			
Salaries and Wages		9,549	9,516
Travelling		176	157
Employee Leave Entitlements (ELE)		1,419	1,161
Superannuation		1,167	1,318
Workers' Compensation Insurance		579	481
Fringe Benefit Tax (FBT)		80	41
Payroll Tax		39	42
Training Costs (other than Salaries & Wages)		211	281
Other		22	38
Total Employee Costs		13,242	13,035
less: Capitalised Costs		(934)	(743)
TOTAL EMPLOYEE COSTS EXPENSED		12,308	12,292
Number of "Equivalent Full Time" Employees at year end		163	163
Number of "Equivalent Full Time" Employees at year end (incl. vacancies)		170	170
(b) Borrowing Costs			
(i) Interest Bearing Liability Costs			
Interest on Overdraft		1	-
Interest on Loans		132	153
Interest on Advances		6	7
Total Interest Bearing Liability Costs		139	160
less: Capitalised Costs		-	-
Total Interest Bearing Liability Costs Expensed		139	160
(ii) Other Borrowing Costs			
Discount adjustments relating to movements in Provisions (other than ELE)			
- Remediation Liabilities	26	65	62
Total Other Borrowing Costs		65	62
TOTAL BORROWING COSTS EXPENSED		204	222

Gunnedah Shire Council

Notes to the Financial Statements

for the financial year ended 30 June 2012

Note 4. Expenses from Continuing Operations (continued)

\$ '000	Notes	Actual 2012	Actual 2011
(c) Materials & Contracts			
Raw Materials & Consumables		8,512	7,994
Contractor & Consultancy Costs			
- Environmental Consultants		82	20
- Finance		8	10
- Governance		26	5
- Information Technology		12	3
- Parking		67	14
- Planning		76	76
- Sewerage		6	23
- Strategic Planning		5	28
- Water Services		22	35
- Engineering		14	-
- Other		9	-
Auditors Remuneration ⁽¹⁾		22	21
Legal Expenses:			
- Legal Expenses: Planning & Development		6	164
- Legal Expenses: Other		17	2
- Legal Expenses: Debt Recovery		54	15
Operating Leases:			
- Operating Lease Rentals: Minimum Lease Payments ⁽²⁾		-	43
Total Materials & Contracts		8,938	8,453
less: Capitalised Costs		-	-
TOTAL MATERIALS & CONTRACTS		8,938	8,453
1. Auditor Remuneration			
During the year, the following fees were incurred for services provided by the Council's Auditor (& the Auditors of other Consolidated Entities):			
(i) Audit and Other Assurance Services			
- Audit & review of financial statements: Council's Auditor		22	21
Total Auditor Remuneration		22	21
2. Operating Lease Payments are attributable to:			
Computers		-	43
		-	43

Gunnedah Shire Council

Notes to the Financial Statements
for the financial year ended 30 June 2012

Note 4. Expenses from Continuing Operations (continued)

\$ '000	Notes	Impairment Costs		Depreciation/Amortisation	
		Actual 2012	Actual 2011	Actual 2012	Actual 2011
Plant and Equipment		19	84	1,591	1,730
Office Equipment		6	7	178	211
Furniture & Fittings		-	12	42	42
Buildings - Non Specialised		126	80	228	228
Buildings - Specialised		8	-	340	331
Other Structures		-	-	139	2
Infrastructure:					
- Roads, Bridges & Footpaths		-	-	3,819	4,278
- Stormwater Drainage		-	-	216	215
- Water Supply Network		-	-	706	687
- Sewerage Network		-	-	747	720
Other Assets					
- Library Books		-	-	4	4
- Other		-	-	34	33
Asset Reinstatement Costs	9 & 26	-	-	50	50
Total Depreciation & Impairment Costs		159	183	8,094	8,531
less: Capitalised Costs		-	-	-	-
less: Impairments (to)/from ARR [Equity]	9a	-	-	-	-
TOTAL DEPRECIATION & IMPAIRMENT COSTS EXPENSED		159	183	8,094	8,531

Gunnedah Shire Council

Notes to the Financial Statements for the financial year ended 30 June 2012

Note 4. Expenses from Continuing Operations (continued)

\$ '000	Notes	Actual 2012	Actual 2011
(e) Other Expenses			
Other Expenses for the year include the following:			
Advertising		164	148
Bad & Doubtful Debts		11	126
Bank Charges		18	18
Computer Software Charges		125	90
Contributions/Levies to Other Levels of Government			
- Emergency Services Levy		18	18
- NSW Rural Fire Service Levy		154	124
Councillor Expenses - Mayoral Fee		32	31
Councillor Expenses - Councillors' Fees		80	76
Councillors' Expenses (incl. Mayor) - Other (excluding fees above)		41	46
Electricity & Heating		631	517
Gas		8	8
Insurance		454	471
Postage		45	42
Printing & Stationery		126	112
Street Lighting		153	139
Telephone & Communications		208	186
Valuation Fees		38	46
Other		1	-
Total Other Expenses		2,307	2,198
less: Capitalised Costs		-	-
<u>TOTAL OTHER EXPENSES</u>		<u>2,307</u>	<u>2,198</u>

Gunnedah Shire Council

Notes to the Financial Statements
for the financial year ended 30 June 2012

Note 5. Gains or Losses from the Disposal of Assets

\$ '000	Notes	Actual 2012	Actual 2011
Property (excl. Investment Property)			
Proceeds from Disposal - Property		7	-
less: Carrying Amount of Property Assets Sold / Written Off		(3)	-
Net Gain/(Loss) on Disposal		4	-
Plant & Equipment			
Proceeds from Disposal - Plant & Equipment		900	593
less: Carrying Amount of P&E Assets Sold / Written Off		(447)	(569)
Net Gain/(Loss) on Disposal		453	24
Infrastructure			
Proceeds from Disposal - Infrastructure		-	-
less: Carrying Amount of Infrastructure Assets Sold / Written Off		(17)	(518)
Net Gain/(Loss) on Disposal		(17)	(518)
Financial Assets*			
Proceeds from Disposal / Redemptions / Maturities - Financial Assets		43,265	1,895
less: Carrying Amount of Financial Assets Sold / Redeemed / Matured		(43,265)	(1,895)
Net Gain/(Loss) on Disposal		-	-
NET GAIN/(LOSS) ON DISPOSAL OF ASSETS		440	(494)

Gunnedah Shire Council

Notes to the Financial Statements
for the financial year ended 30 June 2012

Note 6a. - Cash Assets and Note 6b. - Investment Securities

\$ '000	Notes	2012 Actual Current	2012 Actual Non Current	2011 Actual Current	2011 Actual Non Current
Cash & Cash Equivalents (Note 6a)					
Cash on Hand and at Bank		713	-	129	-
Cash-Equivalent Assets ¹					
- Deposits at Call		1,535	-	1,121	-
Total Cash & Cash Equivalents		2,248	-	1,250	-
Investment Securities (Note 6b)					
- Managed Funds		-	-	2,203	-
- Long Term Deposits		24,331	-	15,831	-
- Equity Linked Notes		-	4,765	-	5,288
- NCD's, FRN's (with Maturities > 3 months)		-	942	-	1,358
- Other Long Term Financial Assets		-	-	-	484
Total Investment Securities		24,331	5,707	18,034	7,130
TOTAL CASH ASSETS, CASH EQUIVALENTS & INVESTMENTS		26,579	5,707	19,284	7,130

¹ Those Investments where time to maturity (from date of purchase) is < 3 mths.

Cash, Cash Equivalents & Investments were classified at year end in accordance with AASB 139 as follows:

Cash & Cash Equivalents

a. "At Fair Value through the Profit & Loss"		2,248	-	1,250	-
---	--	--------------	----------	--------------	----------

Investments

a. "At Fair Value through the Profit & Loss"					
- "Held for Trading"	6(b-i)	-	5,707	2,203	7,130
- "Designated at Fair Value on Initial Recognition"	6(b-i)	-	-	-	-
b. "Held to Maturity"	6(b-ii)	24,331	-	15,831	-
c. "Loans & Receivables"	6(b-iii)	-	-	-	-
d. "Available for Sale"	6(b-iv)	-	-	-	-
Investments		24,331	5,707	18,034	7,130

Gunnedah Shire Council

Notes to the Financial Statements

for the financial year ended 30 June 2012

Note 6b. Investments (continued)

\$ '000	2012 Actual Current	2012 Actual Non Current	2011 Actual Current	2011 Actual Non Current
Note 6(b-i)				
Reconciliation of Investments classified as "At Fair Value through the Profit & Loss"				
Balance at the Beginning of the Year	2,203	7,130	2,790	7,746
Revaluations (through the Income Statement)	(12)	484	69	395
Additions	74	93	115	113
Disposals (sales & redemptions)	(2,265)	(2,000)	(771)	(1,124)
Balance at End of Year	-	5,707	2,203	7,130
Comprising:				
- Managed Funds	-	-	2,203	-
- Equity Linked Notes	-	4,765	-	5,288
- NCD's, FRN's (with Maturities > 3 months)	-	942	-	1,358
- Other Long Term Financial Assets	-	-	-	484
Total	-	5,707	2,203	7,130
Note 6(b-ii)				
Reconciliation of Investments classified as "Held to Maturity"				
Balance at the Beginning of the Year	15,831	-	-	-
Additions	47,500	-	15,831	-
Disposals (sales & redemptions)	(39,000)	-	-	-
Balance at End of Year	24,331	-	15,831	-
Comprising:				
- Long Term Deposits	24,331	-	15,831	-
Total	24,331	-	15,831	-
Note 6(b-iii)				
Reconciliation of Investments classified as "Loans & Receivables"				
Nil				
Note 6(b-iv)				
Reconciliation of Investments classified as "Available for Sale"				
Nil				

Gunnedah Shire Council

Notes to the Financial Statements
for the financial year ended 30 June 2012

Note 6c. Restricted Cash, Cash Equivalents & Investments - Details

\$ '000	2012	2012	2011	2011
	Actual Current	Actual Non Current	Actual Current	Actual Non Current
Total Cash, Cash Equivalents and Investment Securities	26,579	5,707	19,284	7,130
attributable to:				
External Restrictions (refer below)	13,198	5,707	8,486	7,130
Internal Restrictions (refer below)	9,850	-	8,666	-
Unrestricted	3,531	-	2,132	-
	26,579	5,707	19,284	7,130

2012 \$ '000	Opening Balance	Transfers to Restrictions	Transfers from Restrictions	Closing Balance
-----------------	--------------------	------------------------------	--------------------------------	--------------------

Details of Restrictions

External Restrictions - Included in Liabilities

Nil

External Restrictions - Other

Developer Contributions - General (D)	879	315	-	1,194
Developer Contributions - Water Fund (D)	1,044	737	-	1,781
Developer Contributions - Sewer Fund (D)	529	195	-	724
Specific Purpose Unexpended Grants (F)	905	-	(180)	725
Water Supplies (G)	5,463	888	-	6,351
Sewerage Services (G)	4,507	1,068	-	5,575
Domestic Waste Management (G)	2,283	266	-	2,549
Other	6	-	-	6
External Restrictions - Other	15,616	3,469	(180)	18,905
Total External Restrictions	15,616	3,469	(180)	18,905

D Development contributions which are not yet expended for the provision of services and amenities in accordance with contributions plans (refer Note 17).

F Grants which are not yet expended for the purposes for which the grants were obtained. (refer Note 1)

G Water, Sewerage, Domestic Waste Management (DWM) & other Special Rates/Levies/Charges are externally restricted assets and must be applied for the purposes for which they were raised.

Gunnedah Shire Council

Notes to the Financial Statements
for the financial year ended 30 June 2012

Note 6c. Restricted Cash, Cash Equivalents & Investments - Details (continued)

2012 \$ '000	Opening Balance	Transfers to Restrictions	Transfers from Restrictions	Closing Balance
Internal Restrictions				
Plant & Vehicle Replacement	2,513	15	(703)	1,825
Employees Leave Entitlement	1,088	-	(46)	1,042
Aerodrome	596	-	-	596
Business Partnering Program	41	-	(5)	36
Community Facilities Fund	80	140	-	220
Contract Works	189	-	-	189
Flooding Housing	43	-	(43)	-
Future Works	772	1,556	(555)	1,773
Gravel Pit Restoration	160	-	-	160
Land	45	-	-	45
Information Technology	265	-	(158)	107
Parking Areas	83	-	-	83
Roads	1,277	2,403	(1,386)	2,294
Saleyards	1,386	478	(714)	1,150
Storm Water - Contingency	289	-	(130)	159
Strategic Planning	353	-	(179)	174
Tourism	186	-	-	186
Other	84	21	-	105
less: Investment Fair Valuation write downs	(783)	490	-	(293)
Total Internal Restrictions	8,666	5,103	(3,919)	9,850
TOTAL RESTRICTIONS	24,282	8,572	(4,099)	28,755

Gunnedah Shire Council

Notes to the Financial Statements
for the financial year ended 30 June 2012

Note 7. Receivables

\$ '000	Notes	2012		2011	
		Current	Non Current	Current	Non Current
Purpose					
Rates & Annual Charges		777	-	1,061	-
Interest & Extra Charges		196	-	287	-
User Charges & Fees		370	-	671	-
Private Works		306	-	316	-
Contributions to Works		379	-	1,319	-
Accrued Revenues					
- Interest on Investments		433	-	317	-
- Other Income Accruals		2	-	7	-
Deferred Debtors		-	65	-	73
Government Grants & Subsidies		1,491	-	1,301	-
Net GST Receivable		69	-	281	-
Total		4,023	65	5,560	73
less: Provision for Impairment					
Rates & Annual Charges		(19)	-	(19)	-
Interest & Extra Charges		(60)	-	(54)	-
User Charges & Fees		(92)	-	(86)	-
Total Provision for Impairment - Receivables		(171)	-	(159)	-
<u>TOTAL NET RECEIVABLES</u>		<u>3,852</u>	<u>65</u>	<u>5,401</u>	<u>73</u>
Externally Restricted Receivables					
Water Supply					
- Rates & Availability Charges		283	-	586	-
- Other		1	-	1	-
Sewerage Services					
- Rates & Availability Charges		157	-	210	-
- Other		20	-	60	-
Domestic Waste Management		271	-	306	-
Drainage		18	-	19	-
Total External Restrictions		750	-	1,182	-
Internally Restricted Receivables					
Nil					
Unrestricted Receivables		3,102	65	4,219	73
TOTAL NET RECEIVABLES		3,852	65	5,401	73

Notes on Debtors above:

- (i) Rates & Annual Charges Outstanding are secured against the property.
- (ii) Doubtful Rates Debtors are provided for where the value of the property is less than the debt outstanding.
An allowance for other doubtful debts is made when there is objective evidence that a receivable is impaired.
- (iii) Interest was charged on overdue rates & charges at 11.00% (2011 9.00%).
Generally all other receivables are non interest bearing.
- (iv) Please refer to Note 15 for issues concerning Credit Risk and Fair Value disclosures.

Gunnedah Shire Council

Notes to the Financial Statements
for the financial year ended 30 June 2012

Note 8. Inventories & Other Assets

\$ '000	Notes	2012		2011	
		Current	Non Current	Current	Non Current
Inventories					
Stores & Materials		406	-	430	-
Total Inventories		406	-	430	-
Other Assets					
Prepayments		47	-	231	-
Total Other Assets		47	-	231	-
TOTAL INVENTORIES / OTHER ASSETS		453	-	661	-
Externally Restricted Assets					
Water					
Stores & Materials		126	-	139	-
Total Water		126	-	139	-
Total Externally Restricted Assets		126	-	139	-
Total Unrestricted Assets		327	-	522	-
TOTAL INVENTORIES & OTHER ASSETS		453	-	661	-

Notes to the Financial Statements
for the financial year ended 30 June 2012

Note 9a. Infrastructure, Property, Plant & Equipment

\$ '000	as at 30/6/2011					Asset Movements during the Reporting Period						as at 30/6/2012				
	At	At	Accumulated		Carrying	Asset Additions	WDV of Asset Disposals	Depreciation Expense	Impairment Loss (recognised in P/L)	Adjustments & Transfers	Revaluation Increments to Equity (ARR)	At	At	Accumulated		Carrying
	Cost	Fair Value	Dep'n	Impairment	Value							Cost	Fair Value	Dep'n	Impairment	Value
Capital Work in Progress	1,051	-	-	-	1,051	347	-	-	-	-	-	1,398	-	-	-	1,398
Plant & Equipment	-	18,923	11,733	-	7,190	3,304	(449)	(1,591)	(19)	-	-	-	19,377	10,942	-	8,435
Office Equipment	-	2,074	1,425	-	649	421	-	(178)	(6)	-	-	-	2,453	1,567	-	886
Furniture & Fittings	-	929	594	-	335	49	-	(42)	-	-	-	-	938	596	-	342
Land:																
- Operational Land	-	6,715	-	-	6,715	60	(2)	-	-	222	-	-	6,995	-	-	6,995
- Community Land	-	3,513	-	-	3,513	-	-	-	-	3,367	-	-	6,880	-	-	6,880
Buildings - Non Specialised	-	17,374	6,429	-	10,945	113	-	(228)	(126)	-	-	-	17,121	6,417	-	10,704
Buildings - Specialised	-	25,952	8,685	-	17,267	-	-	(340)	(8)	-	-	-	25,894	8,975	-	16,919
Other Structures	-	8,021	3,946	-	4,075	31	-	(139)	-	-	-	-	7,931	3,964	-	3,967
Infrastructure:																
- Roads, Bridges, Footpaths	-	244,526	99,164	-	145,362	3,648	(8)	(3,819)	-	-	-	-	248,143	102,960	-	145,183
- Stormwater Drainage	-	21,533	4,774	-	16,759	224	-	(216)	-	-	-	-	21,756	4,989	-	16,767
- Water Supply Network	-	53,935	21,146	-	32,789	593	(8)	(706)	-	-	3,271	-	58,696	22,757	-	35,939
- Sewerage Network	-	54,895	33,030	-	21,865	273	-	(747)	-	-	7,031	-	47,146	18,724	-	28,422
Other Assets:																
- Library Books	-	50	4	-	46	27	-	(4)	-	-	-	-	77	8	-	69
- Other	-	872	151	-	721	323	-	(34)	-	-	-	-	1,196	186	-	1,010
Reinstatement, Rehabilitation & Restoration Assets (refer Note 26)																
- Tip Asset	-	480	22	-	458	-	-	(11)	-	-	-	-	480	33	-	447
- Quarry Asset	-	1,066	79	-	987	-	-	(39)	-	-	-	-	1,066	118	-	948
TOTAL INFRASTRUCTURE, PROPERTY, PLANT & EQUIP.	1,051	460,858	191,182	-	270,727	9,413	(467)	(8,094)	(159)	3,589	10,302	1,398	466,149	182,236	-	285,311

Additions to Depreciable Land Improvements, Buildings, Other Structures & Infrastructure Assets are made up of Asset Renewals (\$7,189M) and New Assets (\$2,257M). Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

Gunnedah Shire Council

Notes to the Financial Statements
for the financial year ended 30 June 2012

Note 9b. Externally Restricted Infrastructure, Property, Plant & Equipment

\$ '000 Class of Asset	Actual 2012				Actual 2011			
	At Cost	At Fair Value	A/Dep & Impairm't	Carrying Value	At Cost	At Fair Value	A/Dep & Impairm't	Carrying Value
Water Supply								
WIP	168	-	-	168	308	-	-	308
Plant & Equipment	-	471	158	313	-	468	119	349
Office Equipment	-	23	8	15	-	23	6	17
Land								
- Operational Land	-	137	-	137	-	93	-	93
- Community Land	-	-	-	-	-	7	-	7
Infrastructure	-	58,696	22,757	35,939	-	53,935	21,146	32,789
Total Water Supply	168	59,327	22,923	36,572	308	54,526	21,271	33,563
Sewerage Services								
WIP	127	-	-	127	49	-	-	49
Plant & Equipment	-	209	117	92	-	175	107	68
Office Equipment	-	101	39	62	-	101	30	71
Land								
- Operational Land	-	438	-	438	-	308	-	308
Buildings	-	18	4	14	-	18	3	15
Infrastructure	-	47,146	18,724	28,422	-	54,895	33,030	21,865
Total Sewerage Services	127	47,912	18,884	29,155	49	55,497	33,170	22,376
Domestic Waste Management								
WIP	-	-	-	-	43	-	-	43
Plant & Equipment	-	631	325	306	-	832	342	490
Land								
- Operational Land'	-	706	-	706	-	706	-	706
Buildings	-	773	141	632	-	773	128	645
Other Assets	-	356	23	333	-	100	21	79
Total DWM	-	2,466	489	1,977	43	2,411	491	1,963
TOTAL RESTRICTED I,PP&E	295	109,705	42,296	67,704	400	112,434	54,932	57,902

Gunnedah Shire Council

Notes to the Financial Statements for the financial year ended 30 June 2012

Note 9c. Infrastructure, Property, Plant & Equipment - Current Year Impairments

\$ '000	Notes	Actual 2012	Actual 2011
Impairment Losses recognised in the Income Statement include:			
Office Equipment - Tourist Office Camera Stolen		-	(1)
Council Chambers - Upgrade/Carpet/Air Conditioner Part of Revaluation		-	(73)
Office Equipment - Laptop Broken		-	(1)
Community Services Airconditioner part of Revaluation		-	(6)
Saleyards Effluent/Pens - Part of Revaluations		-	(92)
Cycleway Lighting - Part of Cycleway Revaluation		-	(8)
Painting - Part of Revaluation		-	(1)
Softfall		-	(1)
Goolhi Hall - Not in Gunnedah Shire		(8)	-
Cohen's Warehouse - Destroyed by Fire - Not Insured		(15)	-
52 Tempest Street - Destroyed by Fire - Not Insured		(111)	-
Gym Centre Equipment - Not Controlled by Council		(8)	-
Hanging System Art Gallery - No Longer Used		(5)	-
Mower Ride-On - No Longer in Use		(2)	-
Pool Shelter - Removed		(1)	-
Filters - Parks & Ovals - Unrepairable		(6)	-
IMB Infoprint 6500 - Donated		(1)	-
Park Furniture		(1)	-
Mower Husqvarna 2042 XP - No Longer Used		(1)	-
Total Impairment Losses		(159)	(183)
<u>IMPAIRMENT of ASSETS - GAINS/(LOSSES) in P/L</u>	4(d)	<u>(159)</u>	<u>(183)</u>

Gunnedah Shire Council

Notes to the Financial Statements
for the financial year ended 30 June 2012

Note 10a. Payables, Borrowings & Provisions

\$ '000	Notes	2012		2011	
		Current	Non Current	Current	Non Current
Payables					
Goods & Services - operating expenditure		2,591	-	2,042	-
Accrued Expenses:					
- Borrowings		7	-	8	-
Total Payables		2,598	-	2,050	-
Borrowings					
Loans - Secured ¹		379	1,327	410	1,706
Government Advances		20	55	19	75
Total Borrowings		399	1,382	429	1,781
Provisions					
Employee Benefits;					
Annual Leave		1,224	-	1,271	-
Long Service Leave		2,114	145	2,208	120
Wages - Time in Lieu		59	-	37	-
Rostered Days Off		85	-	84	-
Sub Total - Aggregate Employee Benefits		3,482	145	3,600	120
Asset Remediation/Restoration (Future Works) ²⁶		-	1,510	-	1,445
Other		-	7	-	7
Total Provisions		3,482	1,662	3,600	1,572
Total Payables, Borrowings & Provisions		6,479	3,044	6,079	3,353

(i) Liabilities relating to Restricted Assets

	2012		2011	
	Current	Non Current	Current	Non Current
Externally Restricted Assets				
Water	6	-	3	-
Sewer	1	-	-	-
Liabilities relating to externally restricted assets	7	-	3	-
Internally Restricted Assets				
Employee Leave Entitlements	-	-	1,052	36
Liabilities relating to internally restricted assets	-	-	1,052	36
Total Liabilities relating to restricted assets	7	-	1,055	36

^{1.} Loans are secured over the General Rating Income of Council
Disclosures on Liability Interest Rate Risk Exposures, Fair Value Disclosures & Security can be found in Note 15.

Gunnedah Shire Council

Notes to the Financial Statements for the financial year ended 30 June 2012

Note 10a. Payables, Borrowings & Provisions (continued)

\$ '000	2012	2011
(ii) Current Liabilities not anticipated to be settled within the next 12 months		
The following Liabilities, even though classified as current, are not expected to be settled in the next 12 months.		
Provisions - Employees Benefits	3,182	3,280
Other Liabilities	7	7
	<u>3,189</u>	<u>3,287</u>

Note 10b. Description of and movements in Provisions

Class of Provision	2011		2012			Closing Balance as at 30/6/12
	Opening Balance as at 1/7/11	Additional Provisions	Decrease due to Payments	Remeasurement effects due to Discounting	Unused amounts reversed	
Annual Leave	1,271	667	(714)	-	-	1,224
Long Service Leave	2,328	249	(318)	-	-	2,259
Other Leave	121	205	(182)	-	-	144
Asset Remediation	1,445	65	-	-	-	1,510
Other	7	-	-	-	-	7
TOTAL	5,172	1,186	(1,214)	-	-	5,144

a. Employees Leave Entitlements & On-Costs represents those benefits accrued and payable and an estimate of those that will become payable in the future as a result of past service.

b. Asset Remediation, Reinstatement & Restoration Provisions represent the Present Value estimate of future costs Council will incur in order to remove, restore & remediate assets &/or activities as a result of past operations.

c. Provision for the Replacement of the Community Transport Bus

Gunnedah Shire Council

Notes to the Financial Statements
for the financial year ended 30 June 2012

Note 11. Statement of Cash Flows - Additional Information

\$ '000	Notes	Actual 2012	Actual 2011
(a) Reconciliation of Cash Assets			
Total Cash & Cash Equivalent Assets	6a	2,248	1,250
Less Bank Overdraft	10	-	-
BALANCE as per the STATEMENT of CASH FLOWS		2,248	1,250
(b) Reconciliation of Net Operating Result to Cash provided from Operating Activities			
Net Operating Result from Income Statement		4,709	919
Adjust for non cash items:			
Depreciation & Amortisation		8,094	8,531
Net Losses/(Gains) on Disposal of Assets		(440)	494
Impairment Losses Recognition - I,PP&E		159	183
Losses/(Gains) recognised on Fair Value Re-measurements through the P&L:			
- Investments classified as "At Fair Value" or "Held for Trading"		(472)	(464)
Unwinding of Discount Rates on Reinstatement Provisions		65	62
+/- Movement in Operating Assets and Liabilities & Other Cash Items:			
Decrease/(Increase) in Receivables		1,537	(323)
Increase/(Decrease) in Provision for Doubtful Debts		12	101
Decrease/(Increase) in Inventories		24	72
Decrease/(Increase) in Other Assets		184	(201)
Increase/(Decrease) in Payables		549	(1,126)
Increase/(Decrease) in accrued Interest Payable		(1)	(2)
Increase/(Decrease) in Other Liabilities		-	(3)
Increase/(Decrease) in Employee Leave Entitlements		(93)	210
Increase/(Decrease) in Other Provisions		-	(1,383)
NET CASH PROVIDED FROM/(USED IN) OPERATING ACTIVITIES from the STATEMENT of CASH FLOWS		14,327	7,070

Gunnedah Shire Council

Notes to the Financial Statements for the financial year ended 30 June 2012

Note 11. Statement of Cash Flows - Additional Information (continued)

\$ '000	Notes	Actual 2012	Actual 2011
(c) Non-Cash Investing & Financing Activities			
Nil			
(d) Financing Arrangements			
(i) Unrestricted access was available at balance date to the following lines of credit:			
Bank Overdraft Facilities ⁽¹⁾		500	500
Credit Cards / Purchase Cards		50	30
Total Financing Arrangements		550	530
Amounts utilised as at Balance Date:			
- Bank Overdraft Facilities		-	-
- Credit Cards / Purchase Cards		-	-
Total Financing Arrangements Utilised		-	-

1. The Bank overdraft facility may be drawn at any time and may be terminated by the bank without notice.
Interest rates on overdrafts are Interest Rates on Loans & Other Payables are disclosed in Note 15.

(ii) Secured Loan Liabilities

Loans are secured by a mortgage over future years Rate Revenue only.

Note 12. Commitments for Expenditure

(a) Capital Commitments (exclusive of GST)

Nil

(b) Finance Lease Commitments

Nil

(c) Operating Lease Commitments (Non Cancellable)

Nil

(d) Investment Property Commitments

Nil

Gunnedah Shire Council

Notes to the Financial Statements
for the financial year ended 30 June 2012

Note 13a(i). Statement of Performance Measurement - Indicators (Consolidated)

\$ '000	Amounts 2012	Indicator 2012	Prior Periods 2011 2010	
Local Government Industry Indicators				
1. Unrestricted Current Ratio				
Current Assets less all External Restrictions ⁽¹⁾	<u>16,810</u>	5.12 : 1	5.57	4.02
Current Liabilities less Specific Purpose Liabilities ^(2,3)	<u>3,283</u>			
2. Debt Service Ratio				
Debt Service Cost	<u>568</u>	1.98%	2.23%	2.52%
Income from Continuing Operations excluding Capital Items & Specific Purpose Grants/Contributions	<u>28,700</u>			
3. Rates & Annual Charges Coverage Ratio				
Rates & Annual Charges	<u>11,973</u>	32.61%	34.46%	34.48%
Income from Continuing Operations	<u>36,719</u>			
4. Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage				
Rates, Annual & Extra Charges Outstanding	<u>894</u>	6.69%	9.60%	13.30%
Rates, Annual & Extra Charges Collectible	<u>13,372</u>			
5. Building & Infrastructure Renewals Ratio				
Asset Renewals ⁽⁴⁾	<u>7,189</u>	116.14%	84.81%	142.70%
Depreciation, Amortisation & Impairment	<u>6,190</u>			

Notes

(1) Refer Notes 6-8 inclusive.

Also excludes any Real Estate & Land for resale not expected to be sold in the next 12 months

(2) Refer to Note 10(a).

(3) Refer to Note 10(a)(ii) - excludes all payables & provisions not expected to be paid in the next 12 months (incl. ELE).

(4) Asset Renewals represent the replacement &/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance. Asset Renewals include building and infrastructure assets only.

Gunnedah Shire Council

Notes to the Financial Statements
for the financial year ended 30 June 2012

Note 13a(ii). Statement of Performance Measurement - Graphs (Consolidated)

<p>1. Unrestricted Current Ratio</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Ratio : 1</th> </tr> </thead> <tbody> <tr> <td>2009</td> <td>3.63</td> </tr> <tr> <td>2010</td> <td>4.02</td> </tr> <tr> <td>2011</td> <td>5.57</td> </tr> <tr> <td>2012</td> <td>5.12</td> </tr> </tbody> </table>	Year	Ratio : 1	2009	3.63	2010	4.02	2011	5.57	2012	5.12	<p>Purpose of Unrestricted Current Ratio</p> <p>To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.</p>	<p>Commentary on 2011/12 Result</p> <p>2011/12 Ratio 5.12 : 1</p> <p>Council remains in a very healthy situation with regard to the unrestricted current ratio. With a ratio of 5.54 which is similar to the 5.57 of the previous year Council should have no problems meeting its short term obligations as they fall due.</p>
Year	Ratio : 1											
2009	3.63											
2010	4.02											
2011	5.57											
2012	5.12											
<p>2. Debt Service Ratio</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Ratio %</th> </tr> </thead> <tbody> <tr> <td>2009</td> <td>3.15%</td> </tr> <tr> <td>2010</td> <td>2.52%</td> </tr> <tr> <td>2011</td> <td>2.23%</td> </tr> <tr> <td>2012</td> <td>1.98%</td> </tr> </tbody> </table>	Year	Ratio %	2009	3.15%	2010	2.52%	2011	2.23%	2012	1.98%	<p>Purpose of Debt Service Ratio</p> <p>To assess the impact of loan principal & interest repayments on the discretionary revenue of council.</p>	<p>Commentary on 2011/12 Result</p> <p>2011/12 Ratio 1.98%</p> <p>Council has not taken any new loans over the reporting period. A debt ratio of 1.98% puts Council in a strong position to borrow, if necessary, to fund future Infrastructure renewals.</p>
Year	Ratio %											
2009	3.15%											
2010	2.52%											
2011	2.23%											
2012	1.98%											
<p>3. Rates & Annual Charges Coverage Ratio</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Ratio %</th> </tr> </thead> <tbody> <tr> <td>2009</td> <td>36.73%</td> </tr> <tr> <td>2010</td> <td>34.48%</td> </tr> <tr> <td>2011</td> <td>34.46%</td> </tr> <tr> <td>2012</td> <td>32.61%</td> </tr> </tbody> </table>	Year	Ratio %	2009	36.73%	2010	34.48%	2011	34.46%	2012	32.61%	<p>Purpose of Rates & Annual Charges Coverage Ratio</p> <p>To assess the degree of Council's dependence upon revenue from rates and annual charges and to assess the security of Council's income.</p>	<p>Commentary on 2011/12 Result</p> <p>2011/12 Ratio 32.61%</p> <p>Council remains close to its preferable long term rates/income split ratio of one third again this financial year. This ratio shows a strong position absent of an over reliance on rating income but still maintaining a strong base from which to fund its expenditure from.</p>
Year	Ratio %											
2009	36.73%											
2010	34.48%											
2011	34.46%											
2012	32.61%											
<p>4. Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Ratio %</th> </tr> </thead> <tbody> <tr> <td>2009</td> <td>11.21%</td> </tr> <tr> <td>2010</td> <td>13.30%</td> </tr> <tr> <td>2011</td> <td>9.60%</td> </tr> <tr> <td>2012</td> <td>6.69%</td> </tr> </tbody> </table>	Year	Ratio %	2009	11.21%	2010	13.30%	2011	9.60%	2012	6.69%	<p>Purpose of Rates & Annual Charges Outstanding Ratio</p> <p>To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.</p>	<p>Commentary on 2011/12 Result</p> <p>2011/12 Ratio 6.69%</p> <p>Council's outstanding collection percentage has been reduced markedly again this financial year. This has been as a result of strengthening Council's revenue policy and procedures, implementation of an automated recovery system and the work of rating staff and an external debt recovery agency.</p>
Year	Ratio %											
2009	11.21%											
2010	13.30%											
2011	9.60%											
2012	6.69%											
<p>5. Building & Infrastructure Renewals Ratio</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Ratio %</th> </tr> </thead> <tbody> <tr> <td>2009</td> <td>57.85%</td> </tr> <tr> <td>2010</td> <td>142.70%</td> </tr> <tr> <td>2011</td> <td>84.81%</td> </tr> <tr> <td>2012</td> <td>116.14%</td> </tr> </tbody> </table>	Year	Ratio %	2009	57.85%	2010	142.70%	2011	84.81%	2012	116.14%	<p>Purpose of Asset Renewals Ratio</p> <p>To assess the rate at which these assets are being renewed relative to the rate at which they are depreciating.</p>	<p>Commentary on Result</p> <p>2011/12 Ratio 116.14%</p> <p>Council's long term objective is to match spending on infrastructure renewals with their systematic deterioration. This requires the renewal ratio to approach 100% over the long term. More detailed information on asset renewal expenditure is available from Council's Strategic Asset Management Plans.</p>
Year	Ratio %											
2009	57.85%											
2010	142.70%											
2011	84.81%											
2012	116.14%											

Gunnedah Shire Council

Notes to the Financial Statements
for the financial year ended 30 June 2012

Note 13b. Statement of Performance Measurement - Indicators (by Fund)

\$ '000	Water 2012	Sewer 2012	General ¹ 2012
Local Government Industry Indicators			
1. Unrestricted Current Ratio			
<u>Current Assets less all External Restrictions⁽¹⁾</u>	68.33 : 1	177.00 : 1	5.08 : 1
Current Liabilities less Specific Purpose Liabilities ^(2,3)			
prior period:	242.00 : 1	0.00 : 1	5.57 : 1
2. Debt Service Ratio			
<u>Debt Service Cost</u>	0.00%	0.00%	2.37%
Income from Continuing Operations excluding Capital Items & Specific Purpose Grants/Contributions			
prior period:	0.00%	0.00%	2.69%
3. Rates & Annual Charges Coverage Ratio			
<u>Rates & Annual Charges</u>	21.47%	60.22%	31.92%
Income from Continuing Operations			
prior period:	23.85%	63.95%	33.80%
4. Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage			
<u>Rates, Annual & Extra Charges Outstanding</u>	20.78%	10.14%	4.34%
Rates, Annual & Extra Charges Collectible			
prior period:	40.69%	14.33%	4.62%
5. Building & Infrastructure Renewals Ratio			
<u>Asset Renewals (Building & Infrastructure assets)</u>	60.34%	46.85%	135.38%
Depreciation, Amortisation & Impairment			
prior period:	114.60%	40.00%	87.13%

Notes

⁽¹⁾ General Fund refers to all of Council's activities except for its Water & Sewer activities which are listed separately.

Gunnedah Shire Council

Notes to the Financial Statements

for the financial year ended 30 June 2012

Note 14. Investment Properties

\$ '000

Council has not classified any Land or Buildings as "Investment Properties"

Note 15. Financial Risk Management

Risk Management

Council's activities expose it to a variety of financial risks including **(1)** price risk, **(2)** credit risk, **(3)** liquidity risk and **(4)** interest rate risk.

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

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

Financial risk management is carried out by Council's Finance Section under policies approved by the Council.

A comparison by category of the carrying amounts and fair values of Council's Financial Assets & Financial Liabilities recognised in the financial statements is presented below.

	Carrying Value		Fair Value	
	2012	2011	2012	2011
Financial Assets				
Cash and Cash Equivalents	2,248	1,250	2,248	1,250
Investments				
- "Held for Trading"	5,707	9,333	5,707	9,333
- "Held to Maturity"	24,331	15,831	24,331	15,831
Receivables	3,917	5,474	3,909	5,465
Total Financial Assets	36,203	31,888	36,195	31,879
Financial Liabilities				
Payables	2,598	2,050	2,598	2,030
Loans / Advances	1,781	2,210	1,781	2,210
Total Financial Liabilities	4,379	4,260	4,379	4,240

Fair Value is determined as follows:

- **Cash & Cash Equivalents, Receivables, Payables** - are estimated to be the carrying value which approximates mkt value.
- **Borrowings & Held to Maturity Investments** - are based upon estimated future cash flows discounted by the current market interest rates applicable to assets & liabilities with similar risk profiles, unless quoted market prices are available.
- Financial Assets classified (i) "**at fair value through profit & loss**" or (ii) **Available for Sale** - are based upon quoted market prices (in active markets for identical investments) at the reporting date or independent valuation.

Gunnedah Shire Council

Notes to the Financial Statements for the financial year ended 30 June 2012

Note 15. Financial Risk Management (continued)

\$ '000

(a) Fair Value Measurements

The fair value of financial assets and financial liabilities must be estimated in accordance with Accounting Standards for either recognition and measurement requirements or for disclosure purposes.

AASB 7 Financial Instruments: Disclosures, requires the disclosure of how fair valuations have been arrived at for all financial assets and financial liabilities that have been measured at fair value.

Arriving at fair values for financial assets & liabilities can be broken up into 3 distinct measurement hierarchies:

Level 1: Quoted prices (unadjusted) in active markets for identical assets or liabilities

Level 2: Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (as prices) or indirectly (derived from prices)

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

The following table presents the financial assets and financial liabilities that have been measured & recognised at fair values:

2012	Level 1	Level 2	Level 3	Total
Financial Assets				
Investments				
- "Held for Trading"	-	5,707	-	5,707
Total Financial Assets	-	5,707	-	5,707
2011	Level 1	Level 2	Level 3	Total
Financial Assets				
Investments				
- "Held for Trading"	-	9,333	-	9,333
Total Financial Assets	-	9,333	-	9,333

Gunnedah Shire Council

Notes to the Financial Statements

for the financial year ended 30 June 2012

Note 15. Financial Risk Management (continued)

\$ '000

(b) Cash & Cash Equivalents, Financial assets 'at fair value through the profit & Loss' "Available-for-sale" financial assets & "Held-to-maturity" Investments

Council's objective is to maximise its return on cash & investments whilst maintaining an adequate level of liquidity and preserving capital.

Council's Finance area manages the Cash & Investments portfolio.

Council has an Investment Policy which complies with the Local Government Act & Minister's Investment Order. This Policy is regularly reviewed by Council and its staff and an Investment Report is tabled before Council on a monthly basis setting out the portfolio breakup and its performance.

The major risk associated with Investments is price risk - the risk that the capital value of Investments may fluctuate due to changes in market prices, whether there changes are caused by factors specific to individual financial instruments or their issuers or are caused by factors affecting similar instruments traded in a market.

Cash & Investments are also subject to interest rate risk - the risk that movements in interest rates could affect returns and income.

A further risk associated with Cash & Investments is credit risk - the risk that the investment counterparty) will not complete their obligations particular to a financial instrument, resulting in a financial loss to Council - be it of a capital or income nature.

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

The following represents a summary of the sensitivity of Council's Income Statement and Accumulated Surplus (for the reporting period) due to a change in either the price of a financial asset or the interest rates applicable.

It is assumed that the change in interest rates would have been constant throughout the reporting period.

	Increase of Values/Rates		Decrease of Values/Rates	
	Profit	Equity	Profit	Equity
2012				
Possible impact of a 10% movement in Market Values	575	575	(575)	(575)
Possible impact of a 1% movement in Interest Rates	206	206	(206)	(206)
2011				
Possible impact of a 10% movement in Market Values	1,132	1,132	(1,132)	(1,132)
Possible impact of a 1% movement in Interest Rates	193	193	(193)	(193)

Gunnedah Shire Council

Notes to the Financial Statements for the financial year ended 30 June 2012

Note 15. Financial Risk Management (continued)

\$ '000

(c) Receivables

Council's major receivables comprise **(i) Rates & Annual charges** and **(ii) User Charges & Fees**.

The major risk associated with these receivables is credit risk - the risk that debts due and payable to Council may not be repaid in full.

Council manages this risk by monitoring outstanding debt and employing stringent debt recovery procedures. It also encourages ratepayers to pay their rates by the due date through incentives.

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

The level of outstanding receivables is reported to Council monthly and benchmarks are set and monitored for acceptable collection performance.

Council makes suitable provision for doubtful receivables as required and carries out credit checks on most non-rate debtors.

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

A profile of Council's receivables credit risk at balance date follows:

	2012	2012	2011	2011
	Rates & Annual Charges	Other Receivables	Rates & Annual Charges	Other Receivables
(i) Ageing of Receivables				
Current (not yet overdue)	-	2,761	-	3,122
Past due by up to 30 days	-	1	-	-
Past due between 31 and 180 days	-	4	-	-
Past due between 181 and 365 days	546	140	513	1,101
Past due by more than 1 year	231	405	548	349
	<u>777</u>	<u>3,311</u>	<u>1,061</u>	<u>4,572</u>
(ii) Movement in Provision for Impairment of Receivables			2012	2011
Balance at the beginning of the year			159	58
+ new provisions recognised during the year			12	124
- amounts already provided for & written off this year			-	(23)
Balance at the end of the year			<u>171</u>	<u>159</u>

Gunnedah Shire Council

Notes to the Financial Statements for the financial year ended 30 June 2012

Note 15. Financial Risk Management (continued)

\$ '000

(d) Payables & Borrowings

Payables & Borrowings are both subject to liquidity risk - the risk that insufficient funds may be on hand to meet payment obligations as and when they fall due.

Council manages this risk by monitoring its cash flow requirements and liquidity levels and maintaining an adequate cash buffer.

Payment terms can (in extenuating circumstances) also be extended & overdraft facilities utilised as required.

The contractual undiscounted cash outflows (ie. principal and interest) of Council's Payables & Borrowings are set out in the Liquidity Table below:

\$ '000	Subject to no maturity	payable in:						Total Cash Outflows	Actual Carrying Values
		≤ 1 Year	1-2 Yrs	2-3 Yrs	3-4 Yrs	4-5 Yrs	> 5 Yrs		
2012									
Trade/Other Payables	-	2,598	-	-	-	-	-	2,598	2,598
Loans & Advances	-	399	386	382	33	36	545	1,781	1,781
Total Financial Liabilities	-	2,997	386	382	33	36	545	4,379	4,379
2011									
Trade/Other Payables	-	2,030	-	-	-	-	-	2,030	2,050
Loans & Advances	-	429	399	386	382	33	581	2,210	2,210
Total Financial Liabilities	-	2,459	399	386	382	33	581	4,240	4,260

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

The following interest rates were applicable to Council's Borrowings at balance date:

	2012		2011	
	Carrying Value	Average Interest Rate	Carrying Value	Average Interest Rate
Bank Overdraft	-	9.5%	-	6.8%
Trade/Other Payables	2,598	0.0%	2,050	0.0%
Loans & Advances - Fixed Interest Rate	1,781	6.6%	2,210	6.6%
	<u>4,379</u>		<u>4,260</u>	

Gunnedah Shire Council

Notes to the Financial Statements

for the financial year ended 30 June 2012

Note 16. Material Budget Variations

\$ '000

Council's Original Financial Budget for 11/12 was adopted by the Council on 08 June 2011.

While the Income Statement included in this General Purpose Financial Report must disclose the Original Budget adopted by Council, the Local Government Act requires Council to review its Financial Budget on a Quarterly Basis, so that it is able to manage the various variations between actuals versus budget that invariably occur throughout the year.

This Note sets out the details of MATERIAL VARIATIONS between Council's Original Budget and its Actual results for the year as per the Income Statement - even though such variations may have been adjusted for during each Quarterly Budget Review.

Note that for Variations* of Budget to Actual :

Material Variations represent those variances that amount to **10%** or more of the original budgeted figure.

F = Favourable Budget Variation, **U** = Unfavourable Budget Variation

\$ '000	2012 Budget	2012 Actual	2012 ----- Variance* -----		
REVENUES					
Rates & Annual Charges	12,325	11,973	(352)	(3%)	U
User Charges & Fees	6,197	8,670	2,473	40%	F
This variance is mainly due to the additional works received under the State Roads Maintenance Contract of approximately \$2.6 million over the original budget.					
Interest & Investment Revenue	962	2,034	1,072	111%	F
The main reason for this variance is the continued improvement of unrealised capital gains on council's investment portfolio of approximately \$490,000 and the growth of the portfolio of approximately \$5.8 million over the year.					
Other Revenues	495	651	156	32%	F
Other revenues have increased mainly due to the insurance recoveries on cleanup costs of 2 buildings that were burnt down during the year equates to \$45,000. Additional scrap sales from the Domestic Waste Management was \$57,000 over budget and legal recoveries on overdue rates returned \$45,000.					
Operating Grants & Contributions	9,359	11,359	2,000	21%	F
The Federal Government in June 2012 paid Council our first half year 2012/13 Financial Assistance Grant in advance equating to \$1,975,696.					
Capital Grants & Contributions	6,388	1,592	(4,796)	(75%)	U
Council had budgeted for 2 grants which were both unsuccessful. Firstly, the redevelopment of the swimming pool complex for \$ 3.987 million and the Blackjack Creek Flood Mitigation Works \$1million.					
Net Gains from Disposal of Assets	-	440	440	0%	F

Gunnedah Shire Council

Notes to the Financial Statements
for the financial year ended 30 June 2012

Note 16. Material Budget Variations (continued)

\$ '000	2012 Budget	2012 Actual	2012 ----- Variance* -----		
EXPENSES					
Employee Benefits & On-Costs	11,682	12,308	(626)	(5%)	U
Borrowing Costs	339	204	135	40%	F
Borrowing Costs varied due to the effect of the re-estimation of remediation and remaining life as the Waste Management Facility and Councils Quarries. This affected the borrowing cost by \$71,000 at the Waste Facility & \$47,000 at the quarries. Additionally a loan budgeted at the pool for \$243,000 was not taken out.					
Materials & Contracts	6,110	8,938	(2,828)	(46%)	U
This variation is due to the additional work carried out under the State Roads Contract and the increased costs of materials.					
Depreciation & Amortisation	8,607	8,094	513	6%	F
Impairment Expenses	-	159	(159)	0%	U
Other Expenses	2,299	2,307	(8)	(0%)	U
Budget Variations relating to Council's Cash Flow Statement include:					
Cash Flows from Operating Activities	15,478	14,327	(1,151)	(7.4%)	U
Cash Flows from Investing Activities	(16,097)	(12,900)	3,197	(19.9%)	F
Council has moved away from the longer term deposits to a shorter period products due to the prevailing interest rates. Consequently, and along with a larger portfolio council is rolling investments more often.					
Cash Flows from Financing Activities	(435)	(429)	6	(1.4%)	F

Gunnedah Shire Council

Notes to the Financial Statements

for the financial year ended 30 June 2012

Note 17. Statement of Developer Contributions

\$ '000

Council recovers contributions, raises levies & enters into planning agreements on development works that are subject to a development consent issued by Council. All contributions must be spent/utilised for the specific purpose they were levied and any interest applicable to unspent funds must be attributed to remaining funds.

The following tables detail the receipt, interest and use of the above contributions & levies and the value of all remaining funds which are "restricted" in their future use.

SUMMARY OF CONTRIBUTIONS & LEVIES

PURPOSE	Opening Balance	Contributions received during the Year		Interest earned in Year	Expenditure during Year	Internal Borrowing (to)/from	Held as Restricted Asset	Projections			Cumulative Internal Borrowings due/(payable)
		Cash	Non Cash					Future income	Exp still outstanding	Over or (under) Funding	
Drainage	149	30	-	6	-	-	185	-	(185)	-	-
Parking	108	3	-	4	-	-	115	-	(115)	-	-
Open Space	17	-	-	1	-	-	18	-	(18)	-	-
Community Facilities	20	4	-	1	-	-	25	-	(25)	-	-
S94 Contributions - under a Plan	294	37	-	12	-	-	343	-	(343)	-	-
S94A Levies - under a Plan	584	241	-	25	-	-	850				-
Total S94 Revenue Under Plans	878	278	-	37	-	-	1,193				-
S94 not under Plans	-	-	-	-	-	-	-	-	-	-	-
S64 Contributions	1,574	862	-	70	-	-	2,506				
Total Contributions	2,452	1,140	-	107	-	-	3,699	-	(343)	-	-

Gunnedah Shire Council

Notes to the Financial Statements

for the financial year ended 30 June 2012

Note 17. Statement of Developer Contributions (continued)

\$ '000

S94 CONTRIBUTIONS - UNDER A PLAN

CONTRIBUTION PLAN NUMBER 1

PURPOSE	Opening Balance	Contributions received during the Year		Interest earned in Year	Expenditure during Year	Internal Borrowing (to)/from	Held as Restricted Asset	Projections			Cumulative Internal Borrowings due/(payable)
		Cash	Non Cash					Future income	Exp still outstanding	Over or (under) Funding	
Drainage	149	30	-	6	-	-	185	-	(185)	-	-
Parking	108	3	-	4	-	-	115	-	(115)	-	-
Open Space	17	-	-	1	-	-	18	-	(18)	-	-
Community Facilities	20	4	-	1	-	-	25	-	(25)	-	-
Total	294	37	-	12	-	-	343	-	(343)	-	-

S94A LEVIES - UNDER A PLAN

CONTRIBUTION PLAN NUMBER 01

PURPOSE	Opening Balance	Contributions received during the Year		Interest earned in Year	Expenditure during Year	Internal Borrowing (to)/from	Held as Restricted Asset	Projections			Cumulative Internal Borrowings due/(payable)
		Cash	Non Cash					Future income	Exp still outstanding	Over or (under) Funding	
Community Facilities	584	241	-	25	-	-	850	-	-	-	-
Total	584	241	-	25	-	-	850				-

Gunnedah Shire Council

Notes to the Financial Statements

for the financial year ended 30 June 2012

Note 18. Contingencies & Other Assets/Liabilities Not Recognised

\$ '000

The following assets and liabilities do not qualify for recognition in the Balance Sheet, but their knowledge & disclosure is considered relevant to the users of Council's Financial Report.

LIABILITIES NOT RECOGNISED:

1. Guarantees

(i) Defined Benefit Superannuation Contribution Plans

Council participates in an employer sponsored Defined Benefit Superannuation Scheme, and makes contributions as determined by the Superannuation Scheme's Trustees.

Member Councils bear responsibility of ensuring there are sufficient funds available to pay out the required benefits as they fall due.

The Schemes most recent full actuarial review indicated that the Net Assets of the Scheme were not sufficient to meet the accrued benefits of the Schemes Defined Benefit member category with member Councils required to make significantly higher contributions in future years.

The Local Government Superannuation Scheme however is unable to provide Council with an accurate estimate of its share of the net deficit and accordingly Council has not recorded any net liability from its Defined Benefit Scheme obligations in accordance with AASB 119.

Future contributions made to the defined benefit scheme to rectify the net deficit position will be recognised as an expense when they become payable - similar to the accounting for Defined Contributions Plans.

(ii) Statewide Limited

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

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

The future realisation and finalisation of claims incurred but not reported to 30/6 this year may result in future liabilities or benefits as a result of past events that Council will be required to fund or share in respectively.

(iii) StateCover Limited

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

StateCover is a company providing workers compensation insurance cover to the NSW Local Government Industry and specifically Council.

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

These future equity contributions would be required to maintain the company's minimum level of Net Assets in accordance with its Licence Requirements.

(iv) Other Guarantees

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

Gunnedah Shire Council

Notes to the Financial Statements for the financial year ended 30 June 2012

Note 18. Contingencies & Other Assets/Liabilities Not Recognised (continued)

\$ '000

LIABILITIES NOT RECOGNISED (continued):

2. Other Liabilities

(i) Third Party Claims

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

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

(ii) S94 Plans

Council levies Section 94/94A Contributions upon various development across the Council area through the required Contributions Plans.

As part of these Plans, Council has received funds for which it will be required to expend the monies in accordance with those Plans.

As well, these Plans indicate proposed future expenditure to be undertaken by Council, which will be funded by making levies and receipting funds in future years or where a shortfall exists by the use of Council's General Funds.

These future expenses do not yet qualify as liabilities as of the Reporting Date, but represent Councils intention to spend funds in the manner and timing set out in those Plans.

ASSETS NOT RECOGNISED:

(i) Land Under Roads

As permitted under AASB 1051, Council has elected not to bring to account Land Under Roads that it owned or controlled up to & including 30/6/08.

(ii) Infringement Notices/Fines

Fines & Penalty Income, the result of Council issuing Infringement Notices is followed up and collected by the Infringement Processing Bureau.

Councils Revenue Recognition policy for such income is to account for it as revenue on receipt.

Accordingly, at Year End, there is a potential asset due to Council representing issued but unpaid Infringement Notices.

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

Gunnedah Shire Council

Notes to the Financial Statements

for the financial year ended 30 June 2012

Note 19. Controlled Entities, Associated Entities & Interests in Joint Ventures

\$ '000

Council has no interest in any Controlled Entities, Associated Entities or Joint Ventures.

Note 20. Equity - Retained Earnings and Revaluation Reserves

\$ '000	Notes	Actual 2012	Actual 2011
a. Retained Earnings			
Movements in Retained Earnings were as follows:			
Balance at beginning of Year (from previous years audited accounts)		152,708	140,658
a. Correction of Prior Period Errors	20 (c)	3,589	11,131
b. Changes in Accounting Policies (prior period effects)	20 (d)	-	-
c. Other Comprehensive Income (excl. direct to Reserves transactions)		-	-
d. Net Operating Result for the Year		4,709	919
e. Distributions to/(Contributions from) Minority Interests		-	-
Balance at End of the Reporting Period		161,006	152,708
b. Reserves			
(i) Reserves are represented by:			
- Infrastructure, Property, Plant & Equipment Revaluation Reserve		151,438	141,136
Total		151,438	141,136
(ii). Reconciliation of movements in Reserves:			
Infrastructure, Property, Plant & Equipment Revaluation Reserve			
- Opening Balance		141,136	131,562
- Revaluations for the year	9(a)	10,302	9,574
- Balance at End of Year		151,438	141,136
TOTAL VALUE OF RESERVES		151,438	141,136

(iii). Nature & Purpose of Reserves**Infrastructure, Property, Plant & Equipment Revaluation Reserve**

- The Infrastructure, Property, Plant & Equipment Revaluation Reserve is used to record increments/decrements of Non Current Asset values due to their revaluation.

Gunnedah Shire Council

Notes to the Financial Statements for the financial year ended 30 June 2012

Note 20. Equity - Retained Earnings and Revaluation Reserves (continued)

\$ '000	Notes	Actual 2012	Actual 2011
c. Correction of Error/s relating to a Previous Reporting Period			
Correction of errors disclosed in this year's financial statements:			
Whilst Council was transferring the Land Register from a paper based Record to a Map Information system various assets were previously not recognised. The result error is as follows:			
Operational Land		222	
Community Land		3,367	
Council does not have sufficient and reliable informations that will allow the restatement of information prior to 30/6/2011 (the closing date for the comparative figures in this report.			
As a result, Council has adjusted the GBV's of these assets as at 30/6/2011 to reflect the correct value of gross book value.			
Correction of errors as disclosed in last year's financial statements:			
1. Assets Not Previously Recognised:			
- Roads			342
- Kerb & Gutter			1,126
- Causeways			1,234
- Culverts			8,055
2. Re-assessment of the remaining useful life of assets relative to acc/depreciation in the accounts as part of the transition to fair values:			
Quarries	- decrease to accumulated depreciation		245
Other Assets	- decrease to accumulated depreciation		129
In accordance with AASB 108 - Accounting Policies, Changes in Accounting Estimates and Errors, the above Prior Period Errors have been recognised retrospectively.			
These amounted to the following Equity Adjustments:			
- Adjustments to Opening Equity - 1/7/10		-	-
(relating to adjustments for the 30/6/10 reporting year end and prior periods)			
- Adjustments to Closing Equity - 30/6/11		3,589	11,131
(relating to adjustments for the 30/6/11 year end)			
Total Prior Period Adjustments - Prior Period Errors		3,589	11,131

d. Voluntary Changes in Accounting Policies

Council made no voluntary changes in any accounting policies during the year.

Gunnedah Shire Council

Notes to the Financial Statements

for the financial year ended 30 June 2012

Note 21. Financial Result & Financial Position by Fund

Income Statement by Fund \$ '000	Actual 2012	Actual 2012	Actual 2012
Continuing Operations	Water	Sewer	General¹
Income from Continuing Operations			
Rates & Annual Charges	776	1,338	9,859
User Charges & Fees	1,519	351	6,800
Interest & Investment Revenue	430	322	1,282
Other Revenues	3	4	644
Grants & Contributions provided for Operating Purposes	213	38	11,108
Grants & Contributions provided for Capital Purposes	674	169	749
Other Income			
Net Gains from Disposal of Assets	-	-	454
Share of interests in Joint Ventures & Associates using the Equity Method	-	-	-
Total Income from Continuing Operations	3,615	2,222	30,896
Expenses from Continuing Operations			
Employee Benefits & on-costs	819	334	11,155
Borrowing Costs	-	-	204
Materials & Contracts	761	257	7,920
Depreciation & Amortisation	753	768	6,573
Impairment	-	-	159
Other Expenses	261	76	1,970
Interest & Investment Losses	-	-	-
Net Losses from the Disposal of Assets	14	-	-
Share of interests in Joint Ventures & Associates using the Equity Method	-	-	-
Total Expenses from Continuing Operations	2,608	1,435	27,981
Operating Result from Continuing Operations	1,007	787	2,915
Discontinued Operations			
Net Profit/(Loss) from Discontinued Operations	-	-	-
Net Operating Result for the Year	1,007	787	2,915
Net Operating Result attributable to each Council Fund	1,007	787	2,915
Net Operating Result attributable to Minority Interests	-	-	-
Net Operating Result for the year before Grants and Contributions provided for Capital Purposes	333	618	2,166

¹ General Fund refers to all Council's activities other than Water & Sewer.

NB. All amounts disclosed above are Gross - that is, they include internal charges & recoveries made between the Funds.

Gunnedah Shire Council

Notes to the Financial Statements

as at 30 June 2012

Note 21. Financial Result & Financial Position by Fund

Balance Sheet by Fund \$ '000	Actual 2012	Actual 2012	Actual 2012
ASSETS	Water	Sewer	General¹
Current Assets			
Cash & Cash Equivalents	342	366	1,540
Investments	6,413	4,884	13,034
Receivables	284	177	3,391
Inventories	126	-	280
Other	-	-	47
Total Current Assets	7,165	5,427	18,292
Non-Current Assets			
Investments	1,377	1,049	3,281
Receivables	-	-	65
Inventories	-	-	-
Infrastructure, Property, Plant & Equipment	36,572	29,155	219,584
Investments Accounted for using the equity method	-	-	-
Investment Property	-	-	-
Intangible Assets	-	-	-
Total Non-Current Assets	37,949	30,204	222,930
TOTAL ASSETS	45,114	35,631	241,222
LIABILITIES			
Current Liabilities			
Payables	6	1	2,591
Borrowings	-	-	399
Provisions	-	-	3,482
Total Current Liabilities	6	1	6,472
Non-Current Liabilities			
Payables	-	-	-
Borrowings	-	-	1,382
Provisions	-	-	1,662
Total Non-Current Liabilities	-	-	3,044
TOTAL LIABILITIES	6	1	9,516
Net Assets	45,108	35,630	231,706
EQUITY			
Retained Earnings	24,381	10,086	126,539
Revaluation Reserves	20,727	25,544	105,167
Council Equity Interest	45,108	35,630	231,706
Minority Interests	-	-	-
Total Equity	45,108	35,630	231,706

¹ General Fund refers to all Council's activities other than Water & Sewer.

NB. All amounts disclosed above are Gross - that is, they include internal receivables & payables between the Funds.

Gunnedah Shire Council

Notes to the Financial Statements for the financial year ended 30 June 2012

Note 22. "Held for Sale" Non Current Assets & Disposal Groups

\$ '000

Council did not classify any Non Current Assets or Disposal Groups as "Held for Sale".

Note 23. Events occurring after Balance Sheet Date

Events that occur after the reporting date of 30 June 2012, up to and including the date when the financial statements are "authorised for issue" have been taken into account in preparing these statements.

Council has adopted the date of receipt of the Auditors' Report as the appropriate "authorised for issue" date relating to these General Purpose Financial Statements.

Accordingly, the "authorised for issue" date is 17/10/12.

Events that occur after the Reporting Date represent one of two types:

(i) Events that have provided evidence of conditions that existed at the Reporting Date

These financial statements (and the figures therein) incorporate all "adjusting events" that provided evidence of conditions that existed at 30 June 2012.

(ii) Events that have provided evidence of conditions that arose after the Reporting Date

These financial statements (& figures therein) do not incorporate any "non adjusting events" that have occurred after 30 June 2012 and which are only indicative of conditions that arose after 30 June 2012.

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

The passage of the Clean Air Legislation (Clean Energy Act 2011 and supporting legislation) will have an impact on Council's operating results going forward.

Council expects to pay more for its energy usage including electricity, gas, water and fuel but will be compensated to some extent through additional rate revenue and domestic waste management charges that it proposes to raise.

Council also expects construction materials such as concrete and asphalt to increase in price but is unable to quantify the effect of these increases at the present time.

No financial effects of the Clean Air Legislation have not been brought to account at 30 June 2012.

Note 24. Discontinued Operations

Council has not classified any of its Operations as "Discontinued".

Gunnedah Shire Council

Notes to the Financial Statements for the financial year ended 30 June 2012

Note 25. Intangible Assets

\$ '000

Intangible Assets represent identifiable non-monetary asset without physical substance.

Council is unaware of any control over Intangible Assets that warrant recognition in the Financial Statements, including either internally generated and developed assets or purchased assets.

Note 26. Reinstatement, Rehabilitation & Restoration Liabilities

Council has legal/public obligations to make restore, rehabilitate and reinstate the following assets/operations:

Asset/Operation	Estimated year of restoration	NPV of Provision	
		2012	2011
Quarry Sites	2036	1,031	987
Waste Management Tip Sites	2067	479	458
Balance at End of the Reporting Period	10(a)	1,510	1,445

Under AASB 116 - Property, Plant & Equipment, where the use of an asset results in the obligation to dismantle or remove the asset and restore the site on which the asset stands, an estimate of such costs is required to be included in the cost of the asset.

An equivalent liability must be recognised under AASB 137 - Provisions, Contingent Liabilities and Contingent Assets.

The provision has been calculated by determining the present value of the future expenditures expected to be incurred. The discount rate used is the risk free borrowing rate applicable to Council.

Reconciliation of movement in Provision for year:

Balance at beginning of year	1,445	2,766
Effect of a change in discount rates used in PV calculations	-	(1,383)
Amortisation of discount (expensed to borrowing costs)	65	62
Total - Reinstatement, rehabilitation and restoration provision	1,510	1,445

Amount of Expected Reimbursements

Of the above Provisions for Reinstatement, Rehabilitation and Restoration works, those applicable to Garbage Services & Waste Management are able to be funded through future charges incorporated within Council's Annual Domestic Waste Management Charge.

Gunnedah Shire Council

Notes to the Financial Statements for the financial year ended 30 June 2012

Note 27. Council Information & Contact Details

Principal Place of Business:

63 Elgin Street
GUNNEDAH NSW 2380

Contact Details**Mailing Address:**

PO Box 63
GUNNEDAH NSW 2380

Opening Hours:

Business Hours
Monday to Friday
8:30am to 5:00

Telephone: 02 6740 2100

Facsimile: 02 6740 2119

Internet: www.infogunnedah.nsw.gov.au

Email: council@cinfogunnedah.nsw.gov.au

Officers**GENERAL MANAGER**

R E CAMPBELL

RESPONSIBLE ACCOUNTING OFFICER

D J CONNOR

PUBLIC OFFICER

L E ROWE

AUDITORS

UHY HAINES NORTON

Elected Members**MAYOR**

O HASLER

COUNCILLORS

H ALGAYER

S BEHAM

T DUDDY

C FULLER

G GRIFFEN

K MARTIN

L MILLS

S SMITH

Other Information

ABN: 80 183 655 793

Gunnedah Shire Council

Independent Auditor's Report

S417(2) - Report on the General Purpose Financial Statements

Report on the Financial Statements

We have audited the accompanying general purpose financial statements of Gunnedah Shire Council (the Council), which comprises the balance sheet as at 30 June 2012, income statement, statement of comprehensive income, statement of changes in equity and statement of cash flows for the year ended on that date, a summary of significant accounting policies and other explanatory notes and the statement by Councillors and Management.

Responsibility of Council for the financial statements

The Council is responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations) and the Local Government Act 1993. This includes responsibility for the maintenance of adequate accounting records and internal controls that are designed to prevent and detect fraud and error; designing, implementing and maintaining internal controls relevant to the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud of error; selecting and applying appropriate accounting policies, and making accounting estimates that are reasonable in the circumstances.

Auditors' Responsibility

Our responsibility is to express an opinion on the financial statements based on our audit. We conducted our audit in accordance with Australian Auditing Standards. These Auditing Standards require that we comply with the relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement. Our audit responsibility does not extend to the original budget figures disclosed in the income statement, cash flow statement and the original budget disclosures in Notes 2(a) and 16. Nor does our responsibility extend to the projected future developer contributions and costs disclosed in Note 17, accordingly, we express no opinion on them.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the councils preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Council's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Council, as well as evaluating the overall presentation of the financial statements.

Our audit did not involve an analysis of the prudence of business decisions made by Council or management.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

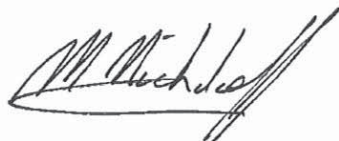
Independence

In conducting our audit, we followed applicable independence requirements of Australian professional ethical pronouncements.

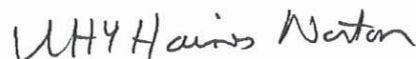
Auditor's Opinion

In our opinion,

- (a) the Council's accounting records have been kept in accordance with the requirements of the Local Government Act 1993, Chapter 13 part 3 Division 2; and
- (b) the financial statements:
 - (i) have been presented in accordance with the requirements of this Division;
 - (ii) are consistent with the Council's accounting records;
 - (iii) present fairly the Council's financial position, the results of its operations and its cash flows; and
 - (iv) are in accordance with applicable Accounting Standards and other mandatory professional reporting requirements in Australia.
- (c) all information relevant to the conduct of the audit has been obtained; and
- (d) there are no material deficiencies in the accounting records or financial report that have come to light during the course of the audit.



M.D. Nicholaeff
Partner



UHY Haines Norton
Chartered Accountants

Signed at Sydney on 9 October 2012

9 October 2012

The Mayor
Councillor Owen Hasler
Gunnedah Shire Council
PO Box 63
Gunnedah NSW 2380

Dear Councillor Hasler

**Report on the Conduct of the Audit
Year Ended 30 June 2012**

We are pleased to advise completion of our audit of the General and Special Purpose Financial Statements for Gunnedah Shire Council for the year ended 30 June 2012, in accordance with Section 415 of the Local Government Act, 1993 ("the Act"); and that our audit opinion provided under Section 417(2) of the Act has been issued to Council. The following report on the conduct of the audit is issued in compliance with Section 417(3) of the Act.

The Councillors and Council Management are responsible for the preparation and true and fair presentation of the financial reports, which includes responsibility for the maintenance of adequate accounting records and internal controls that are designed to prevent and detect fraud and error, and for the accounting policies and accounting estimates inherent in the financial reports. While we considered the effectiveness of management's internal controls over financial reporting when determining the nature and extent of our procedures, our audit was not designed to provide assurance on internal controls.

We have conducted our audit in accordance with Australian Auditing Standards in order to provide reasonable assurance as to whether the Council's financial reports are free of material misstatement. An audit is influenced by factors such as professional judgement, selective testing, the inherent limitations of internal control and the availability of persuasive rather than conclusive evidence. Therefore, an audit cannot guarantee that all material misstatements have been detected.

We have ensured that the accounts have been prepared in accordance with Australian equivalents to International Financial Reporting Standards (AIFRS) and the Local Government Code of Accounting Practice and Financial Reporting.

We offer the following comments on the financial statements and the audit;

1. Statement of Comprehensive Income

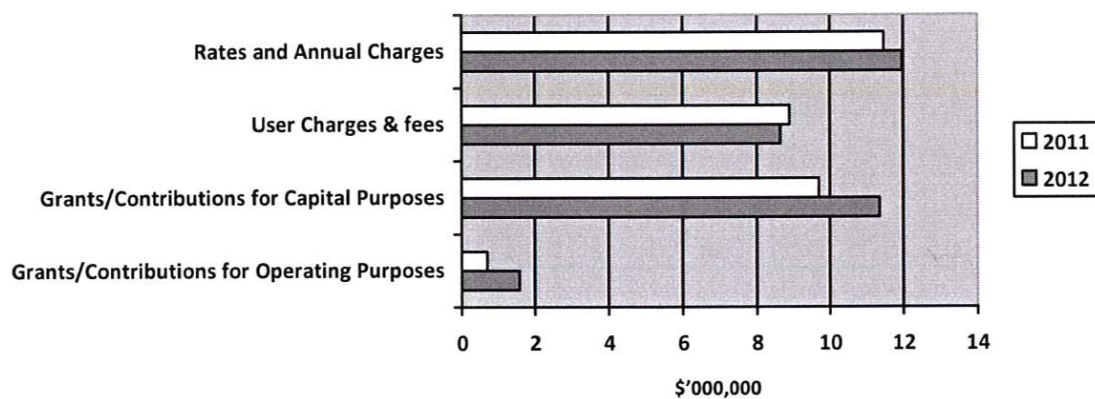
1.1 Movement in results over prior year

Council's Net Operating Result before Grants and Contributions provided for capital purposes indicates a surplus of \$3,117,000 for the year ended 30 June 2012 compared to \$208,000 for the year ended 30 June 2011.

The Net Operating Result after Grants and Contributions for capital purposes has increased \$3,790,000 to \$4,709,000 (2011: \$919,000).

Commentary on the major movements within the income and expense categories within the income statement is detailed below:

1.2 Movement in Revenue Items 2011-2012 (\$m)

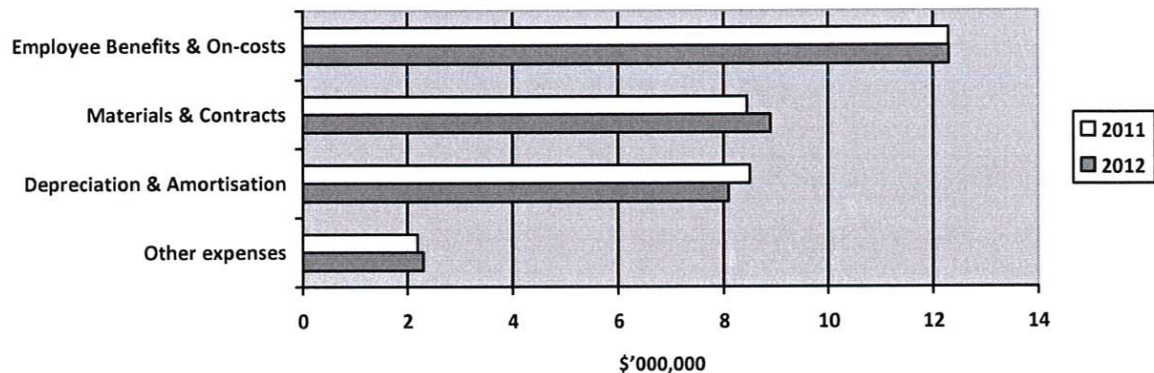


Rates and annual charges have increased by \$501,000. The increase in rate income is in line with the permissible rate increase and special variations granted by the Minister for Local Government. Continued growth in the area has also contributed to the increase.

Grants and Contributions provided for operating purposes has increased \$1,613,000 or 16.6% compared to the prior year; the increase mainly relates to the first instalment of the 2012/13 Financial Assistance Grant from the Federal Government of \$1,975,696 received in June 2012.

Grants and Contributions provided for capital purposes has increased \$881,000 or 123% compared to the prior year, mainly resulting from additional developer contributions.

1.3 Movement in Expense Items 2011-2012 (\$m)



Materials and contracts expense has increased compared to the prior year by \$485,000 or 5.7%, resulting from increased activity relating to the State Roads building project.

Depreciation and amortisation has decreased by \$437,000 (5.1%) compared to the prior year. The decrease mainly relates to the roads, bridges and footpaths assets.

2. Statement of Financial Position

2.1 Cash and Investments

During the year, the council's net assets increased by \$18,600,000 to \$312,444,000. The major movements within the balance sheet were:

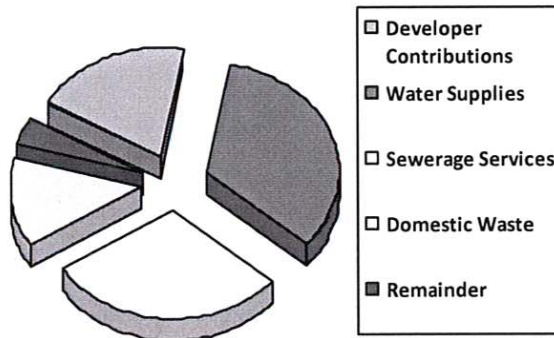
- an increase of \$6,297,000 in current investments, and
- an increase of \$14,584,000 in the value of infrastructure, property, plant and equipment.

The increase in infrastructure assets is due to the revaluation of the water and sewer infrastructure assets. A net increment of \$10,302,000 was recognised in the Asset Revaluation Reserve. Community Land not previously recognised of \$3,589,000 also contributed to the increase.

2.2 Liquidity

Per Note 6(c)	2012 \$'000	2011 \$'000
Total cash and Investments	32,286	26,414
Less:		
Items restricted by external regulation	18,905	15,616
Less:		
Items restricted internally by Council to cover long term projects and commitments	9,850	8,666
Unrestricted Cash and Investments	3,531	2,132

As shown above, per note 6(c) to the financial statements, the sum of current and non-current cash and investments totals \$32,286,000. Of this amount, 58.5% is subject to external restrictions, 30.5% is subject to internal restrictions agreed upon by Council for designated purposes (which may be altered at the discretion of the Council), and the unrestricted balance of 11% represents funds available to cover non-budgeted discretionary expenditure and short-term cash flow requirements.



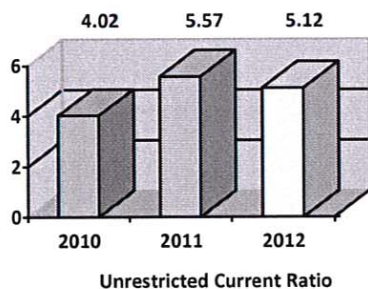
Alongside is the composition of those cash and investments that are restricted in use to their designated purpose through externally imposed requirements. Like internally restricted assets, these are unable to be used to meet day-to-day liquidity needs.

2.3 Infrastructure, property, plant and equipment

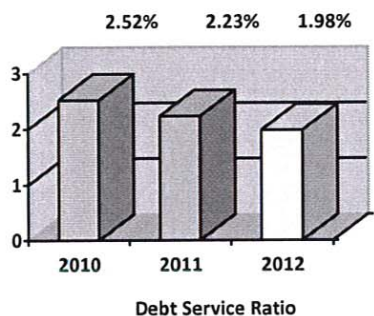
The valuation at 'fair value' of Council's infrastructure, property, plant and equipment is now in the second round. This year Water and Sewer infrastructure assets were revalued. The revaluation process resulted in a net increase of \$10,302,000 to equity.

3. Performance Indicators

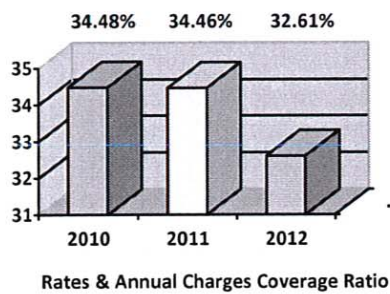
A review of key indicators is presented below to demonstrate the Council's performance for the year ended 30 June 2012.



The unrestricted current ratio is used to assess the adequacy of available current assets and Council's ability to satisfy its obligations in the short term after taking into account any external restrictions over the use of the current assets. A ratio to 5.12 indicates Council's ability to adequately meet its current liabilities.

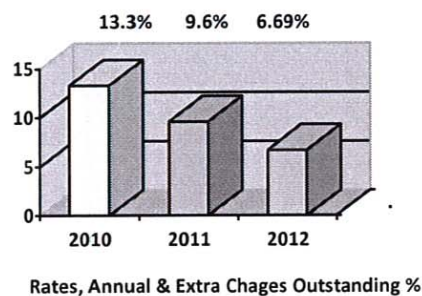


The debt service ratio is an indication of the cost of meeting loan and interest repayments as a percentage of revenue from ordinary activities, excluding specific purpose grants and contributions. Having not taken on any new loans over the reporting period, Council now has less dependency on untied funds to service debt.

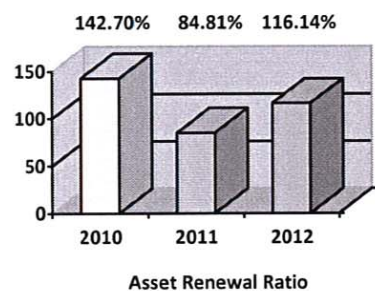


This ratio measures the extent to which Council is dependent upon revenue from rates and annual charges as a proportion of total revenue. For the year ended 30 June 2012, Council's rate and annual charges coverage ratio was 32.61%. The decrease compared to the prior years is a result of the increased grant funding recognised for the year ended 30 June 2012.

Taking into account the 2012/13 financial assistance grant received of \$1,975,000 the ratio is consistent with prior years.



The rates and annual charges outstanding percentage assesses the impact of uncollected rates and annual charges on liquidity and the adequacy of debt recovery efforts. This percentage has decreased to 6.69% over the 2012 financial year, indicating that debtors are being collected at a faster rate than in the prior year.



This ratio assesses the rate at which assets are being renewed against the rate at which they are being depreciated. A ratio of less than one (100%) is prima facie indicative that Council's asset base is depreciating at a faster rate than which it is being renewed.

4. Statement of Cash Flows

4.1 Cash flows from operating activities

Net cash provided from operating activities amounted to \$14,327,000 in 2012 compared to \$7,070,000 in the prior year.

The factors impacting on the movements are outlined in the commentary on the Statement of Comprehensive Income.

4.2 Cash flows from investing activities

Net cash used in investing activities amounted to \$12,900,000 for the year ended 30 June 2012 compared to \$19,025,000 for the prior year.

This is largely due to the purchase of investment securities of \$47,667,000 and the acquisition of property, plant and equipment of \$9,413,000, mostly offset through the sale of investment securities of \$43,265,000.

4.3 Cash flows from financing activities

Net cash used in financing activities amount to \$429,000 for the year ended 30 June 2011, which is consistent with a total of \$435,000 at the 2011 year end.


5. Legislative compliance

We advise that there are no material deficiencies in the accounting records or financial reports that have come to our attention during the conduct of the audit and that Gunnedah Shire Council's accounting records have been kept in accordance with the requirements of both the Act and the Local Government Code of Accounting Practice and Financial Reporting.

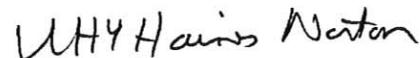
6. Reporting to Management

A management letter highlighting matters arising from our audit will be prepared and issued where it is considered necessary or appropriate. Matters raised in said letter are not of a nature that is significant towards the formation of our audit opinion.

The Council's accounts and records inspected by us have been kept in an accurate and conscientious manner. We thank the General Manager, Finance Manager and their staff for the co-operation and courtesy extended to us during the course of our audit.



M.D. Nicholaeff
Partner



UHY Haines Norton
Chartered Accountants

Signed at Sydney on 9 October 2012

Gunnedah Shire Council

SPECIAL PURPOSE FINANCIAL STATEMENTS
for the year ended 30 June 2012

*"To be a focused community valuing
Gunnedah's identity and quality lifestyle".*



Gunnedah Shire Council

Special Purpose Financial Statements

for the financial year ended 30 June 2012

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2. Special Purpose Financial Statements:	
- Income Statement of Water Supply Business Activity	3
- Income Statement of Sewerage Business Activity	4
- Income Statement of Other Business Activities	n/a
- Balance Sheet of Water Supply Business Activity	5
- Balance Sheet of Sewerage Business Activity	6
- Balance Sheet of Other Business Activities	n/a
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Background

(i) These Special Purpose Financial Statements have been prepared for the use by both Council and the Division of Local Government in fulfilling their requirements under National Competition Policy.

(ii) The principle of competitive neutrality is based on the concept of a "level playing field" between persons/entities competing in a market place, particularly between private and public sector competitors.

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

(iii) For Council, the principle of competitive neutrality & public reporting applies only to declared business activities.

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

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

Gunnedah Shire Council

Special Purpose Financial Statements

for the financial year ended 30 June 2012

Statement by Councillors and Management

made pursuant to the Local Government Code of Accounting Practice and Financial Reporting

The attached Special Purpose Financial Statements have been prepared in accordance with:

- The NSW Government Policy Statement "Application of National Competition Policy to Local Government".
- The Division of Local Government Guidelines "Pricing & Costing for Council Businesses - A Guide to Competitive Neutrality".
- The Local Government Code of Accounting Practice and Financial Reporting.
- The NSW Office of Water (Department of Environment, Climate Change and Water) Guidelines - "Best Practice Management of Water and Sewerage".

To the best of our knowledge and belief, these Financial Statements:

- Present fairly the Operating Result and Financial Position for each of Council's declared Business Activities for the year, and
- Accord with Council's accounting and other records.

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

Signed in accordance with a resolution of Council made on 19 September 2012.



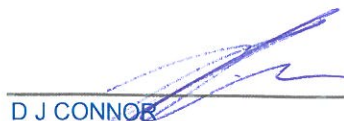
O HASLER
MAYOR



R G SWAIN
COUNCILLOR



R E CAMPBELL
GENERAL MANAGER



D J CONNOR
RESPONSIBLE ACCOUNTING OFFICER

Gunnedah Shire Council

Income Statement of Council's Water Supply Business Activity

for the financial year ended 30 June 2012

\$ '000	Actual 2012	Actual 2011	Actual 2010
Income from continuing operations			
Access charges	776	772	755
User charges	1,519	1,704	2,039
Fees	-	-	-
Interest	430	360	423
Grants and contributions provided for non capital purposes	213	191	97
Profit from the sale of assets	-	-	-
Other income	3	-	-
Total income from continuing operations	2,941	3,027	3,314
Expenses from continuing operations			
Employee benefits and on-costs	819	763	529
Borrowing costs	-	-	-
Materials and contracts	761	326	525
Depreciation and impairment	753	742	708
Water purchase charges	-	-	-
Loss on sale of assets	14	198	-
Calculated taxation equivalents	-	-	-
Debt guarantee fee (if applicable)	-	-	-
Other expenses	261	449	370
Total expenses from continuing operations	2,608	2,478	2,132
Surplus (deficit) from Continuing Operations before capital amounts	333	549	1,182
Grants and contributions provided for capital purposes	674	210	73
Surplus (deficit) from Continuing Operations after capital amounts	1,007	759	1,255
Surplus (deficit) from discontinued operations	-	-	-
Surplus (deficit) from ALL Operations before tax	1,007	759	1,255
less: Corporate Taxation Equivalent (30%) [based on result before capital]	(100)	(165)	(355)
SURPLUS (DEFICIT) AFTER TAX	907	594	900
plus Opening Retained Profits	23,338	22,579	21,324
plus/less: Prior Period Adjustments	36	-	-
plus Adjustments for amounts unpaid:			
- Taxation equivalent payments	-	-	-
- Debt guarantee fees	-	-	-
- Corporate taxation equivalent	100	165	355
less:			
- Tax Equivalent Dividend paid	-	-	-
- Surplus dividend paid	-	-	-
Closing Retained Profits	24,381	23,338	22,579
Return on Capital %	0.9%	1.6%	3.6%
Subsidy from Council	775	1,200	487
Calculation of dividend payable:			
Surplus (deficit) after tax	907	594	900
less: Capital grants and contributions (excluding developer contributions)	19	-	-
Surplus for dividend calculation purposes	926	594	900
Potential Dividend calculated from surplus	463	297	450

Gunnedah Shire Council

Income Statement of Council's Sewerage Business Activity

for the financial year ended 30 June 2012

\$ '000	Actual 2012	Actual 2011	Actual 2010
Income from continuing operations			
Access charges	1,338	1,146	1,074
User charges	351	317	195
Liquid Trade Waste charges	-	-	-
Fees	-	-	-
Interest	322	277	387
Grants and contributions provided for non capital purposes	38	51	42
Profit from the sale of assets	-	-	-
Other income	4	1	-
Total income from continuing operations	2,053	1,792	1,698
Expenses from continuing operations			
Employee benefits and on-costs	334	370	459
Borrowing costs	-	-	-
Materials and contracts	257	192	230
Depreciation and impairment	768	739	789
Loss on sale of assets	-	-	-
Calculated taxation equivalents	-	-	-
Debt guarantee fee (if applicable)	-	-	-
Other expenses	76	157	56
Total expenses from continuing operations	1,435	1,458	1,534
Surplus (deficit) from Continuing Operations before capital amounts	618	334	164
Grants and contributions provided for capital purposes	169	-	8
Surplus (deficit) from Continuing Operations after capital amounts	787	334	172
Surplus (deficit) from discontinued operations	-	-	-
Surplus (deficit) from ALL Operations before tax	787	334	172
less: Corporate Taxation Equivalent (30%) [based on result before capital]	(185)	(100)	(49)
SURPLUS (DEFICIT) AFTER TAX	602	234	123
plus Opening Retained Profits	9,169	8,835	8,663
plus/less: Prior Period Adjustments	130	-	-
plus Adjustments for amounts unpaid:			
- Taxation equivalent payments	-	-	-
- Debt guarantee fees	-	-	-
- Corporate taxation equivalent	185	100	49
less:			
- Tax Equivalent Dividend paid	-	-	-
- Surplus dividend paid	-	-	-
Closing Retained Profits	10,086	9,169	8,835
Return on Capital %	2.1%	1.5%	0.7%
Subsidy from Council	265	832	-
Calculation of dividend payable:			
Surplus (deficit) after tax	602	234	123
less: Capital grants and contributions (excluding developer contributions)	-	10	-
Surplus for dividend calculation purposes	602	244	123
Potential Dividend calculated from surplus	301	122	61

Gunnedah Shire Council

Balance Sheet of Council's Water Supply Business Activity

as at 30 June 2012

\$ '000	Actual 2012	Actual 2011
ASSETS		
Current Assets		
Cash and cash equivalents	342	75
Investments	6,413	4,610
Receivables	284	587
Inventories	126	139
Other	-	-
Non-current assets classified as held for sale	-	-
Total Current Assets	7,165	5,411
Non-Current Assets		
Investments	1,377	1,822
Receivables	-	-
Inventories	-	-
Infrastructure, property, plant and equipment	36,572	33,563
Investments accounted for using equity method	-	-
Investment property	-	-
Other	-	-
Total non-Current Assets	37,949	35,385
TOTAL ASSETS	45,114	40,796
LIABILITIES		
Current Liabilities		
Bank Overdraft	-	-
Payables	6	3
Interest bearing liabilities	-	-
Provisions	-	-
Total Current Liabilities	6	3
Non-Current Liabilities		
Payables	-	-
Interest bearing liabilities	-	-
Provisions	-	-
Total Non-Current Liabilities	-	-
TOTAL LIABILITIES	6	3
NET ASSETS	45,108	40,793
EQUITY		
Retained earnings	24,381	23,338
Revaluation reserves	20,727	17,455
Council equity interest	45,108	40,793
Minority equity interest	-	-
TOTAL EQUITY	45,108	40,793

Gunnedah Shire Council

Balance Sheet of Council's Sewerage Business Activity

as at 30 June 2012

\$ '000	Actual 2012	Actual 2011
ASSETS		
Current Assets		
Cash and cash equivalents	366	304
Investments	4,884	3,391
Receivables	177	270
Inventories	-	-
Other	-	-
Non-current assets classified as held for sale	-	-
Total Current Assets	5,427	3,965
Non-Current Assets		
Investments	1,049	1,341
Receivables	-	-
Inventories	-	-
Infrastructure, property, plant and equipment	29,155	22,376
Investments accounted for using equity method	-	-
Investment property	-	-
Other	-	-
Total non-Current Assets	30,204	23,717
TOTAL ASSETS	35,631	27,682
LIABILITIES		
Current Liabilities		
Bank Overdraft	-	-
Payables	1	-
Interest bearing liabilities	-	-
Provisions	-	-
Total Current Liabilities	1	-
Non-Current Liabilities		
Payables	-	-
Interest bearing liabilities	-	-
Provisions	-	-
Total Non-Current Liabilities	-	-
TOTAL LIABILITIES	1	-
NET ASSETS	35,630	27,682
EQUITY		
Retained earnings	10,086	9,169
Revaluation reserves	25,544	18,513
Council equity interest	35,630	27,682
Minority equity interest	-	-
TOTAL EQUITY	35,630	27,682

Gunnedah Shire Council

Special Purpose Financial Statements

for the financial year ended 30 June 2012

Contents of the Notes accompanying the Financial Statements

Note	Details	Page
1	Summary of Significant Accounting Policies	8
2	Water Supply Business Best Practice Management disclosure requirements	11
3	Sewerage Business Best Practice Management disclosure requirements	13

Gunnedah Shire Council

Notes to the Special Purpose Financial Statements

for the financial year ended 30 June 2012

Note 1. Significant Accounting Policies

These financial statements are a Special Purpose Financial Statements (SPFS) prepared for use by Council and the Division of Local Government.

For the purposes of these statements, the Council's business activities (reported herein) are not reporting entities.

These special purpose financial statements, unless otherwise stated, have been prepared in accordance with;

- applicable Australian Accounting Standards,
- other authoritative pronouncements of the Australian Accounting Standards Board,
- Australian Accounting Interpretations,
- the Local Government Act and Regulation, and
- the Local Government Code of Accounting Practice and Financial Reporting.

The statements are also prepared on an accruals basis. They are based on historic costs and do not take into account changing money values nor current values of non-current assets (except where specifically stated).

Certain taxes and other costs (appropriately described) have been imputed for the purposes of the National Competition Policy.

National Competition Policy

Council has adopted the principle of 'competitive neutrality' to its business activities as part of the national competition policy which is being applied throughout Australia at all levels of government.

The framework for its application is set out in the June 1996 Government Policy statement on the "Application of National Competition Policy to Local Government".

The "Pricing & Costing for Council Businesses A Guide to Competitive Neutrality" issued by the Division of Local Government in July 1997 has also been adopted.

The pricing & costing guidelines outline the process for identifying and allocating costs to activities and provide a standard of disclosure requirements.

These disclosures are reflected in Council's pricing and/or financial reporting systems and include taxation equivalents; council subsidies; return on investments (rate of return); and dividends paid.

Declared Business Activities

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

Category 1

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

a. Water Supply Service

Comprising the whole of the water supply operations and net assets servicing the towns of Gunnedah, Curlewis, Mullaley & Tambar Springs.

b. Sewerage Service

Comprising the whole of the sewerage reticulation and treatment operations and net assets system servicing the towns of Gunnedah & Curlewis.

Monetary Amounts

Amounts shown in the financial statements are in Australian currency and rounded to the nearest one thousand dollars, with the exception of some figures disclosed in Note 2 (Water Supply Best Practice Management Disclosures) and Note 3 (Sewerage Best Practice Management Disclosures).

As required by the NSW Office of Water (Department of Environment, Climate Change and Water) some amounts shown in Notes 2 and Note 3 are disclosed in whole dollars.

(i) Taxation Equivalent Charges

Council is liable to pay various taxes and financial duties in undertaking its business activities. Where this is the case, they are disclosed in these statements as a cost of operations just like all other costs.

However, where Council is exempt from paying taxes which are generally paid by private sector

Gunnedah Shire Council

Notes to the Special Purpose Financial Statements

for the financial year ended 30 June 2012

Note 1. Significant Accounting Policies (continued)

businesses (such as income tax), equivalent tax payments have been applied to all Council nominated business activities and are reflected in these financial statements.

For the purposes of disclosing comparative information relevant to the private sector equivalent, the following taxation equivalents have been applied to all council nominated business activities (this does not include council's non-business activities):

Notional Rate Applied %

Corporate Income Tax Rate – 30%

Land Tax – The first **\$396,000** of combined land values attracts **0%**. From \$396,001 to \$2,421,000 the rate is **1.6% + \$100**. For the remaining combined land value that exceeds \$2,421,000, a premium marginal rate of **2.0%** applies.

Payroll Tax – **5.45%** on the value of taxable salaries and wages in excess of \$678,000.

In accordance with the guidelines for Best Practice Management of Water Supply and Sewerage, a payment for the amount calculated as the annual tax equivalent charges (excluding income tax) must be paid from Water Supply and Sewerage Business activities.

The payment of taxation equivalent charges, referred in the Best Practice Management of Water Supply and Sewerage Guides to as a "Dividend for Taxation equivalent", may be applied for any purpose allowed under the Local Government Act, 1993.

Achievement of substantial compliance against the guidelines for Best Practice Management of Water Supply and Sewerage is not a prerequisite for the payment of the tax equivalent charges, however the payment must not exceed \$3 per assessment.

Income Tax

An income tax equivalent has been applied on the profits of the business.

Whilst income tax is not a specific cost for the purpose of pricing a good or service, it needs to be taken into account of in terms of assessing the rate of return required on capital invested.

Accordingly, the return on capital invested is set at a pre-tax level (gain/(loss) from ordinary activities before capital amounts) as would be applied by a private sector competitor – that is, it should include a provision equivalent to the corporate income tax rate, currently 30%.

Income Tax is only applied where a positive gain/(loss) from ordinary activities before capital amounts has been achieved.

Since this taxation equivalent is notional - that is, it is payable to the "Council" as the owner of business operations, it represents an internal payment and has no effect on the operations of the council. Accordingly, there is no need for disclosure of internal charges in Council's GPFS.

The rate applied of 30% is the equivalent company tax rate prevalent as at balance date. No adjustments have been made for variations that have occurred during the year.

Local Government Rates & Charges

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

Loan & Debt Guarantee Fees

The debt guarantee fee is designed to ensure that council business activities face "true" commercial borrowing costs in line with private sector competitors.

In order to calculate a debt guarantee fee, council has determined what the differential borrowing rate would have been between the commercial rate and the council's borrowing rate for its business activities.

(ii) Subsidies

Government policy requires that subsidies provided to customers and the funding of those subsidies must be explicitly disclosed.

Subsidies occur where council provides services on a less than cost recovery basis. This option is

Gunnedah Shire Council

Notes to the Special Purpose Financial Statements

for the financial year ended 30 June 2012

Note 1. Significant Accounting Policies (continued)

exercised on a range of services in order for council to meet its community service obligations.

Accordingly, Subsidies disclosed (in relation to National Competition Policy) represents the difference between revenue generated from 'rate of return' pricing and revenue generated from prices set by the council in any given financial year.

The overall effect of subsidies is contained within the Income Statement of Business Activities.

(iii) Return on Investments (Rate of Return)

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

Such funds are subsequently available for meeting commitments or financing future investment strategies.

The Rate of Return on Capital is calculated as follows:

Operating Result before Capital Income + Interest Expense

Written Down Value of I,PP&E as at 30 June

As a minimum, business activities should generate a return equal to the Commonwealth 10 year bond rate which is 3.03% at 30/6/12.

The actual rate of return achieved by each business activity is disclosed at the foot of each respective Income Statement.

(iv) Dividends

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

Local Government Water Supply and Sewerage Businesses are permitted to pay an annual dividend from its water supply or sewerage business surplus.

The dividend, calculated and approved in accordance with the Best Practice Management Guidelines, must not exceed either (i) 50% of this surplus in any one year, or (ii) the number of water supply or sewerage assessments at 30 June 2012 multiplied by \$30 (less the payment for tax equivalent charges, not exceeding \$3 per assessment).

In accordance with the guidelines for Best Practice Management of Water Supply and Sewerage, a Dividend Payment form, Statement of Compliance, Unqualified Independent Financial Audit Report and Compliance Audit Report are required to be submitted to the NSW Office of Water prior to making the dividend and only after it has approved its payment.

Gunnedah Shire Council

Notes to the Special Purpose Financial Statements for the financial year ended 30 June 2012

Note 2. Water Supply Business Best Practice Management disclosure requirements

Dollars Amounts shown below are in WHOLE DOLLARS (unless otherwise indicated)

2012

1. Calculation and Payment of Tax-Equivalents

[All Local Government Local Water Utilities must pay this dividend for tax-equivalents]

(i)	Calculated Tax Equivalents	-
(ii)	No of assessments multiplied by \$3/assessment	13,614
(iii)	Amounts payable for Tax Equivalents [lesser of (i) and (ii)]	-
(iv)	Amounts actually paid for Tax Equivalents	-

2. Dividend from Surplus

(i)	50% of Surplus before Dividends [Calculated in accordance with Best Practice Management for Water Supply and Sewerage Guidelines]	463,050
(ii)	No. of assessments multiplied by \$30/assessment, less tax equivalent charges/assessment	136,140
(iii)	Cumulative surplus before Dividends for the 3 years to 30 June 2012, less the cumulative dividends paid for the 2 years to 30 June 2011 & 30 June 2010	2,420,800

2012 Surplus	926,100	2011 Surplus	594,300	2010 Surplus	900,400
		2011 Dividend	-	2010 Dividend	-

(iv)	Maximum dividend from surplus [least of (i), (ii) and (iii) above]	136,140
(v)	Dividend actually paid from surplus [refer below for required pre-dividend payment Criteria]	-

3. Required outcomes for 6 Criteria

[To be eligible for the payment of a "Dividend from Surplus", ALL the Criteria below need a "YES"]

(i)	Completion of Strategic Business Plan (including Financial Plan)	YES
(ii)	Full Cost Recovery, without significant cross subsidies [Refer Item 2(a) in Table 1 on page 22 of the Best Practice Guidelines]	YES
	- Complying charges [Item 2(b) in Table 1]	YES
	- DSP with Commercial Developer Charges [Item 2(e) in Table 1]	YES
	- If Dual Water Supplies, Complying Charges [Item 2(g) in Table 1]	YES
(iii)	Sound Water Conservation and Demand Management implemented	YES
(iv)	Sound Drought Management implemented	YES
(v)	Complete Performance Reporting Form (by 15 September each year)	YES
(vi)	a. Integrated Water Cycle Management Evaluation	YES
	b. Complete and implement Integrated Water Cycle Management Strategy	NO

Gunnedah Shire Council

Notes to the Special Purpose Financial Statements
for the financial year ended 30 June 2012Note 2. Water Supply Business
Best Practice Management disclosure requirements (continued)

Dollars Amounts shown below are in WHOLE DOLLARS (unless otherwise indicated) 2012

National Water Initiative (NWI) Financial Performance Indicators

NWI F1	Total Revenue (Water) Total Income (w13) - Grants for the Acquisition of Assets (w11a) - Interest Income (w9)	\$'000	3,185
NWI F4	Revenue from Residential Usage Charges (Water) Income from Residential Usage Charges (w6b) x 100 divided by the sum of [Income from Residential Usage Charges (w6a) + Income from Residential Access Charges (w6b)]	%	64.27%
NWI F9	Written Down Replacement Cost of Fixed Assets (Water) Written down current cost of system assets (w47)	\$'000	35,939
NWI F11	Operating Cost (OMA) (Water) Management Expenses (w1) + Operational & Maintenance Expenses (w2)	\$'000	1,836
NWI F14	Capital Expenditure (Water) Acquisition of fixed assets (w16)	\$'000	520
NWI F17	Economic Real Rate of Return (Water) [Total Income (w13) - Interest Income (w9) - Grants for acquisition of assets (w11a) - Operating Costs (NWI F11) - Current Cost Depreciation (w3)] x 100 divided by [Written Down Current Cost of System Assets (w47) + Plant & Equipment (w33b)]	%	1.63%
NWI F26	Capital Works Grants (Water) Grants for the Acquisition of Assets (w11a)	\$'000	-

- Notes:
- References to w (eg. w12) refer to item numbers within Special Schedules No. 3 & 4 of Council's Annual Financial Statements.
 - The NWI Performance Indicators are based upon the National Performance Framework Handbook for Urban Performance Reporting Indicators & Definitions.

Gunnedah Shire Council

Notes to the Special Purpose Financial Statements for the financial year ended 30 June 2012

Note 3. Sewerage Business Best Practice Management disclosure requirements

Dollars Amounts shown below are in WHOLE DOLLARS (unless otherwise indicated)

2012

1. Calculation and Payment of Tax-Equivalents

[All Local Government Local Water Utilities must pay this dividend for tax-equivalents]

(i)	Calculated Tax Equivalents	-
(ii)	No of assessments multiplied by \$3/assessment	11,568
(iii)	Amounts payable for Tax Equivalents [lesser of (i) and (ii)]	-
(iv)	Amounts actually paid for Tax Equivalents	-

2. Dividend from Surplus

(i)	50% of Surplus before Dividends [Calculated in accordance with Best Practice Management for Water Supply and Sewerage Guidelines]	300,800
(ii)	No. of assessments x (\$30 less tax equivalent charges per assessment)	115,680
(iii)	Cumulative surplus before dividends for the 3 years to 30 June 2012, less the cumulative dividends paid for the 2 years to 30 June 2011 & 30 June 2010	968,200

2012 Surplus	601,600	2011 Surplus	243,800	2010 Surplus	122,800
		2011 Dividend	-	2010 Dividend	-

(iv)	Maximum dividend from surplus [least of (i), (ii) and (iii) above]	115,680
(v)	Dividend actually paid from surplus [refer below for required pre-dividend payment Criteria]	-

3. Required outcomes for 4 Criteria

[To be eligible for the payment of a "Dividend from Surplus", ALL the Criteria below need a "YES"]

(i)	Completion of Strategic Business Plan (including Financial Plan)	YES
(ii)	Pricing with full cost-recovery, without significant cross subsidies [Refer Item 2(a) in Table 1 on page 22 of the Best Practice Guidelines]	YES
	Complying charges (a) Residential [Item 2(c) in Table 1]	YES
	(b) Non Residential [Item 2(c) in Table 1]	YES
	(c) Trade Waste [Item 2(d) in Table 1]	YES
	DSP with Commercial Developer Charges [Item 2(e) in Table 1]	YES
	Liquid Trade Waste Approvals & Policy [Item 2(f) in Table 1]	YES
(iii)	Complete Performance Reporting Form (by 15 September each year)	YES
(iv)	a. Integrated Water Cycle Management Evaluation	YES
	b. Complete and implement Integrated Water Cycle Management Strategy	NO

Gunnedah Shire Council

Notes to the Special Purpose Financial Statements
for the financial year ended 30 June 2012Note 3. Sewerage Business
Best Practice Management disclosure requirements (continued)

Dollars Amounts shown below are in WHOLE DOLLARS (unless otherwise indicated) 2012

National Water Initiative (NWI) Financial Performance Indicators

NWI F2	Total Revenue (Sewerage) Total Income (s14) - Grants for Acquisition of Assets (s12a) - Interest Income (s10)	\$'000	1,900
NWI F10	Written Down Replacement Cost of Fixed Assets (Sewerage) Written down current cost of system assets (s48)	\$'000	28,422
NWI F12	Operating Cost (Sewerage) Management Expenses (s1) + Operational & Maintenance Expenses (s2)	\$'000	667
NWI F15	Capital Expenditure (Sewerage) Acquisition of Fixed Assets (s17)	\$'000	386
NWI F18	Economic Real Rate of Return (Sewerage) [Total Income (s14) - Interest Income (s10) - Grants for acquisition of Assets (s12a) - Operating cost (NWI F12) - Current cost depreciation (s3)] x 100 divided by [Written down current cost (ie. WDCC) of System Assets (s48) + Plant & Equipment (s34b)]	%	1.59%
NWI F27	Capital Works Grants (Sewerage) Grants for the Acquisition of Assets (12a)	\$'000	-

**National Water Initiative (NWI) Financial Performance Indicators
Water & Sewer (combined)**

NWI F3	Total Income (Water & Sewerage) Total Income (w13 + s14) + Gain/Loss on disposal of assets (w14 + s15) minus Grants for acquisition of assets (w11a + s12a) - Interest Income (w9 + s10)	\$'000	5,085
NWI F8	Revenue from Community Service Obligations (Water & Sewerage) Community Service Obligations (NWI F25) x 100 divided by Total Income (NWI F3)	%	1.57%
NWI F16	Capital Expenditure (Water & Sewerage) Acquisition of Fixed Assets (w16 + s17)	\$'000	906
NWI F19	Economic Real Rate of Return (Water & Sewerage) [Total Income (w13 + s14) - Interest Income (w9 + s10) - Grants for acquisition of assets (w11a + s12a) - Operating Cost (NWI F11 + NWI F12) - Current cost depreciation (w3 + s3)] x 100 divided by [Written down replacement cost of fixed assets (NWI F9 + NWI F10) + Plant & equipment (w33b + s34b)]	%	1.61%
NWI F20	Dividend (Water & Sewerage) Dividend paid from surplus (2(v) of Note 2 + 2(v) of Note 3)	\$'000	-
NWI F21	Dividend Payout Ratio (Water & Sewerage) Dividend (NWI F20) x 100 divided by Net Profit after tax (NWI F24)	%	0.00%

Gunnedah Shire Council

Notes to the Special Purpose Financial Statements
for the financial year ended 30 June 2012Note 3. Sewerage Business
Best Practice Management disclosure requirements (continued)

Dollars Amounts shown below are in WHOLE DOLLARS (unless otherwise indicated)

2012

National Water Initiative (NWI) Financial Performance Indicators
Water & Sewer (combined)

NWI F22	Net Debt to Equity (Water & Sewerage) Overdraft (w36 + s37) + Borrowings (w38 + s39) - Cash & Investments (w30 + s31) x 100 divided by [Total Assets (w35 + s36) - Total Liabilities (w40 + s41)]	%	-17.87%
NWI F23	Interest Cover (Water & Sewerage) Earnings before Interest & Tax (EBIT) divided by Net Interest Earnings before Interest & Tax (EBIT): Operating Result (w15a + s16a) + Interest expense (w4a + s4a) - Interest Income (w9 + s10) - Gain/Loss on disposal of assets (w14 + s15) + Miscellaneous Expenses (w4b + w4c + s4b + s4c) Net Interest: Interest Expense (w4a + s4a) - Interest Income (w9 + s10)		> 100
	1,060		
	- 752		
NWI F24	Net Profit After Tax (Water & Sewerage) Surplus before dividends (w15a + s16a) - Tax equivalents paid (Note 2-1(iv) + Note 3-1(iv))	\$'000	1,794
NWI F25	Community Service Obligations (Water & Sewerage) Grants for Pensioner Rebates (w11b + s12b)	\$'000	80

- Notes:
- References to w (eg. s12) refer to item numbers within Special Schedules No. 5 & 6 of Council's Annual Financial Statements.
 - The NWI Performance Indicators are based upon the National Performance Framework Handbook for Urban Performance Reporting Indicators & Definitions.

**Gunnedah Shire Council
Independent Audit Report
Report on the Special Purpose Financial Report**

We have audited the accompanying special purpose financial report, of Gunnedah Shire Council (the Council) for the year ended 30 June 2012, which comprises the Statement by Councillors and Management, Income statement by business activities, balance sheet by business activities and accompanying Notes to the financial statements. Our responsibility does not extend to the best practice management disclosures in Notes 2 and 3 and accordingly we express no opinion on them.

Council's Responsibility for the Financial Report

The Council is responsible for the preparation and fair presentation of the financial report and have determined that the accounting policies described in Note 1 to the financial statements, which form part of the financial report, are appropriate to meet the financial reporting requirements of the council and the Department of Local Government for the purpose of fulfilling the requirements of National Competition Policy Reporting. The Council's responsibility also includes establishing and maintaining internal control relevant to the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditor's Responsibility

Our responsibility is to express an opinion on the financial report based on our audit. No opinion is expressed as to whether the accounting policies used, as described in Note 1, are appropriate to meet the needs of the Council. We conducted our audit in accordance with Australian Auditing Standards. These Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Council, as well as evaluating the overall presentation of the financial report.

The special purpose financial report has been prepared for distribution to the Council and the Department of Local Government for the purpose of fulfilling the requirements of National Competition Policy Reporting. We disclaim any assumption of responsibility for any reliance on this report or on the financial report to which it relates to any person other than the Council or Department of Local Government, or for any purpose other than that for which it was prepared.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Independence

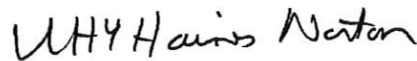
In conducting our audit, we have complied with the independence requirements of the Australian professional ethical pronouncements.

Auditor's Opinion

In our opinion, the financial report of Gunnedah Shire Council (the Council) presents fairly, in accordance with the requirements of those applicable Accounting Standards detailed in Note 1 to the financial statements, and the Local Government Code of Accounting Practice and Financial Reporting.



M.D. Nicholaeff
Partner



UHY Haines Norton
Chartered Accountants

Signed at Sydney on 9 October 2012

Gunnedah Shire Council

SPECIAL SCHEDULES
for the year ended 30 June 2012

*“To be a focused community valuing
Gunnedah’s identity and quality lifestyle”.*



Gunnedah Shire Council

Special Schedules

for the financial year ended 30 June 2012

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¹ Special Purpose Schedules are not audited.

Background

- (i) These Special Schedules have been designed to meet the requirements of special purpose users such as;
- the NSW Grants Commission
 - the Australian Bureau of Statistics (ABS),
 - the NSW Office of Water,
 - the Department of Environment, Climate Change and Water, and
 - the Division of Local Government (DLG).
- (ii) The financial data is collected for various uses including;
- the allocation of Financial Assistance Grants,
 - the incorporation of Local Government financial figures in national statistics,
 - the monitoring of loan approvals,
 - the allocation of borrowing rights, and
 - the monitoring of the financial activities of specific services.

Gunnedah Shire Council

Special Schedule No. 1 - Net Cost of Services

for the financial year ended 30 June 2012

\$'000

Function or Activity	Expenses from Continuing Operations	Income from continuing operations		Net Cost of Services
		Non Capital	Capital	
Governance	306	4	-	(302)
Administration	3,636	213	-	(3,423)
Public Order and Safety				
Fire Service Levy, Fire Protection, Emergency Services	412	106	-	(306)
Beach Control	-	-	-	-
Enforcement of Local Govt. Regulations	-	-	-	-
Animal Control	94	25	-	(69)
Other	16	20	-	4
Total Public Order & Safety	522	151	-	(371)
Health	150	19	-	(131)
Environment				
Noxious Plants and Insect/Vermin Control	213	130	-	(83)
Other Environmental Protection	390	253	-	(137)
Solid Waste Management	1,754	2,283	-	529
Street Cleaning	257	-	-	(257)
Drainage	-	-	-	-
Stormwater Management	247	93	31	(123)
Total Environment	2,861	2,759	31	(71)
Community Services and Education				
Administration & Education	226	9	-	(217)
Social Protection (Welfare)	301	297	-	(4)
Aged Persons and Disabled	2,704	3,220	-	516
Children's Services	154	73	-	(81)
Total Community Services & Education	3,385	3,599	-	214
Housing and Community Amenities				
Public Cemeteries	122	116	-	(6)
Public Conveniences	-	-	-	-
Street Lighting	160	12	-	(148)
Town Planning	1,435	516	345	(574)
Other Community Amenities	-	-	-	-
Total Housing and Community Amenities	1,717	644	345	(728)
Water Supplies	2,290	2,772	693	1,175
Sewerage Services	1,334	2,045	169	880

Gunnedah Shire Council

Special Schedule No. 1 - Net Cost of Services (continued)

for the financial year ended 30 June 2012

\$'000

Function or Activity	Expenses from Continuing Operations	Income from continuing operations		Net Cost of Services
		Non Capital	Capital	
Recreation and Culture				
Public Libraries	290	71	-	(219)
Museums	-	-	-	-
Art Galleries	-	-	-	-
Community Centres and Halls	1,024	273	-	(751)
Performing Arts Venues	-	-	-	-
Other Performing Arts	-	-	-	-
Other Cultural Services	77	13	-	(64)
Sporting Grounds and Venues	494	9	-	(485)
Swimming Pools	734	270	-	(464)
Parks & Gardens (Lakes)	739	76	25	(638)
Other Sport and Recreation	-	-	-	-
Total Recreation and Culture	3,358	712	25	(2,621)
Fuel & Energy	-	-	-	-
Agriculture	-	-	-	-
Mining, Manufacturing and Construction				
Building Control	85	6	-	(79)
Other Mining, Manufacturing & Construction	595	-	-	(595)
Total Mining, Manufacturing and Const.	680	6	-	(674)
Transport and Communication				
Urban Roads (UR) - Local	1,589	130	233	(1,226)
Urban Roads - Regional	-	-	-	-
Sealed Rural Roads (SRR) - Local	2,246	878	-	(1,368)
Sealed Rural Roads (SRR) - Regional	239	553	-	314
Unsealed Rural Roads (URR) - Local	-	-	-	-
Unsealed Rural Roads (URR) - Regional	2,396	451	-	(1,945)
Bridges on UR - Local	-	-	-	-
Bridges on SRR - Local	105	-	-	(105)
Bridges on URR - Local	-	-	-	-
Bridges on Regional Roads	-	-	-	-
Parking Areas	30	-	3	(27)
Footpaths	108	-	65	(43)
Aerodromes	197	35	-	(162)
Other Transport & Communication	3,288	4,217	-	929
Total Transport and Communication	10,198	6,264	301	(3,633)
Economic Affairs				
Camping Areas & Caravan Parks	8	-	-	(8)
Other Economic Affairs	1,565	1,740	28	203
Total Economic Affairs	1,573	1,740	28	195
Totals – Functions	32,010	20,928	1,592	(9,490)
General Purpose Revenues⁽²⁾		14,199		14,199
Share of interests - joint ventures & associates using the equity method	-	-		-
NET OPERATING RESULT⁽¹⁾	32,010	35,127	1,592	4,709

(1) As reported in the Income Statement | (2) Includes: Rates & Annual Charges (incl. Ex Gratia, excl. Water & Sewer), Non Capital General Purpose Grants & Interest on Investments (excl. Ext. Restricted Assets)

Gunnedah Shire Council

Special Schedule No. 2(a) - Statement of Long Term Debt (all purpose)

for the financial year ended 30 June 2012

\$'000

Classification of Debt	Principal outstanding at beginning of the year			New Loans raised during the year	Debt redemption during the year		Transfers to Sinking Funds	Interest applicable for Year	Principal outstanding at the end of the year		
	Current	Non Current	Total		From Revenue	Sinking Funds			Current	Non Current	Total
Loans (by Source)											
Commonwealth Government	-	-	-							-	-
Treasury Corporation	-	-	-							-	-
Other State Government	-	-	-							-	-
Public Subscription	-	-	-							-	-
Financial Institutions	410	1,706	2,116	-	410			132	379	1,327	1,706
Other	-	-	-							-	-
Total Loans	410	1,706	2,116	-	410	-	-	132	379	1,327	1,706
Other Long Term Debt											
Ratepayers Advances	-	-	-	-	-	-	-	-	-	-	-
Government Advances	19	75	94	-	19	-	-	6	20	55	75
Finance Leases	-	-	-	-	-	-	-	-	-	-	-
Deferred Payments	-	-	-	-	-	-	-	-	-	-	-
Total Long Term Debt	19	75	94	-	19	-	-	6	20	55	75
Total Debt	429	1,781	2,210	-	429	-	-	138	399	1,382	1,781

Notes: Excludes (i) Internal Loans & (ii) Principal Inflows/Outflows relating to Loan Re-Financing.

This Schedule is prepared using the **face value** of debt obligations, rather than **fair value** (which are reported in the GPFS).

Gunnedah Shire Council

Special Schedule No. 3 - Water Supply Income Statement

Includes ALL INTERNAL TRANSACTIONS, ie. prepared on a Gross Basis.
for the financial year ended 30 June 2012

\$'000	Actuals 2012	Actuals 2011
A Expenses and Income Expenses		
1. Management expenses		
a. Administration	467	243
b. Engineering and Supervision	395	357
2. Operation and Maintenance expenses		
- Dams & Weirs		
a. Operation expenses	-	-
b. Maintenance expenses	-	-
- Mains		
c. Operation expenses	-	-
d. Maintenance expenses	544	495
- Reservoirs		
e. Operation expenses	-	-
f. Maintenance expenses	9	8
- Pumping Stations		
g. Operation expenses (excluding energy costs)	-	-
h. Energy costs	235	209
i. Maintenance expenses	160	138
- Treatment		
j. Operation expenses (excluding chemical costs)	-	-
k. Chemical costs	9	9
l. Maintenance expenses	1	17
- Other		
m. Operation expenses	10	35
n. Maintenance expenses	6	22
o. Purchase of water	-	-
3. Depreciation expenses		
a. System assets	706	685
b. Plant and equipment	48	57
4. Miscellaneous expenses		
a. Interest expenses	-	-
b. Revaluation Decrements	-	-
c. Other expenses	18	203
d. Tax Equivalents Dividends (actually paid)	-	-
5. Total expenses	2,608	2,478

Gunnedah Shire Council

Special Schedule No. 3 - Water Supply Income Statement (continued)

Includes ALL INTERNAL TRANSACTIONS, ie. prepared on a Gross Basis.
for the financial year ended 30 June 2012

\$'000	Actuals 2012	Actuals 2011
Income		
6. Residential charges		
a. Access (including rates)	675	672
b. Usage charges	1,214	1,363
7. Non-residential charges		
a. Access (including rates)	101	100
b. Usage charges	304	341
8. Extra charges	-	-
9. Interest income	430	360
10. Other income	4	-
11. Grants		
a. Grants for acquisition of assets	-	-
b. Grants for pensioner rebates	42	45
c. Other grants	71	100
12. Contributions		
a. Developer charges	692	213
b. Developer provided assets	-	-
c. Other contributions	82	43
13. Total income	3,615	3,237
14. Gain (or loss) on disposal of assets	-	-
15. Operating Result	1,007	759
15a. Operating Result (less grants for acquisition of assets)	1,007	759

Gunnedah Shire Council

Special Schedule No. 3 - Water Supply Income Statement (continued)

Includes ALL INTERNAL TRANSACTIONS, ie. prepared on a Gross Basis.
for the financial year ended 30 June 2012

\$'000	Actuals 2012	Actuals 2011
B Capital transactions		
Non-operating expenditures		
16. Acquisition of Fixed Assets		
a. New Assets for Improved Standards	-	31
b. New Assets for Growth	94	36
c. Renewals	389	663
d. Plant and equipment	37	91
17. Repayment of debt		
a. Loans	-	-
b. Advances	-	-
c. Finance leases	-	-
18. Transfer to sinking fund	-	-
19. Totals	520	821
Non-operating funds employed		
20. Proceeds from disposal of assets	-	-
21. Borrowing utilised		
a. Loans	-	-
b. Advances	-	-
c. Finance leases	-	-
22. Transfer from sinking fund	-	-
23. Totals	-	-
C Rates and charges		
24. Number of assessments		
a. Residential (occupied)	4,058	4,051
b. Residential (unoccupied, ie. vacant lot)	35	50
c. Non-residential (occupied)	435	433
d. Non-residential (unoccupied, ie. vacant lot)	10	12
25. Number of ETs for which developer charges were received	152 ET	48 ET
26. Total amount of pensioner rebates (actual dollars)	\$ 42,128	\$ 81,101

Gunnedah Shire Council

Special Schedule No. 3 - Water Supply Cross Subsidies

for the financial year ended 30 June 2012

\$'000	Yes	No	Amount
D Best practice annual charges and developer charges*			
27. Annual charges			
a. Does Council have best-practice water supply annual charges and usage charges*?	<input type="checkbox"/> Yes	<input type="checkbox"/>	
If Yes, go to 28a.			
If No, please report if council has removed land value from access charges (ie rates)?	<input type="checkbox"/>	<input type="checkbox"/>	
NB. Such charges for both residential customers and non-residential customers comply with section 3.2 of Water Supply, Sewerage and Trade Waste Pricing Guidelines, NSW Office of Water, December, 2002. Such charges do not involve significant cross subsidies.			
b. Cross-subsidy from residential customers using less than allowance (page 25 of Guidelines)			<input type="text"/>
c. Cross-subsidy to non-residential customers (page 24 of Guidelines)			<input type="text"/>
d. Cross-subsidy to large connections in unmetered supplies (page 26 of Guidelines)			<input type="text"/>
28. Developer charges			
a. Has council completed a water supply Development Servicing** Plan?	<input type="checkbox"/> Yes	<input type="checkbox"/>	
b. Total cross-subsidy in water supply developer charges for 2011/12 (page 47 of Guidelines)			<input type="text"/>
** In accordance with page 9 of Developer Charges Guidelines for Water Supply, Sewerage and Stormwater, NSW Office of Water, December, 2002.			
29. Disclosure of cross-subsidies			
Total of cross-subsidies (27b +27c + 27d + 28b)			<input type="text" value="-"/>
* Councils which have not yet implemented best practice water supply pricing should disclose cross-subsidies in items 27b, 27c and 27d above.			
However, disclosure of cross-subsidies is not required where a Council has implemented best practice pricing and is phasing in such pricing over a period of 3 years.			

Gunnedah Shire Council

Special Schedule No. 4 - Water Supply Balance Sheet

Includes INTERNAL TRANSACTIONS, ie. prepared on a Gross Basis.
as at 30 June 2012

\$'000	Actuals Current	Actuals Non Current	Actuals Total
ASSETS			
30. Cash and investments			
a. Developer charges	-	1,781	1,781
b. Special purpose grants	-	-	-
c. Accrued leave	-	-	-
d. Unexpended loans	-	-	-
e. Sinking fund	-	-	-
f. Other	-	6,351	6,351
31. Receivables			
a. Specific purpose grants	-	-	-
b. Rates and Availability Charges	283	-	283
c. Other (including User Charges)	1	-	1
32. Inventories	126	-	126
33. Property, plant and equipment			
a. System assets	-	35,939	35,939
b. Plant and equipment	-	633	633
34. Other assets	-	-	-
35. Total assets	410	44,704	45,114
LIABILITIES			
36. Bank overdraft	-	-	-
37. Creditors	6	-	6
38. Borrowings			
a. Loans	-	-	-
b. Advances	-	-	-
c. Finance leases	-	-	-
39. Provisions			
a. Tax equivalents	-	-	-
b. Dividend	-	-	-
c. Other	-	-	-
40. Total liabilities	6	-	6
41. NET ASSETS COMMITTED	404	44,704	45,108
EQUITY			
42. Accumulated surplus			24,380
43. Asset revaluation reserve			20,728
44. TOTAL EQUITY			45,108
Note to system assets:			
45. Current replacement cost of system assets			58,696
46. Accumulated current cost depreciation of system assets			(22,757)
47. Written down current cost of system assets			35,939

Gunnedah Shire Council

Special Schedule No. 5 - Sewerage Income Statement

Includes ALL INTERNAL TRANSACTIONS, ie. prepared on a Gross Basis.
for the financial year ended 30 June 2012

\$'000	Actuals 2012	Actuals 2011
A Expenses and Income Expenses		
1. Management expenses		
a. Administration	126	73
b. Engineering and Supervision	75	167
2. Operation and Maintenance expenses		
- Mains		
a. Operation expenses	-	-
b. Maintenance expenses	152	123
- Pumping Stations		
c. Operation expenses (excluding energy costs)	-	-
d. Energy costs	58	49
e. Maintenance expenses	39	31
- Treatment		
f. Operation expenses (excl. chemical, energy, effluent & biosolids management costs)	-	-
g. Chemical costs	3	5
h. Energy costs	13	17
i. Effluent Management	-	-
j. Biosolids Management	-	-
k. Maintenance expenses	165	164
- Other		
l. Operation expenses	-	23
m. Maintenance expenses	36	67
3. Depreciation expenses		
a. System assets	747	720
b. Plant and equipment	21	19
4. Miscellaneous expenses		
a. Interest expenses	-	-
b. Revaluation Decrements	-	-
c. Other expenses	-	-
d. Tax Equivalent Dividends (actually paid)	-	-
5. Total expenses	1,435	1,458

Gunnedah Shire Council

Special Schedule No. 5 - Sewerage Income Statement (continued)

Includes ALL INTERNAL TRANSACTIONS, ie. prepared on a Gross Basis.
for the financial year ended 30 June 2012

\$'000	Actuals 2012	Actuals 2011
Income		
6. Residential charges (including rates)	1,316	1,146
7. Non-residential charges		
a. Access (including rates)	-	-
b. Usage charges	351	312
8. Trade Waste Charges		
a. Annual Fees	22	5
b. Usage charges	-	-
c. Excess mass charges	-	-
d. Re-inspection fees	-	-
9. Extra charges	-	-
10. Interest income	322	277
11. Other income	4	1
12. Grants		
a. Grants for acquisition of assets	-	-
b. Grants for pensioner rebates	38	41
c. Other grants	-	-
13. Contributions		
a. Developer charges	169	10
b. Developer provided assets	-	-
c. Other contributions	-	-
14. Total income	<u>2,222</u>	<u>1,792</u>
15. Gain (or loss) on disposal of assets	-	-
16. Operating Result	<u>787</u>	<u>334</u>
16a. Operating Result (less grants for acquisition of assets)	787	334

Gunnedah Shire Council

Special Schedule No. 5 - Sewerage Income Statement (continued)

Includes ALL INTERNAL TRANSACTIONS, ie. prepared on a Gross Basis.
for the financial year ended 30 June 2012

\$'000	Actuals 2012	Actuals 2011
B Capital transactions		
Non-operating expenditures		
17. Acquisition of Fixed Assets		
a. New Assets for Improved Standards	43	-
b. New Assets for Growth	36	49
c. Renewals	273	235
d. Plant and equipment	34	4
18. Repayment of debt		
a. Loans	-	-
b. Advances	-	-
c. Finance leases	-	-
19. Transfer to sinking fund	-	-
20. Totals	386	288
Non-operating funds employed		
21. Proceeds from disposal of assets	-	-
22. Borrowing utilised		
a. Loans	-	-
b. Advances	-	-
c. Finance leases	-	-
23. Transfer from sinking fund	-	-
24. Totals	-	-
C Rates and charges		
25. Number of assessments		
a. Residential (occupied)	3,439	3,423
b. Residential (unoccupied, ie. vacant lot)	35	50
c. Non-residential (occupied)	382	380
d. Non-residential (unoccupied, ie. vacant lot)	-	-
26. Number of ETs for which developer charges were received	78 ET	5 ET
27. Total amount of pensioner rebates (actual dollars)	\$ 70,429	\$ 74,186

Gunnedah Shire Council

Special Schedule No. 5 - Sewerage Cross Subsidies
for the financial year ended 30 June 2012

\$'000	Yes	No	Amount
D Best practice annual charges and developer charges*			
28. Annual charges			
a. Does Council have best-practice sewerage annual charges, usage charges and trade waste fees & charges*?	<input type="checkbox"/>	<input type="checkbox"/>	
If Yes, go to 29a.			
If No, please report if council has removed land value from access charges (ie rates)?	<input type="checkbox"/>	<input type="checkbox"/>	
NB. Such charges for both residential customers and non-residential customers comply with section 4.2 & 4.3 of the Water Supply, Sewerage and Trade Waste Pricing Guidelines, NSW Office of Water, December, 2002. Such charges do not involve significant cross subsidies.			
b. Cross-subsidy to non-residential customers (page 45 of Guidelines)			<input type="text"/>
c. Cross-subsidy to trade waste discharges (page 46 of Guidelines)			<input type="text"/>
29. Developer charges			
a. Has council completed a sewerage Development Servicing** Plan?	<input type="checkbox"/>	<input type="checkbox"/>	
b. Total cross-subsidy in sewerage developer charges for 2011/12 (page 47 of Guidelines)			<input type="text"/>
** In accordance with page 9 of Developer Charges Guidelines for Water Supply, Sewerage and Stormwater, NSW Office of Water, December, 2002.			
30. Disclosure of cross-subsidies			
Total of cross-subsidies (28b + 28c + 29b)			<input type="text" value="-"/>

* Councils which have not yet implemented best practice sewer pricing & liquid waste pricing should disclose cross-subsidies in items 28b and 28c above.

However, disclosure of cross-subsidies is **not** required where a Council has implemented best practice sewerage and liquid waste pricing and is phasing in such pricing over a period of 3 years.

Gunnedah Shire Council

Special Schedule No. 6 - Sewerage Balance Sheet

Includes INTERNAL TRANSACTIONS, ie. prepared on a Gross Basis.
as at 30 June 2012

\$'000	Actuals Current	Actuals Non Current	Actuals Total
ASSETS			
31. Cash and investments			
a. Developer charges	-	724	724
b. Special purpose grants	-	-	-
c. Accrued leave	-	-	-
d. Unexpended loans	-	-	-
e. Sinking fund	-	-	-
f. Other	-	5,575	5,575
32. Receivables			
a. Specific purpose grants	-	-	-
b. Rates and Availability Charges	157	-	157
c. Other (including User Charges)	20	-	20
33. Inventories	-	-	-
34. Property, plant and equipment			
a. System assets	-	28,422	28,422
b. Plant and equipment	-	733	733
35. Other assets	-	-	-
36. Total Assets	<u>177</u>	<u>35,454</u>	<u>35,631</u>
LIABILITIES			
37. Bank overdraft	-	-	-
38. Creditors	1	-	1
39. Borrowings			
a. Loans	-	-	-
b. Advances	-	-	-
c. Finance leases	-	-	-
40. Provisions			
a. Tax equivalents	-	-	-
b. Dividend	-	-	-
c. Other	-	-	-
41. Total Liabilities	<u>1</u>	<u>-</u>	<u>1</u>
42. NET ASSETS COMMITTED	<u>176</u>	<u>35,454</u>	<u>35,630</u>
EQUITY			
42. Accumulated surplus			10,086
44. Asset revaluation reserve			25,544
45. TOTAL EQUITY			<u>35,630</u>
Note to system assets:			
46. Current replacement cost of system assets			47,146
47. Accumulated current cost depreciation of system assets			(18,724)
48. Written down current cost of system assets			<u>28,422</u>

Gunnedah Shire Council

Notes to Special Schedule No.'s 3 & 5

for the financial year ended 30 June 2012

Administration ⁽¹⁾

(item 1a of Special Schedules 3 and 5) comprises the following:

- Administration staff:
 - Salaries and allowance
 - Travelling expenses
 - Accrual of leave entitlements
 - Employment overheads.
- Meter reading.
- Bad and doubtful debts.
- Other administrative/corporate support services.

Engineering and supervision ⁽¹⁾

(item 1b of Special Schedules 3 and 5) comprises the following:

- Engineering staff:
 - Salaries and allowance
 - Travelling expenses
 - Accrual of leave entitlements
 - Employment overheads.
- Other technical and supervision staff:
 - Salaries and allowance
 - Travelling expenses
 - Accrual of leave entitlements
 - Employment overheads.

Operational expenses (item 2 of Special Schedules 3 and 5) comprise the day to day operational expenses excluding maintenance expenses.

Maintenance expenses (item 2 of Special Schedules 3 and 5) comprise the day to day repair and maintenance expenses. (Refer to Section 5 of the Local Government Asset Accounting Manual regarding capitalisation principles and the distinction between capital and maintenance expenditure).

Other expenses (item 4c of Special Schedules 3 and 5) includes all expenses not recorded elsewhere.

Revaluation decrements (item 4b of Special Schedules 3 and 5) is to be used when I,PP&E decreases in FV.

Residential charges ⁽²⁾ (items 6a, 6b and item 6 of Special Schedules 3 and 5 respectively) include all income from residential charges. Item 6 of Schedule 3 should be separated into 6a Access Charges (including rates if applicable) and 6b Usage Charges.

Non-residential charges ⁽²⁾ (items 7a, 7b of Special Schedules 3 and 5) include all income from non-residential charges separated into 7a Access Charges (including rates if applicable) and 7b Usage Charges.

Trade waste charges (item 8 of Special Schedule 5) include all income from trade waste charges separated into 8a Annual Fees, 8b Usage Charges and 8c Excess Mass Charges and 8d Re-inspection Fees.

Other income (items 10 and 11 of Special Schedules 3 and 5 respectively) include all income not recorded elsewhere.

Other contributions (items 12c and 13c of Special Schedules 3 and 5 respectively) incl. capital contributions for water supply or sewerage services received by Council under Section 565 of the Local Government Act.

Notes:

⁽¹⁾ Administration and engineering costs for the development of capital works projects should be reported as part of the capital cost of the project and not as part of the recurrent expenditure (ie. in item 16 for water supply and item 17 for sewerage, and **not** in items 1a and 1b).

⁽²⁾ To enable accurate reporting of **residential revenue from usage charges**, it is essential for councils to accurately separate their residential (item 6) charges and non-residential (item 7) charges.

Gunnedah Shire Council

Special Schedule No. 8 - Financial Projections

as at 30 June 2012

\$'000	Actual ⁽¹⁾ 11/12	Forecast 12/13	Forecast 13/14	Forecast ⁽³⁾ 14/15	Forecast ⁽³⁾ 15/16
(i) OPERATING BUDGET					
Income from continuing operations	36,719	31,396	34,410	37,150	38,660
Expenses from continuing operations	32,010	21,154	33,209	35,040	36,776
Operating Result from Continuing Operations	<u>4,709</u>	<u>10,242</u>	<u>1,201</u>	<u>2,110</u>	<u>1,884</u>
(ii) CAPITAL BUDGET					
New Capital Works ⁽²⁾	2,257	693	1,998	1,640	1,510
Replacement/Refurbishment of Existing Assets	7,189	9,146	16,789	11,028	17,575
Total Capital Budget	<u>9,446</u>	<u>9,839</u>	<u>18,787</u>	<u>12,668</u>	<u>19,085</u>
Funded by:					
– Loans	-	-	11,000	-	5,000
– Asset sales	440	-	-	-	-
– Reserves	4,468	1,104	3,206	3,700	2,269
– Grants/Contributions	358	302	298	1,202	1,209
– Recurrent revenue	4,180	8,433	4,283	7,766	10,607
– Other	-	-	-	-	-
	<u>9,446</u>	<u>9,839</u>	<u>18,787</u>	<u>12,668</u>	<u>19,085</u>

Notes:

(1) From 11/12 Income Statement.

(2) New Capital Works are major non-recurrent projects, eg new Leisure Centre, new Library, new Swimming pool etc.

(3) If Council has only adopted 3 years of projections then only show 3 years.

(4) Financial Projections should be in accordance with Council's Integrated Planning & Reporting framework.



ANNEXURE B

STATEMENT OF THE ENVIRONMENT REPORT

NAMOI REGION

STATE OF ENVIRONMENT REPORT 2008 - 2009 NAMOI REGION

30/11/2009

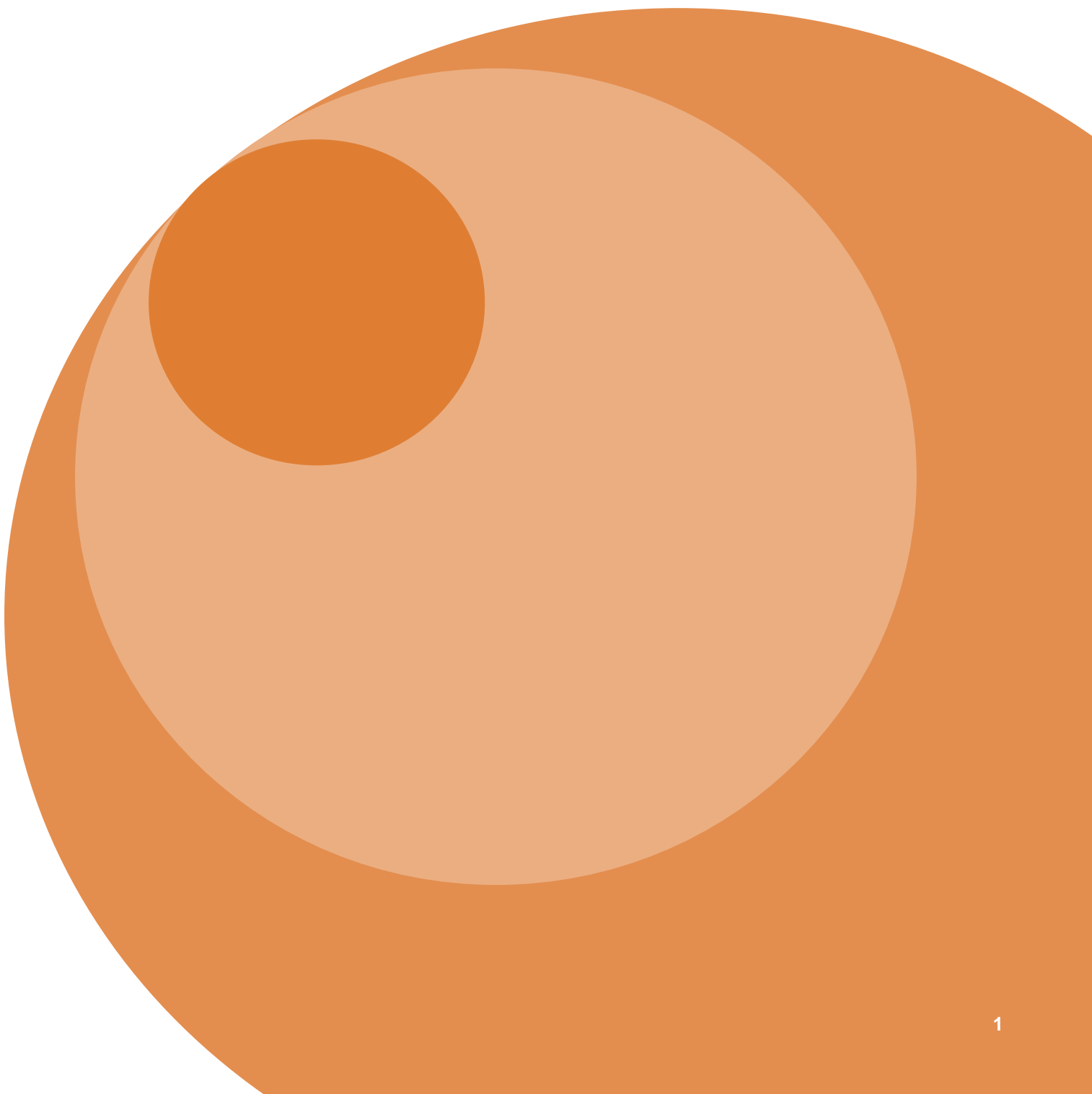


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PART 1 – INTRODUCTION & OVERVIEW OF THE NAMOI REGION



1 Introduction

1.1 What is a State of the Environment report?

SoE reports were a corporate reporting responsibility under the *Local Government Act 1993* (LG Act) for NSW local government, with the requirements for SoE reporting being detailed in the *Local Government (General) Regulation 2004*. Under the *Local Government Amendment (Planning and Reporting) Act 2009*, which commenced on 9 October 2009, SoE reporting is provided for under section 428A. The provisions of this Act specify that:

- 1 A SoE report covering environmental issues relevant to the objectives of the community strategic plan must be prepared by council in the year in which an ordinary election of councillors is held.
- 2 The report must be prepared in accordance with the guidelines under section 406.
- 3 The state of the environment report is to:
 - a establish relevant environmental indicators for each environmental objective; and
 - b report on and update trends for each such environmental indicator; and
 - c identify all major environmental impacts (being events and activities that have a major impact on environmental objectives).
- 4 The report may be part of a SoE for a larger area (such as a region).

This report has been designed to support participating councils with the development Community Strategic Plans by highlighting the key environmental issues facing the region.

The aim of SoE reporting is to allow trends in the condition of the environment to be analysed and provide a sound basis for determining whether or not policies and programs implemented are successfully achieving environmental goals (DLG, 1999). A SoE report is a management tool to assess the effect of management actions on environmental conditions within the management planning and reporting cycle (Figure 1).

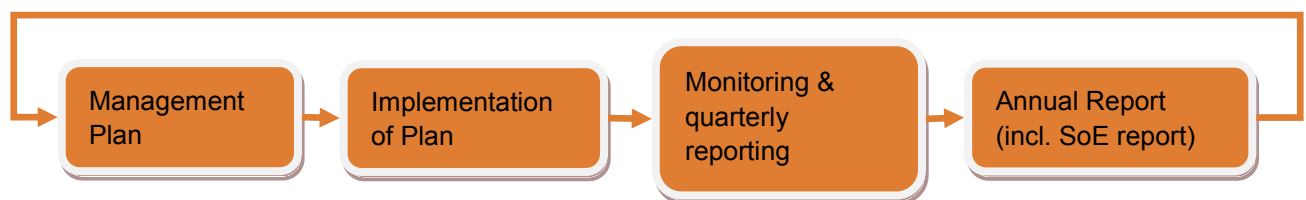


Figure 1: Local government annual reporting cycle.

1.2 Why a Namoi Regional SoE report?

This report represents the second regional SoE report for the Namoi Region. The first report, prepared in 2008, presented a detailed overview of the Region which provides the foundation for this report. A regional approach to reporting recognises that environmental issues are not restricted to council boundaries and that solutions and management often require an integrated response. A regional approach for reporting also:

- facilitates a better understanding of the state of the environment;
- encourages the sharing of ideas and resources concerning targeted responses for key environmental issues;
- provides a mechanism for more effective collaboration; and
- forges stronger regional links across participating councils.

1.3 Participating councils

Participating councils which are the subject of this Regional State of the Environment (SoE) report are the local government areas (LGAs) of:

- Gunnedah Shire;
- Liverpool Plains Shire;
- Walgett Shire;
- Narrabri Shire; and
- Tamworth Regional Council.

The area covered by this SoE report is shown in Figure 2.

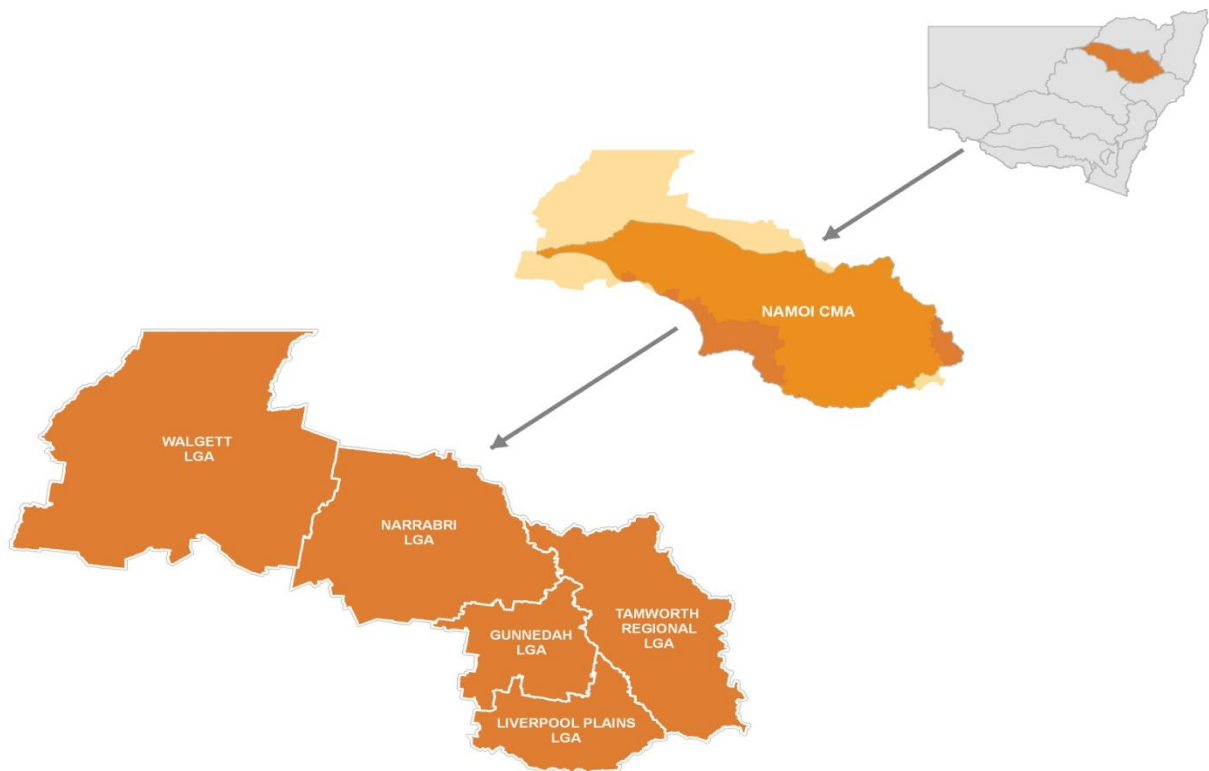


Figure 2: Namoi Regional SoE area.

1.4 Framework for this SoE report

This 2009 Namoi Regional SoE report aims to provide updated environmental data, as available, based on the information presented in the 2008 SoE report.

The report is structured as follows:

- *Part 1: Introduction & Overview of the Namoi Region*
- *Part 2: Environmental Issues*
- *Part 3: Conclusions, References and Appendices*

1.5 Process for SoE preparation

The process for preparing the 2009 Namoi Regional SoE is presented in Figure 3. The initial step involved a workshop with council representatives in January 2009. The priority issues were identified, along with appropriate indicators to assess these issues. Indicator data (collated from constituent councils, the Namoi CMA, state agencies and research organisations) was analysed to determine the state of particular environmental issues and the implications on the region from a social, economic and environmental perspective, where possible.

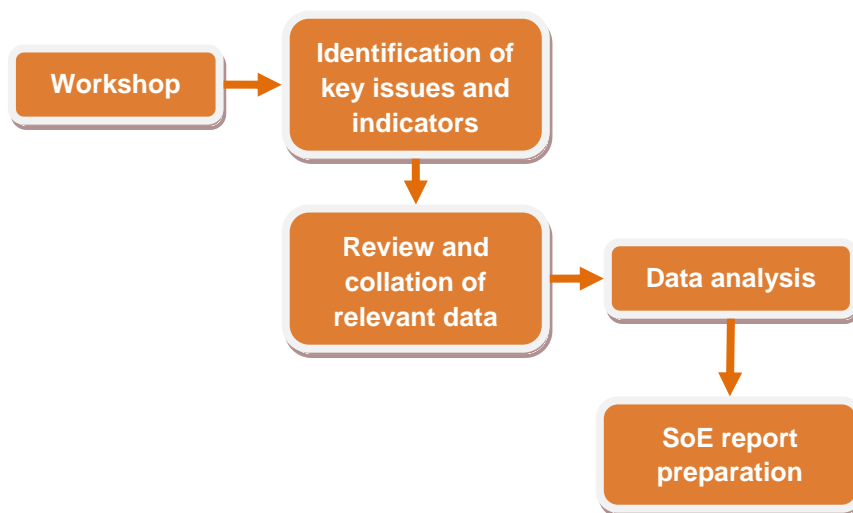


Figure 3: Process for SoE development.

The following criteria were agreed amongst workshop participants to assist in prioritising the issues:

- Extent of problem in the Namoi Region;
- Impact of issue on environmental/aesthetic values;
- Economic implications of issue on regional community;
- Social implications for community/human health; and
- Level of council/community concern.

Table 1 presents the results of the multi-criteria analysis used for prioritising the environmental issues to be covered in the 2009 SoE. The high (dark orange) and medium (light orange) priority issues were selected to include in this 2009 Regional SoE. Although heritage issues rated as low they have been included in this Regional SoE at the request of councils.

Table 1: Priority of environmental issues.

Issue	Score		Average	Rank
	Team 1	Team 2		
Declining water quantity	20	20	20.0	1
Increasing number, distribution and density of invasive species	16	16	16.0	2
Decreasing extent and condition of native vegetation	15	12	13.5	3
Declining surface water quality	13	14	13.5	3
Land degradation	10	16	13.0	5
Climate change	14	9	11.5	6
Increasing number of threatened species	10	11	10.5	7
Waste generation	12	5	8.5	8
Knowledge and management of aboriginal heritage sites	8	6	7.0	9
Knowledge and management of non-aboriginal heritage sites	7	6	6.5	10
Littering and illegal dumping	6	6	6.0	11

1.6 Limitations

This section details the main limitations associated with the development of this Regional SoE report.

- Data availability/quality:** data limitations, both in terms of availability and quality, have hindered the quantitative assessment and reporting on the state of the environment. The main implications of data issues include:

 - an inconsistent depth of information across the various themes and issues;
 - an inconsistent availability of data from participating councils in relation to some indicators (e.g. information relating to STP discharges);
 - inconsistent data collection approaches between councils, which gives rise to problems in comparing information; and
 - a lack of time series data; making it difficult to identify and analyse trends and changes in environmental conditions.
- Limitations of indicators:** indicators are only one tool for reporting on the state of the environment. While they focus on key issues and highlight significant trends, they do not give the whole story. Indicators should not be used to infer direct relationships between cause and effect as these relationships are often complex.

Indicators are also most likely to be available for single biophysical elements that can be readily measured such as water quality. They can be much more difficult to select and use for measuring multi-faceted features of the environment such as landscape change.
- External pressures:** environmental conditions are a result of driving forces and pressures both internal and external to the Namoi Region. For example, condition of the atmosphere or watersheds, for example, will be affected by occurrences both within and outside the region, many of which cannot be accurately analysed for the purposes of SoE reporting.
- Thematic reporting:** it is further recognised that certain activities are not easily placed into a single category as required by the LG Act. For example, the issue of sewage treatment can be considered equally applicable to both the 'water' category and the 'waste' category. Again the specific categorisation

is considered less important than the measurement of indicators and the recognition of human response. Where such instances occur in this report, linkages to other SoE reporting themes have been identified.

2 Overview of the Namoi Region

2.1 Area

The Namoi Region (the Region) encompasses a total area of 55,106 km². The area of each LGA and the percentage of each in the Region are shown in Table 2.

Table 2: Area of constituent LGAs and percentage they comprise of the total Namoi Region (ABS, 2008b).

Local Government Area (LGA)	Area (km ²)	Percentage regional area (%)
Gunnedah Shire	4,993	9.05
Liverpool Plains Shire	5,086	9.22
Tamworth Regional Council	9,713	17.61
Walgett Shire	22,336	40.49
Narrabri Shire	13,031	23.62
Total Region	55,159	100

2.2 Socio-economic profile

The Australian Bureau of Statistics (ABS) have calculated Socio-Economic Indexes for Areas (SEIFA) which rank geographic areas across Australia in terms of relative socio-economic conditions. Indexes are based on 2006 Census data. Under each index, a score is assigned to an area based on the socio-economic characteristics of the area. Scores are then divided into 10 equal groups. The lowest scoring 10 percent of areas is given a decile ranking of one, the second lowest scoring a decile ranking of two, and so on. As shown in Table 3, SEIFA rankings for LGAs in the Namoi Region are in the two to six decile range, indicating a high level of socio-economic disadvantage in the Namoi Region relative to other regions in Australia.

Table 3: SEIFA Decile Rankings for LGAs in the Namoi Region (DEEWR, 2008).

SEIFA Index type	Local Government Area (LGA)	SEIFA Decile Ranking 1-10 (Lowest score = 1)
SEIFA Index of Relative Socio-Economic Disadvantage This index summarises a ranges of variables related to disadvantage only such as low income, low educational attainment, and unemployment.	Gunnedah Shire	3
	Liverpool Plains Shire	3
	Tamworth Regional	5
	Walgett Shire	2
	Narrabri Shire	4
SEIFA Index of Relative Socio-Economic Advantage and Disadvantage This index summarises a range of variables related to both advantage and disadvantage such as income and tertiary education.	Gunnedah Shire	3
	Liverpool Plains Shire	3
	Tamworth Regional	6
	Walgett Shire	2
	Narrabri Shire	4

2.2.1 Population

The population for the Region, as at June 2008, was 97,647 (Table 4). The largest LGA in terms of population is Tamworth Regional Council, which accounts for 59% of the population, with Walgett Shire being the least populous with 7% people. The population density (people per square kilometre) ranges from 0.32 in Walgett Shire to 5.9 in Tamworth Regional Council.

During the period 2002 -2007, the population in the Region has declined by 1.9%. However, in 2008 the population increased by 2.6%. It is predicted that the average projected population growth is slow at 1.89% and 2.65% for 2021 and 2031, respectively (DOP, 2005).

Table 4: Population statistics for the Namoi Regional SoE area.

Local Government Area (LGA)	Estimated Population at 30 June 2008*	Percentage regional population (%)	Population projection 2021 [#]	Population projection 2031 [#]	Density (per Km ²)
Gunnedah Shire	11,985	12	11,030	10,530	2.4
Liverpool Plains Shire	7,880	8	7,440	7,240	1.6
Tamworth Regional Council	57,182	59	61,030	62,830	5.9
Walgett Shire	7,200	7	7,790	7,660	0.3
Narrabri Shire	13,507	14	12,290	11,900	1.0
Total Region	97,647	100	99,580	100,230	

* ABS, 2008a; # DOP, 2005.

The majority of the population (approximately two thirds) in all LGAs of the Region live in urban centres having a population between 1,000 and 99,999 people, while most of the remainder live on the land (Figure 4). Table 5 presents the main settlements in each LGA.

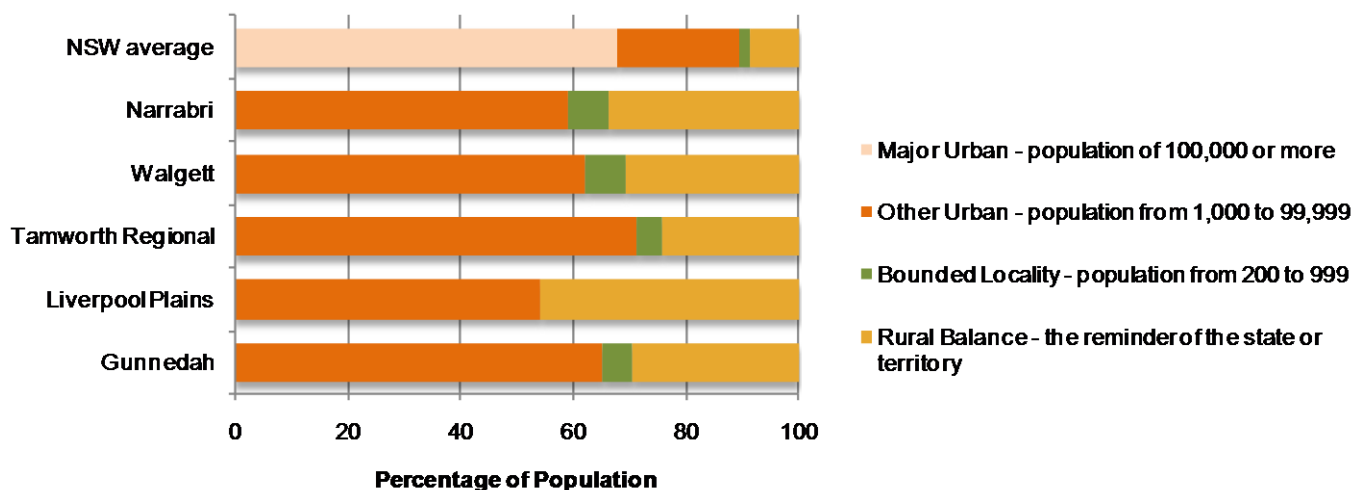


Figure 4: Proportion of population by section of state (ABS, 2008b).

Table 5: Settlements in the Namoi Region.

Local Government Area (LGA)	Major urban settlements
Gunnedah Shire	Gunnedah, Curlewis, Carroll, Mullaley, Tambar Springs
Liverpool Plains Shire	Quirindi, Werris Creek, Willowtree
Tamworth Regional Council	Tamworth, Barraba, Manilla, Kootingal, Nundle
Walgett Shire	Walgett, Lightning Ridge
Narrabri Shire	Narrabri, Wee Waa, Boggabri

2.2.2 Age

The age profile for each LGA in the Region as at June 2006 is presented in Figure 5. Analysis of data since 2002 indicates that the percentage of people in the age groups 0 to 44 have declined, while those in the age groups 45 years and over have increased. This is characteristic of an aging population.

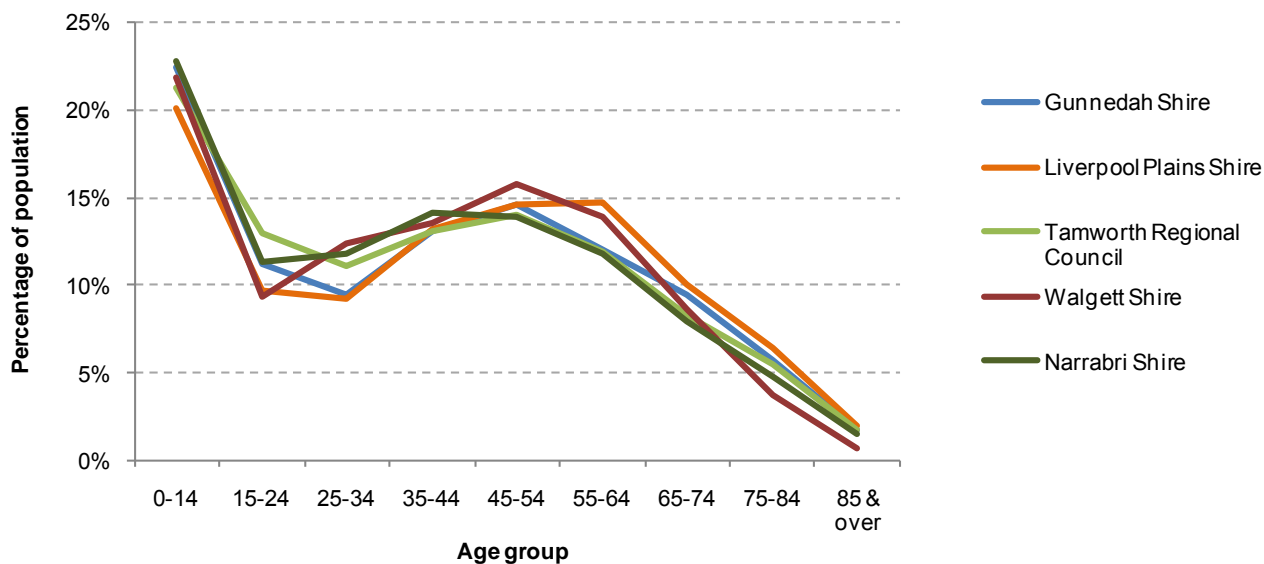


Figure 5: Percentage of population by age group as at June 2006 (ABS, 2008b).

2.2.3 Employment & occupation

The regional labour force comprises over 32,000 people, or about one-third of the population. The percentage of unemployment varies considerably across the Region, with the rate for Walgett Shire being almost double that for the Narrabri Shire (Table 6). The average total income is comparable between LGAs in the region; however, the highest (Narrabri Shire) is still over \$8,000 less than the NSW average.

Table 6: Employment statistics for constituent LGAs (ABS, 2008b).

Employment & Income	Gunnedah	Liverpool Plains	Tamworth Regional	Walgett	Narrabri	NSW*
Labour force	3,768	2,337	19,913	1,735	4,606	
Unemployed persons	386	183	1,624	336	343	182,554
Unemployment rate (%)	6.3	4.4	5.8	8.3	4.2	5.3
Average total income*	35,317	35,308	36,579	34,648	37,019	45,153
Number of businesses	1,344	972	5,259	960	1,923	672,006

* Figures for 2005.

All the LGAs in the Region have a lower percentage of professionals than the NSW average (Figure 6). However, the percentage recorded as managers is considerably higher than the NSW average in most instances (e.g. Liverpool Plains has 26.1% compared to 13.6% for NSW). This may reflect a higher proportion of business ownership and people listed as sole-traders (e.g. landholders). The percentage of employees classified as labourers in the Region is also higher than the NSW average.

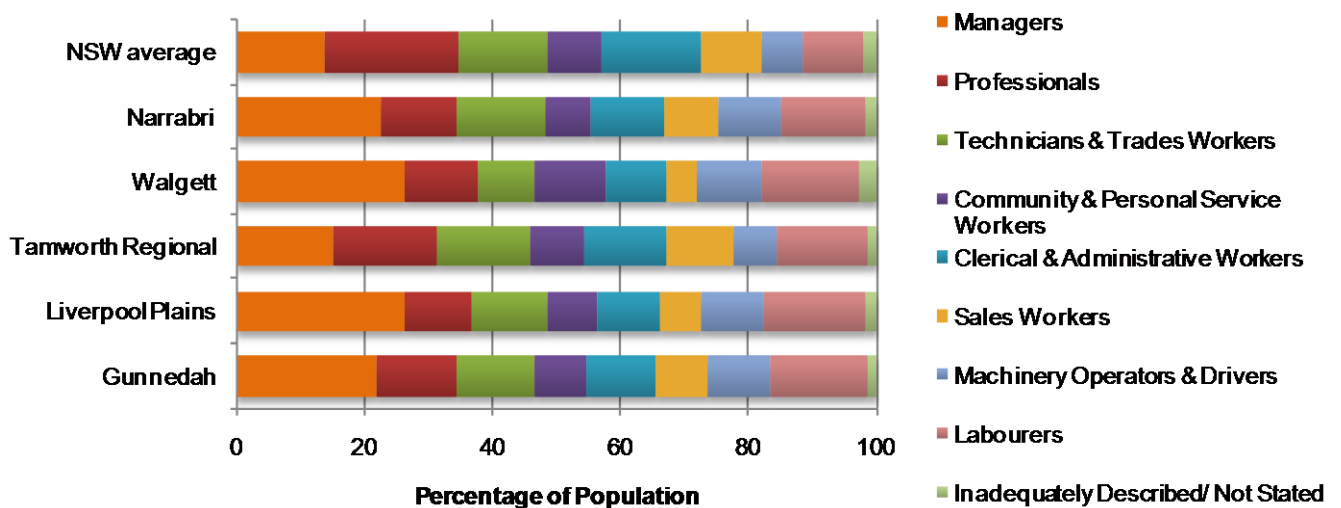


Figure 6: Occupation of employed persons (%) as at June 2006 (ABS, 2008b).

2.2.4 Economy & industry

Agriculture

Agriculture (dryland and irrigated) forms the major industry of the Namoi Region and includes sheep, cattle, broadacre cropping, cotton and intensive industries such as poultry, piggeries and feedlots. This agricultural production is primarily exported from the region, either by road or rail. The Centre for Agricultural and Regional Economics (CARE, 2006) identified that agriculture and its associated marketing and processing industries contributes over 40% to the Namoi regional economy. This contribution varies with the season and commodity price levels.

The total area of agricultural and livestock holdings¹ in the Region is 4,589,720 ha; this represents over 83% of the Regions total area (ABS, 2008b). Approximately 45% of the total area of holdings in the Region are located in Walgett Shire LGA. The total area under cropping in the Region is 912,514 ha (approximately 20% of total holdings).



Figure 7: Cattle farming in Gunnedah.

Mining & minerals

Mining currently contributes significantly to the Namoi regional economy. The Gunnedah coalfield forms part of the Sydney - Gunnedah Basin, a 500 km long and 150 km wide area stretching from south of Wollongong to north of Narrabri that contains the major coal resources of NSW. There has been a long history of coal mining in the Gunnedah Basin, particularly in the Gunnedah, Narrabri and Werris Creek areas. Coal mines in this area have typically been small scale operations to date. Existing mines include Werris Creek Coal, Boggabri Coal and Tarrawonga Coal.

A number of new small to medium sized coal mines are likely to commence operation in the Region in the next few years. There is also potential for a couple of larger coal mining operations to commence within the next decade. For example, BHP Billiton are currently undertaking coal exploration activities in the Caroon Coal Area in the Gunnedah Basin. The Caroon deposit is estimated to contain more than 500 Mt of in situ potentially mineable underground coal that may produce a high quality exportable thermal coal. Shenua Energy are also currently exploring for coal in the Watermark coal area, a region located 35 km south-east of the town of Gunnedah and just north of the Caroon exploration area. The Watermark deposit is expected to contain shallow resources of domestic and export quality thermal coal, with in situ coal resources expected to exceed 1 billion tonnes (I&I NSW, 2009a).

¹ A holding is defined as land located within one shire used for the production of agricultural and livestock produce. Each holding usually corresponds to an individual farm business, and can consist of a number of separate parcels of land, providing they are all in the one shire. The area of a holding includes all occupied and maintained land owned, leased or rented, land worked by share farmers and all road permits. Excludes land leased or rented to others.

Other mining industries in the Region include:

- Natural gas: in 2008 Santos announced potential coal-seam methane resources in the Gunnedah Basin, in the order of 40 trillion cubic feet of potential resources.
- Opals: primarily from Lightning Ridge in the Walgett Shire.
- Quarries: hard rock from Ardglen and Currabubla in LPSC, limestone from Attunga in TRC and zeolite from Quirindi and Werris Creek (LPSC, 2005).

Tourism

Examples of the variety of tourist attractions in the Namoi Region are summarised in Table 7.

Table 7: Tourist attractions in the Namoi Region.

Attraction Type	Examples of attractions in Namoi Region
Natural heritage	Camping, bushwalking and bird watching in national parks and reserves. Gunnedah is known as the Koala Capital of the World.
Heritage sites	Historical towns and settlements; Cohens Bridge; Nundle Woollen Mill.
Cultural Heritage	Australian Cotton Centre; CSIRO Australia Telescope; the Black Queen; Australian Railway Monument and Rail Journeys Museum; Quirindi Rural Heritage Village.
Special Events	Tamworth Country Music Festival; Nosh on the Namoi - Fine Food, Wine and Cultural Event, Lightning Ridge Opal Festival, local shows and rodeos and country race meets.
Other	Wineries, farm stays, fossicking and fishing.



Figure 8: Australia Telescope, Narrabri.



Figure 9: Golden Guitar, Tamworth.



Figure 10: Nundle Woollen Mill.

Statistics for travel to the New England North West Region (which includes the Namoi Region) for the year ended June 2009 are shown in Table 9. The number of visitors to the area decreased in the year ended June 2009 compared to the number of visitors in the previous year. This decline may be a consequence of the Global Financial Crisis.

Table 8: Regional Tourism Statistics – New England North West Region year ended June 2009 (Tourism NSW, 2009).

Travel Type	Number of Visitors		Market Share of Regional Tourism in NSW		Total Expenditure in Region	
	Year End June 2009	% Change from Year End June 2008	Year End June 2009	% Change from Year End June 2008	Year End June 2009	% Change from Year End June 2008
Domestic Overnight Travel	<1,200,000	-5.7%	7.2%	+0.1%	\$386 million	Not available
Domestic Daytrip Travel	>1,600,000	-8.4%	5.5%	-0.4%	\$178 million	Not available
International Overnight Travel	44,800	-4.6%	7.6%	0.0%	\$32 million	Not available

2.3 Landuse

The key regional landuse types in the Region include grazing natural vegetation (3,629,013 ha), cropping (873,249 ha)², production forestry (352,392 ha), grazing modified pastures (240,212 ha), other minimal use (150,371ha), nature conservation (85,871 ha), water (27,970 ha), urban (20,202 ha) and irrigated modified pastures (17,062 ha) (Figure 11).

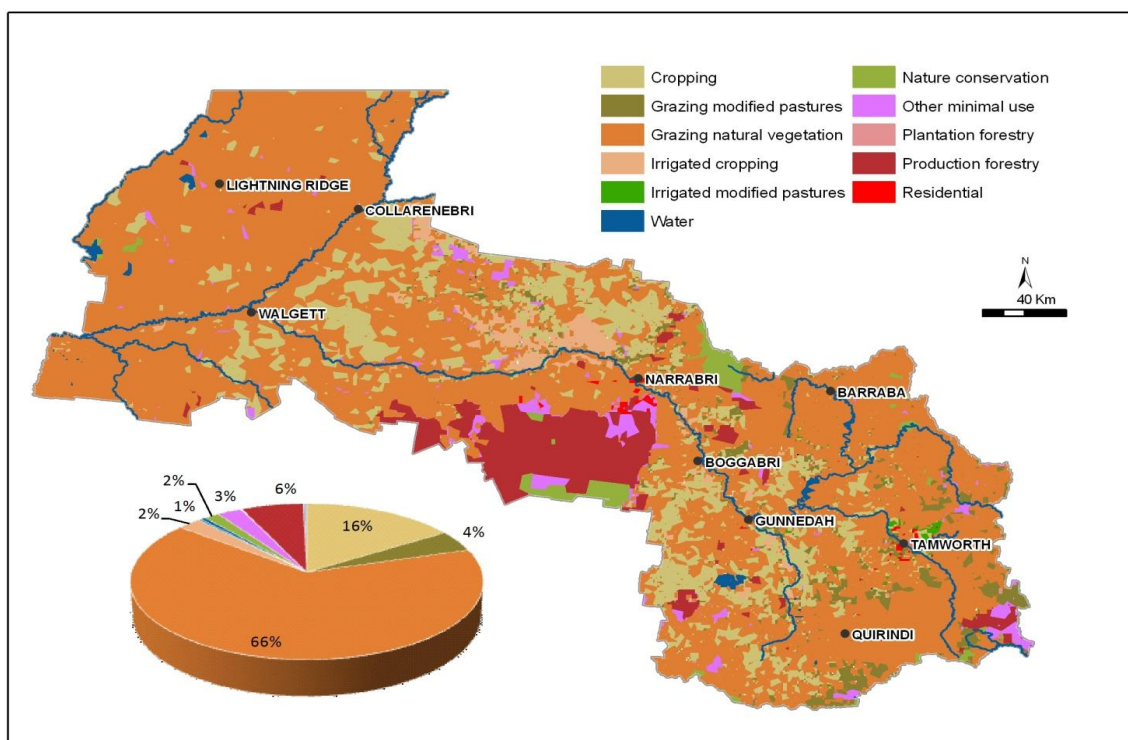


Figure 11: Landuse in the Region (Bureau of Rural Sciences, 2001/2002).

² This figure is lower than the figure for cropping in the Region provided by ABS (refer to Agriculture section above). The difference in figures is likely to be due to use of different landuse type classification systems.

Walgett Shire Council has a by far the greatest area of natural vegetation grazing, accounting for 50% of this landuse type. Narrabri Shire Council contains the majority of the regions production forestry (82% or 290,688 ha), as well as irrigated cropping (65% or 87,272 ha). Agricultural landuse across the Region correlates closely with physical environment characteristics, including soil condition as described in Section 2.4. Walgett Shire Council contains the majority of water related landuse (45% or 12,707 ha) followed by Gunnedah Shire Council (28% or 7,793 ha) and Tamworth Regional Council (14% or 3,898 ha) (Figure 12).

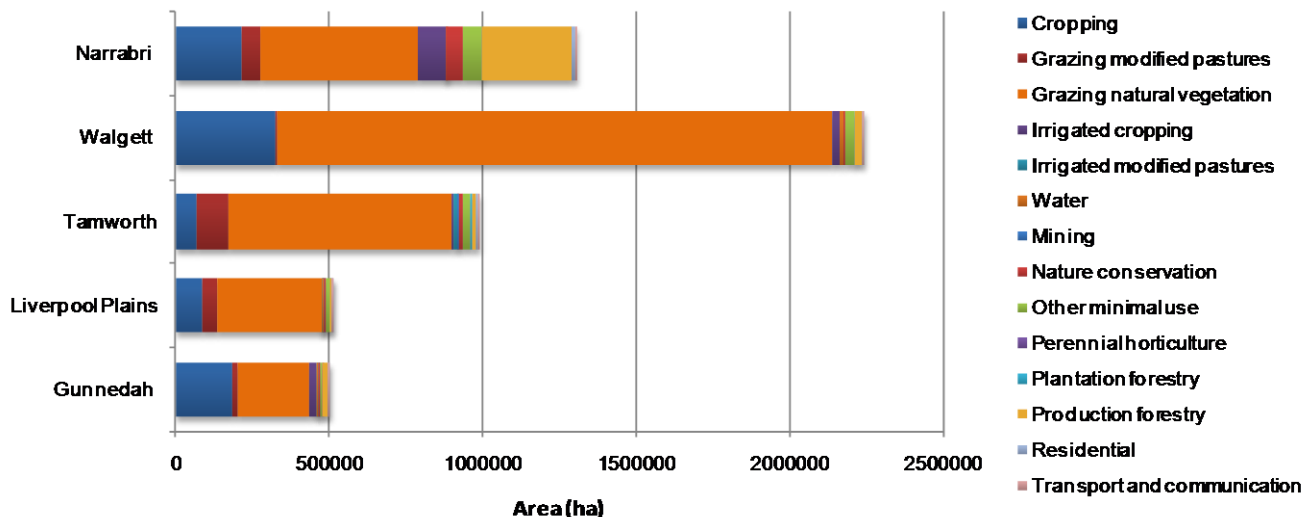


Figure 12: Landuse for the Namoi Region for the constituent LGAs (Bureau of Rural Sciences, 2001/2002).

2.4 The physical environment

2.4.1 Topography/landscape

The Namoi Region supports a diversity of landscapes ranging from the steep to rugged range country of the Liverpool, Warrambungle and Nandewar Ranges, to the rolling hills of sedimentary slopes, to the open flood plains, characterised by Liverpool Plains and Darling Riverine Plains in the western part of the Region. The Region contains three distinct landform types - tablelands, slopes and plains, each with distinctive patterns of drainage, soils, native vegetation, settlement and land use. Most of the Region (about three-quarters) is flat with slopes not exceeding three degrees, while only 15% is considered rugged (DEC, 1995) (Figure 13). Prominent landscape features are found primarily in the eastern and southern areas of the Region. An example is Mount Yulludunida in the Mount Kaputar National Park (Figure 14).

The Region support a number of significant landscape values, including:

- the volcanic landforms of the Nandewar Ranges; and
- the major lava field of the Liverpool Range with its important grassland ecosystems (NPWS, 2003).

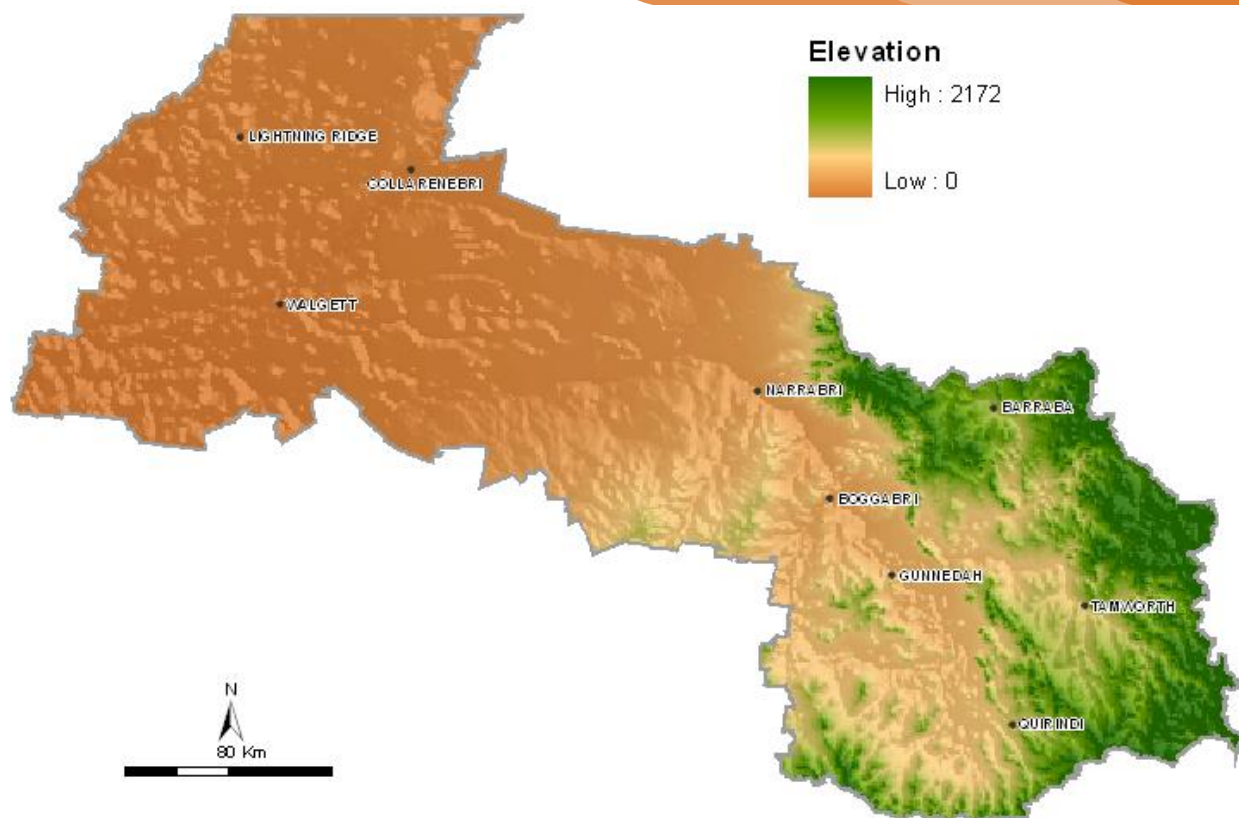


Figure 13: Topography of the Namoi Region.

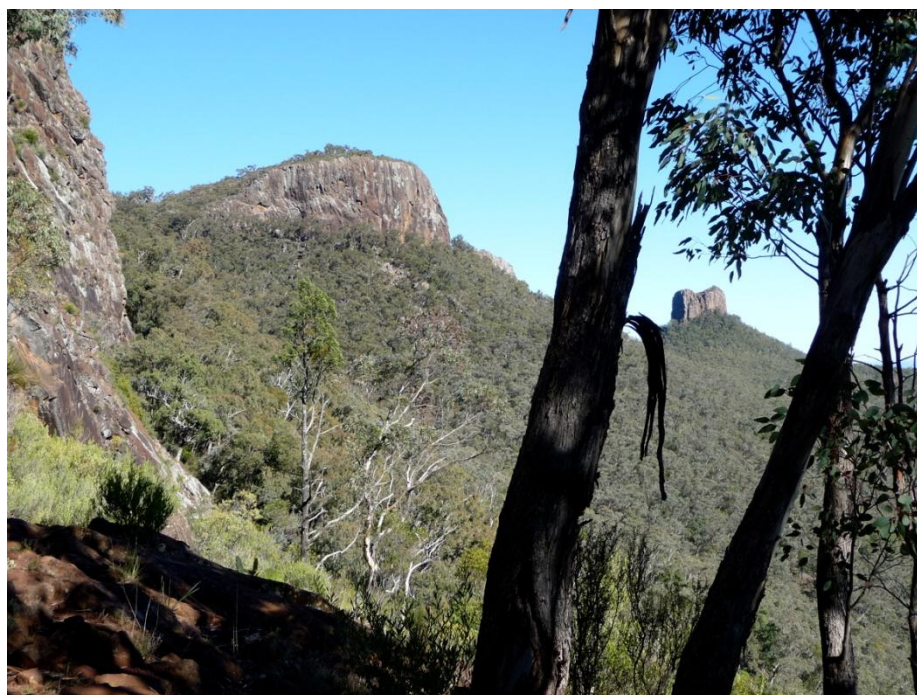


Figure 14: Mount Yulludunida Mountain.

2.4.2 Geology & soils

The Namoi catchment sits within a region of geological complexity and diversity and includes:

- Cainozoic volcanics;
- a section of the Great Artesian Basin, including the Gunnedah sub-basin and Oxley-Surat sub-basin; and
- parts of the central and western zones of the New England Fold Belt.

The distribution of soils in the Namoi Basin is a function of geology, topography and climate. The upper catchment, which is characterised by complex geology and deeply weathered parent material, has a wide range of soils including highly erodible lithosols and red and yellow sodic soils. Weathering and eroding of the Tertiary basalts of the Liverpool Ranges have formed the highly fertile black cracking clays of the Liverpool Plains. The massive red and yellow earths adjacent to the Namoi River in the Narrabri/Wee Waa districts are the result of weathering of the Pilliga Sandstone. These coarse textured, porous soils have low fertility and are associated with surface scalding.

The prevalent soil types in the Region include clays, sandy soils and silt, accounting for 1,720,943 ha, 1,064,893 ha and 702,217 ha, respectively. Other significant soil types, characterised by moderate to high fertility, include basalt and alluvium, accounting for 362,749 ha and 178,616 ha, respectively. The distribution of key soil types in the Namoi Region are shown in Figure 15, while the proportion of each soil type represented in each LGA is shown in Figure 16.

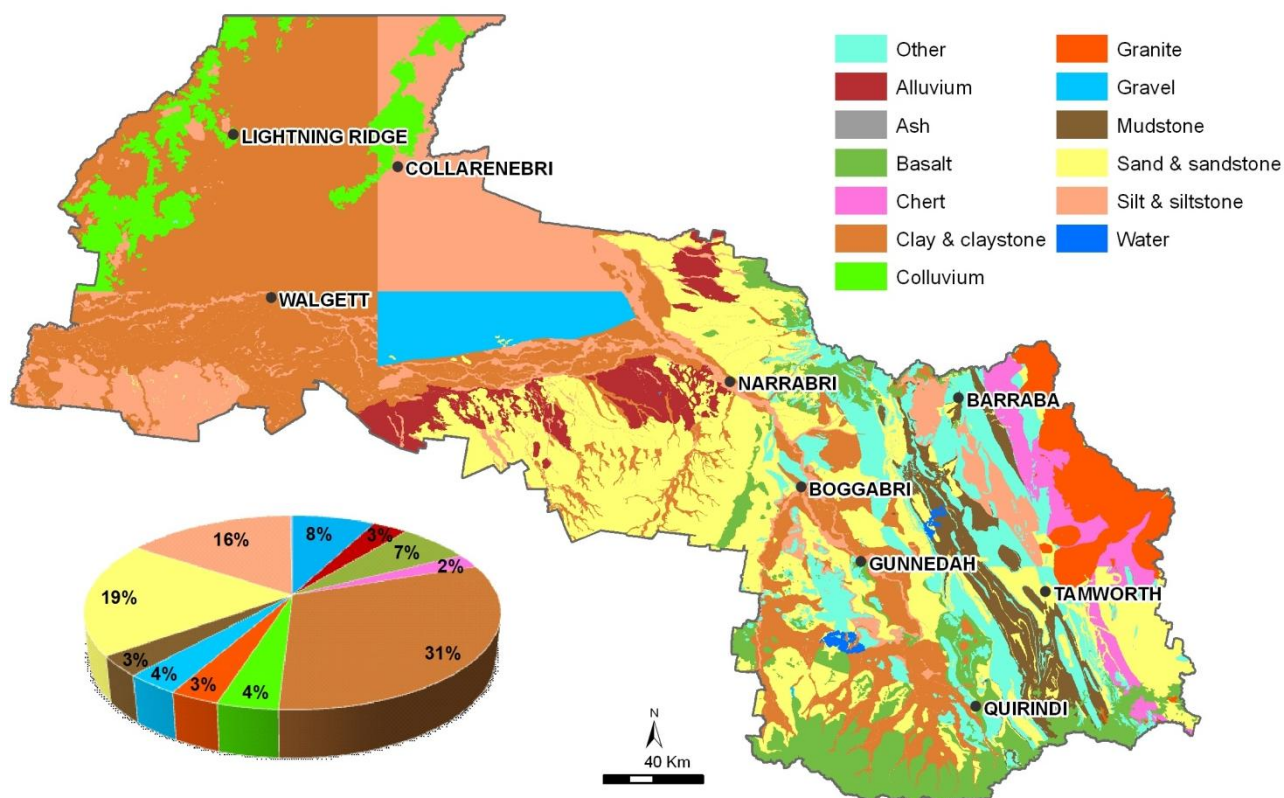


Figure 15: Distribution of soil types in the Namoi Region.

Landuse across the Region correlates closely to soil properties. Characteristics of soil types and the landuses which they support are highlighted by the following:

- **Sandy soils:** have low nutrient levels and drain rapidly. These are prevalent throughout the eastern half of the Region including the Narrabri, Gunnedah, Liverpool Plains and Tamworth Regional LGAs. The Narrabri LGA contains the largest area of this soil type (606,657 ha). Sandy soils in the Region support broad acre mixed agriculture such as cropping and grazing.

- **Alluvial loams:** these are of medium to high fertility and are found along the Namoi River valley, where Narrabri LGA has by far the greatest area of this soil type (73% or 130,133 ha). Alluvial soils in the Region support intensive agriculture (e.g. cotton and orchards).
- **Extensive flood plains:** located in the western area of the Region are characterised by heavy clay soils and loams. These soil types are commonly associated with the Darling River Plains which support extensive areas of broad acre cropping (e.g. wheat). The Walgett LGA contains 73% (1,244,318 ha) of clay soils in the Region.
- **High fertility basalt soils:** are also found in the rugged areas of the Region, along its south-eastern border in the Liverpool Plains and Tamworth Regional LGAs. These soil types support high value native vegetation (e.g. dry sclerophyll forests).

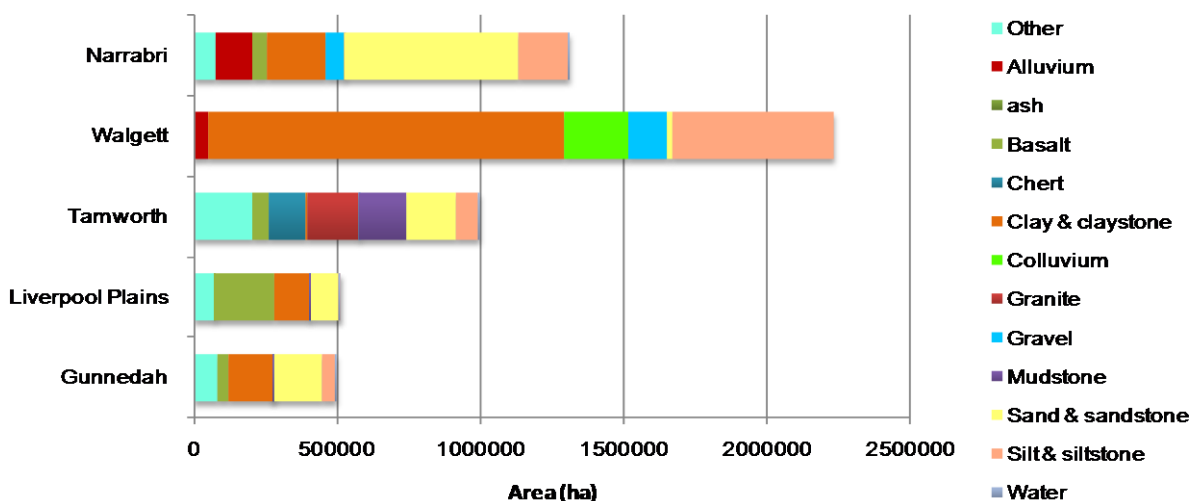


Figure 16: Proportion of soils types in each LGA.

2.4.3 Water (surface & groundwater)

The Namoi catchment is part of the Murray-Darling Basin and accounts for approximately 3.8% of the total Basin area. The Namoi River is the predominant river system in the Region flowing from its south-eastern to western margins over a total distance of 659 km (Figure 17).

The headwaters of the Namoi River include the Macdonald River, the Peel River, the Cockburn River and the Manilla River. These originate along the western slopes of the Great Dividing Range on the Northern Tablelands, in the eastern and south-eastern extremities of the Region. Smaller tributaries of the Namoi include Cobrabald River, Coss Creek, Maules Creek, Mooki River and Bundock Creek. The river plain of the Namoi, located in the western area of the Region, merges with the Gwydir, Castlereagh, and Barwon Rivers near Walgett (NLWRA, 2002).

Although approximately one quarter of the Namoi River valley is subject to flooding natural wetlands are not widely prevalent, with the largest being Lake Goran, situated south east of Gunnedah. Other wetlands are small, comprising mainly of lagoons and billabongs on the river flood plain (NLWRA, 2002). Of the total wetland area of 52,677 ha approximately 6,902 ha (13%) is freshwater lakes, while 45,775 ha (87%) are floodplains (Kingsford *et al.*, 2003).

The Region includes three key water supply storages including:

- Split Rock Dam on the Manilla River in the north-east with a storage capacity of 397,000 ML;
- Keepit Dam on the Namoi River in the upper catchment with a storage capacity of 423,000 ML; and
- Chaffey Dam (Figure 18) regulates the flow of the Peel River and augments the water supply to the city of Tamworth. Total storage capacity is 62,000 ML.

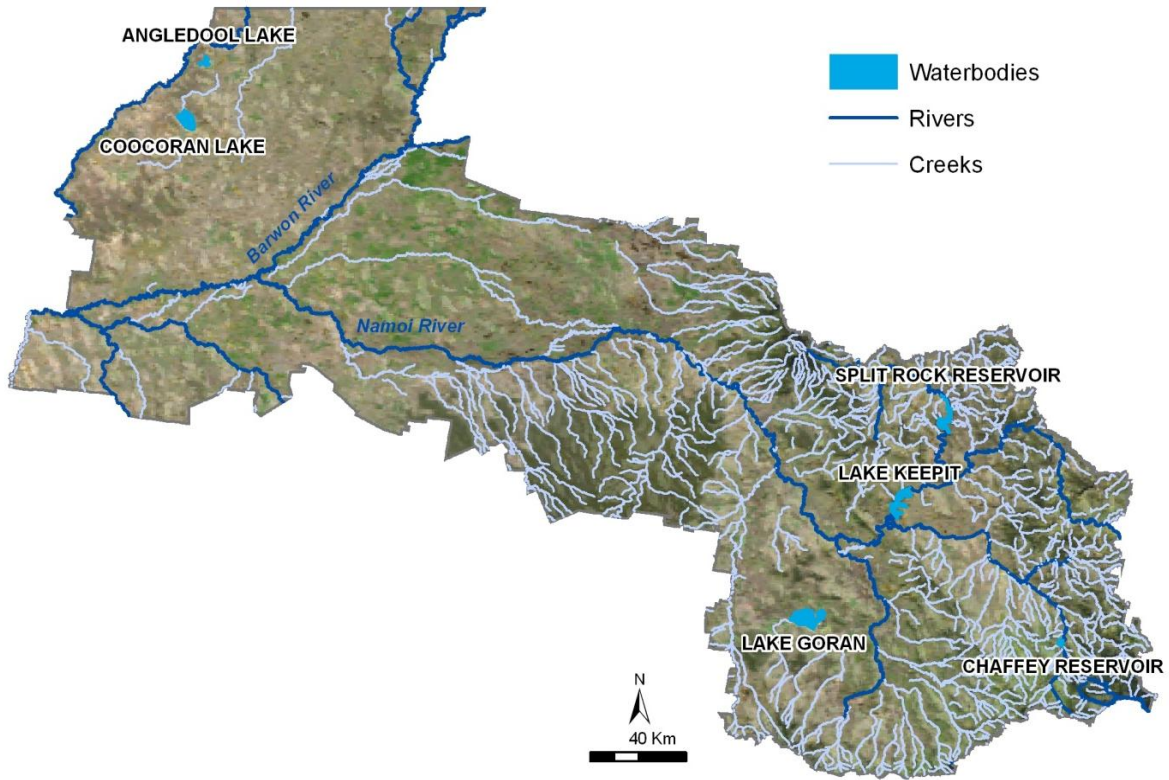


Figure 17: Major rivers in the Namoi Region.



Figure 18: Chaffey Dam spillway.

Groundwater is also a significant resource in the Namoi catchment and has been extensively developed for irrigation, stock and domestic uses, with the catchment having the highest rate of groundwater use in NSW. Within the catchment there are alluvial, fractured rock and porous rock groundwater management areas. The highest yielding and most actively used bores being located in the alluvial aquifers.

2.5 Biodiversity & conservation

The Region is made up of five bioregions under the Interim Biogeographic Regionalisation of Australia (IBRA)³. These include the Darling River Plains (2,095,495 ha), Brigalow Belt South (2,080,606 ha), Nandewar (994,517 ha), New England Tablelands (220,814 ha) and NSW North Coast (19,577 ha). The Darling River Plains and Brigalow Belt South bioregions collectively account for 78% of the total regional area. The distribution of the key IBRA bioregions for the Region are presented in Figure 19.

Three of the bioregions in the Region are characterised by very low levels of areas reserved for conservation, including Nandewar (<2.5%), New England (<10%) and Darling River Plains (<1%). This provides a significant opportunity for investment to improve the conservation status for high value vegetation communities and fauna found within these bioregions (Namoi CMA, 2006).

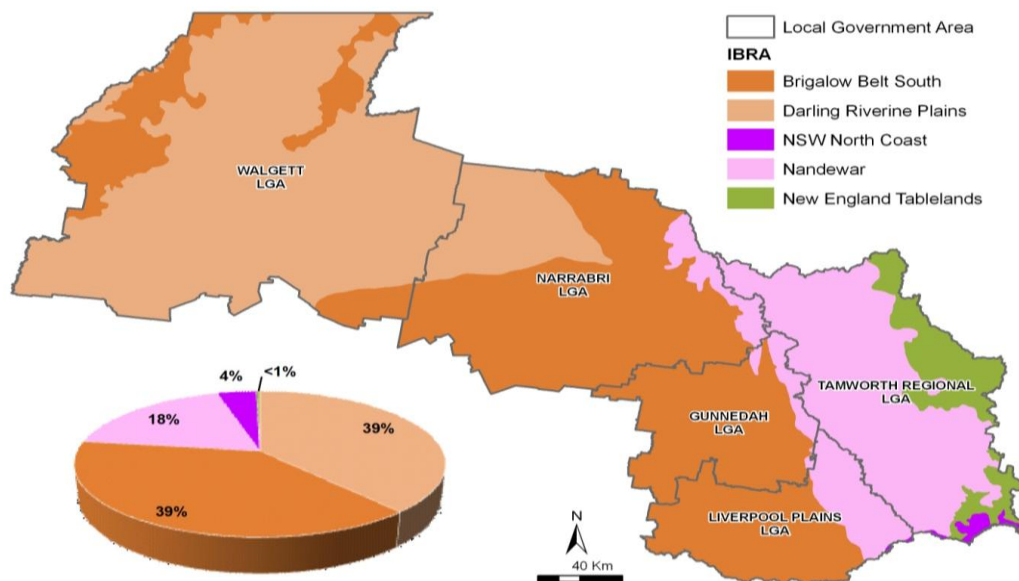


Figure 19: Distribution of IBRA Regions in Namoi Region.

Conservation areas include national parks, nature reserves and state forests and account for a total area of 86,157 ha, or 2%, of the regional area. Examples of key conservation tenures within the Region (Figure 20) include: Mount Kaputar, Ben Halls Gap and Coolah Tops National Parks. Mount Kaputar National Park (Figure 21) is considered to be the most ecologically viable tract of land for native biota in the Nandewar IBRA bioregion. A further 357,364 ha, or 6%, of the Region is managed as State Forest.

The remaining 5,085,026 ha, or 92%, consists largely of cleared, disturbed and modified landscapes with fragmented or variegated vegetation cover. In some instances unprotected areas are in adequate or good condition and provide habitat and resources for wildlife. These areas may be used as buffers for protected areas or may be in sufficiently good condition to provide migratory pathways or even support permanent populations of flora and fauna.

³ Bioregions are relatively large land areas characterised by broad, landscape-scale natural features and environmental processes that influence the functions of entire ecosystems. They are used as a reporting unit for assessing the status of native ecosystems, their protection in the national reserve system.

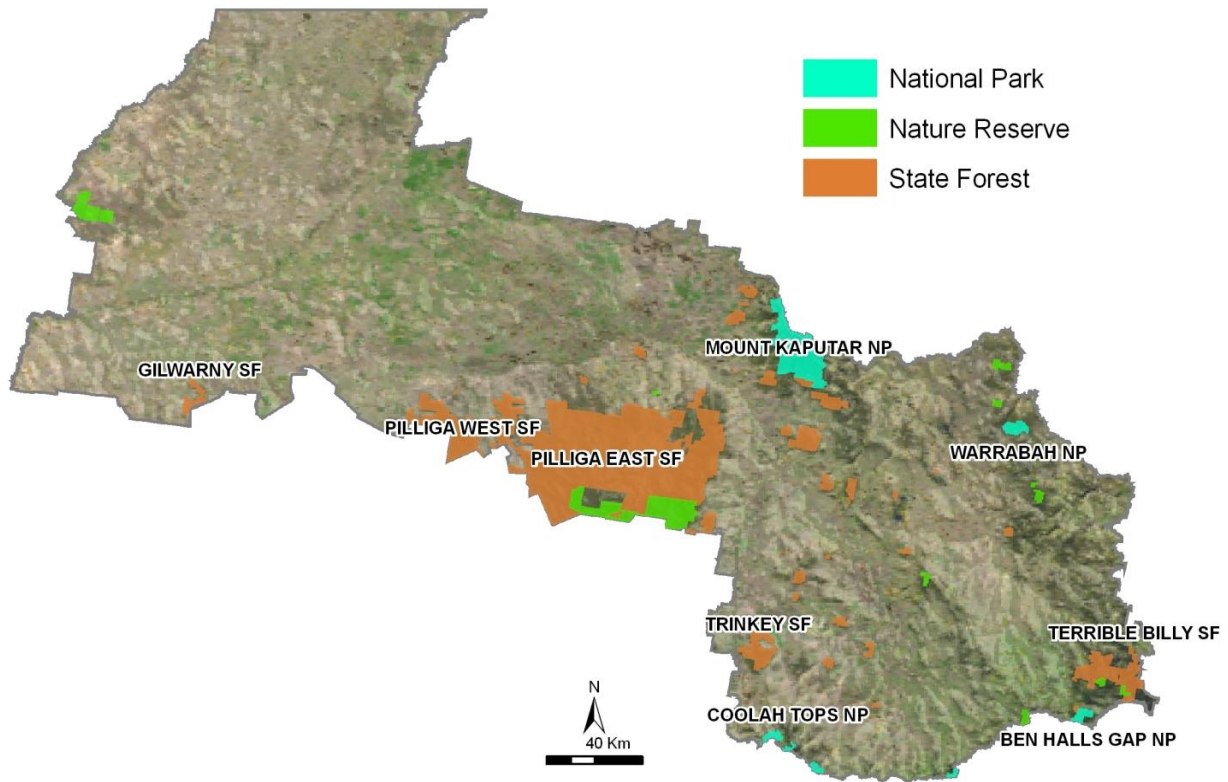


Figure 20: National parks, nature reserve and state forest in Namoi Region.

The region also has community conservation reserves; the most significant being the Pilliga Nature Reserve that encompasses an area of over 80,000 ha between Coonabarabran and Narrabri in the southern area of the Pilliga Scrub on the North West Slopes of NSW. It is a very significant area for the local Gamilaraay Aboriginal people, with modified trees, grinding grooves, rock engravings, stone tools, art sites and bush food.

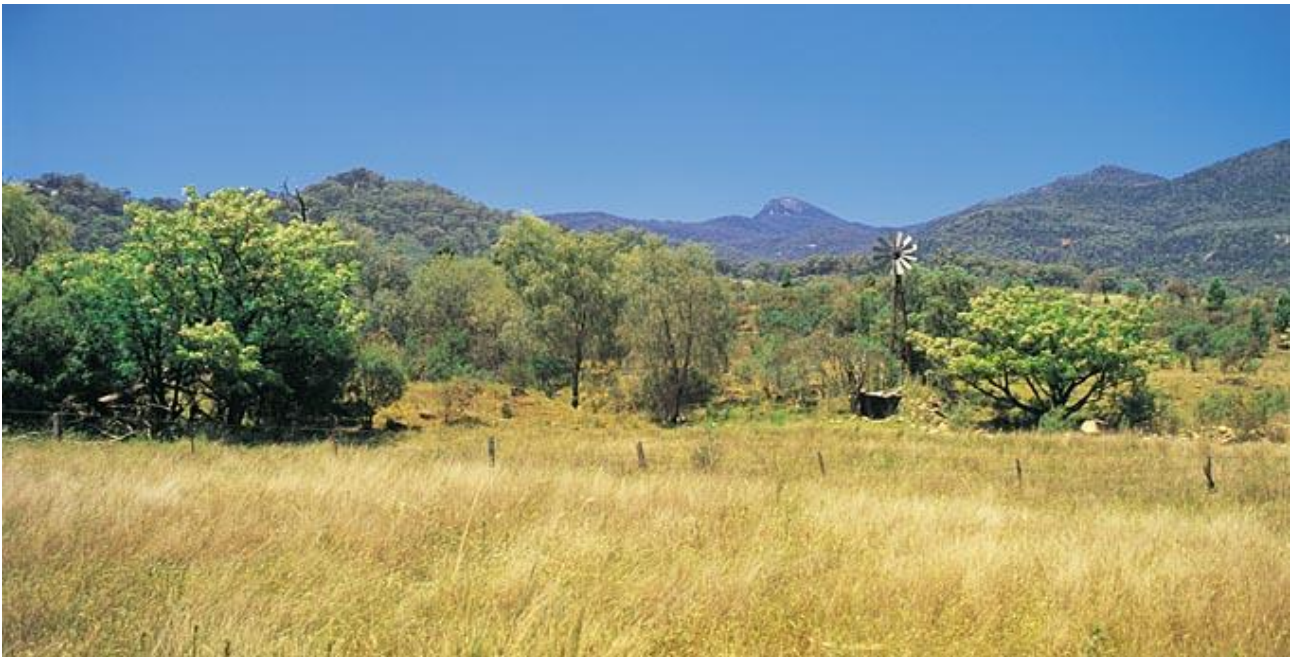


Figure 21: Mount Kaputar National Park.

2.5.1 Vegetation

A significant proportion of the landscape has been cleared for cropping land on the lower slopes and grazing country on the upper slopes and tablelands (Namoi CMA, 2006). Only a small proportion of undisturbed native vegetation remains within conservation reserves; generally within rugged, inaccessible areas of the Region which have been precluded from agricultural development.

Native vegetation remaining within the Region is estimated at 75%, compared to 42% across the Eastern and Central Divisions of NSW (Namoi CMA, 2006). Large areas of remnant native vegetation in the Region are attributable to extensive tracts of public land in the Brigalow Belt South Bioregion (i.e. Pilliga forests and large areas of native pastures used for grazing). However, there is significant variation in the extent and condition of remaining native vegetation across the Region (Namoi CMA, 2008).

The distribution of native and non-native vegetation in the Region is shown in Figure 22. Most of woody native vegetation in the Region remains in Narrabri LGA. Non-woody native vegetation accounts for 50% of the vegetation in the Region.

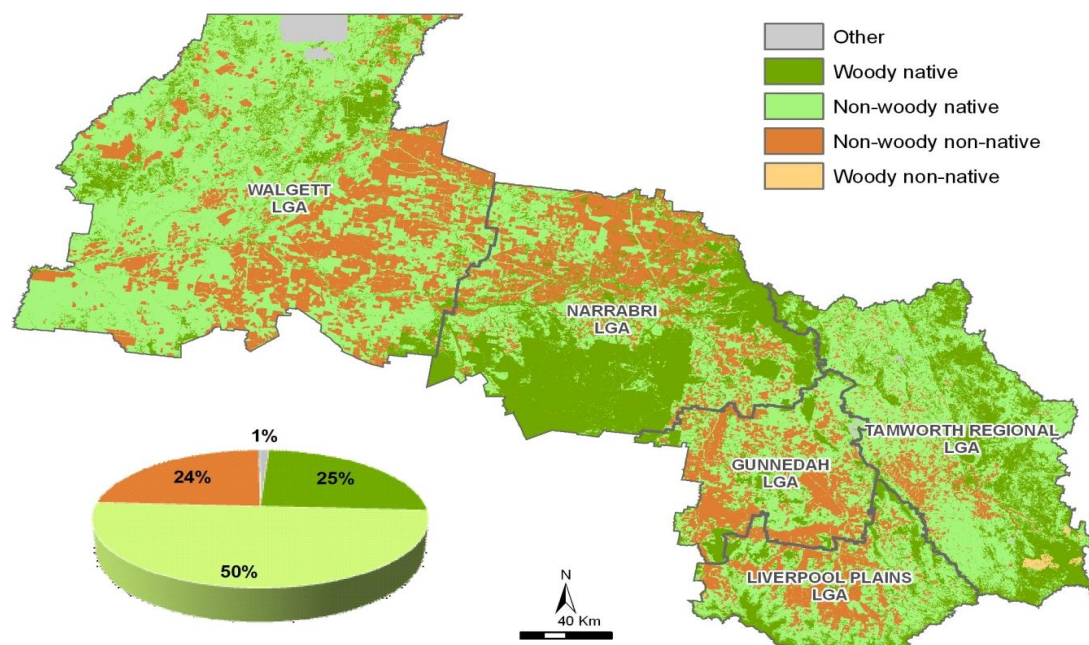


Figure 22: Distribution of vegetation in the Namoi Region (DECC vegetation, 2008).

The Region contains some nationally listed ecological communities, including brigalow, grassy white box woodlands and semi-evergreen vine thicket. The dry rainforest and sub-alpine communities of Mount Kaputar National Park represent the western and north-western geographical limits for these environments in south-eastern Australia (DEC, 2006a).

Significant plant species listed under the *Threatened Species Conservation Act 1995* (TSC Act) are also prevalent in the Region. Threatened plant species for each LGA are listed in Appendix A. Examples include:

- Narrow-leaved Black Peppermint (*Eucalyptus nicholii*) (Figure 23);
- White-flowered Wax Plant (*Cynanchum elegans*); and
- Slender Darling Pea (*Swainsona murrayana*).

2.5.2 Fauna

The Region provides refuge and important habitat for a number of significant fauna species listed under the TSC Act. Threatened animal species for each LGA are listed in Appendix A. Examples of key species include:

- Eastern Pygmy-possum (*Cercartetus nanus*) (Figure 24);
- Pale-headed Snake (*Hoplocephalus bitorquatus*); and
- Square-tailed Kite (*Lophoictinia isura*).



Figure 23: Narrow-leaved Black Peppermint.



Figure 24: Eastern Pygmy-possum.

2.6 Climate

The Bureau of Meteorology (BoM) climate statistics were identified for the main centre in each LGA of the Region; these being Gunnedah, Quirindi, Tamworth, Walgett, and Narrabri. This section presents regional information in relation to temperatures, rainfall, drought and floods and projections for climate change.

2.6.1 Temperatures

The mean minimum and maximum temperatures for LGA centres are shown in Figure 25. As expected, the lowest temperature for all centres is experienced over the winter months of June to August, with the range of average minimum temperatures dropping to below 5°C. Similarly the hottest months are in summer (December to February) when the average maximum temperature exceeds 30°C for all centres.

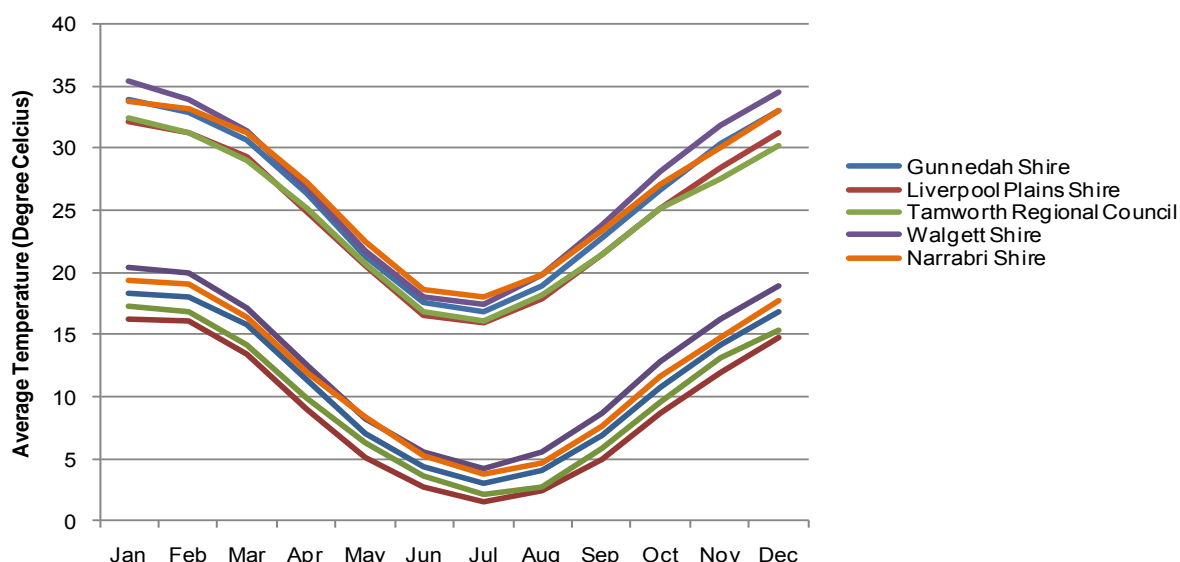


Figure 25: Mean minimum and maximum monthly temperatures for the main centre in each LGA (BoM, 2009).

2.6.2 Rainfall

The annual average rainfall (in mm) for Gunnedah, Quirindi, Tamworth, Walgett, and Narrabri are 617.5, 683.2, 594.4, 476.3 and 657.6 respectively. The mean monthly average rainfall is shown in Figure 26. For all centres, with the exception of Tamworth, the lowest average rainfall occurs in August and September. In Tamworth the lowest rainfall months are April and May. Generally most rainfall occurs over the summer months of December to February (BoM, 2009).

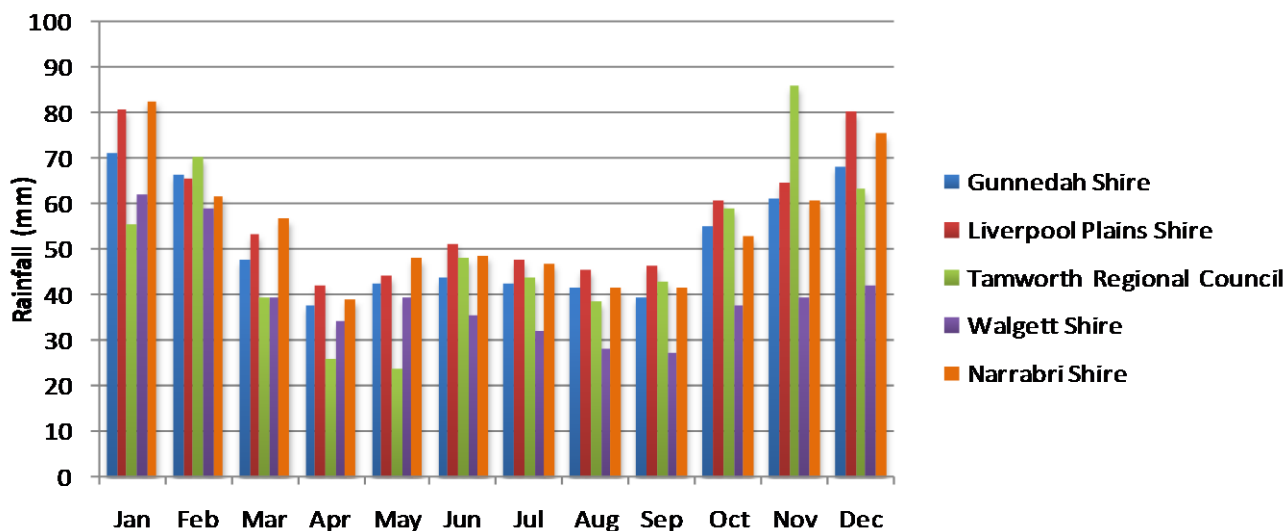


Figure 26: Mean monthly average rainfall for the main centre in each LGA (BoM, 2009).

2.6.3 Drought & floods

Drought in general refers to an acute water shortage. Industry & Investment NSW (formerly the Department of Primary Industries) prepares monthly drought maps for NSW which highlight the areas considered to be suffering from a serious or severe rainfall deficiency. The maps are prepared from information provided by district Livestock Health and Pest Authority (LHPA) agencies, rainfall details from the Bureau of Meteorology and reports from Industry & Investment NSW regional staff. Drought classification of an area takes into account the following factors:

- a review of historic rainfall records for the area;
- pasture availability;
- climatic events such as frosts; and
- seasonal factors such as pasture growing seasons.

From June 2006 to December 2007 much of the Region was classified as being in drought or marginal. This was eased somewhat as a result of rainfalls during summer and autumn 2008, however, by July over 50% of the region was back in drought. Figure 27 shows the proportion of the Region that was in drought since November 2007. The drought often occurs from May to December each year. In 2009, the drought area has been reduced significantly.

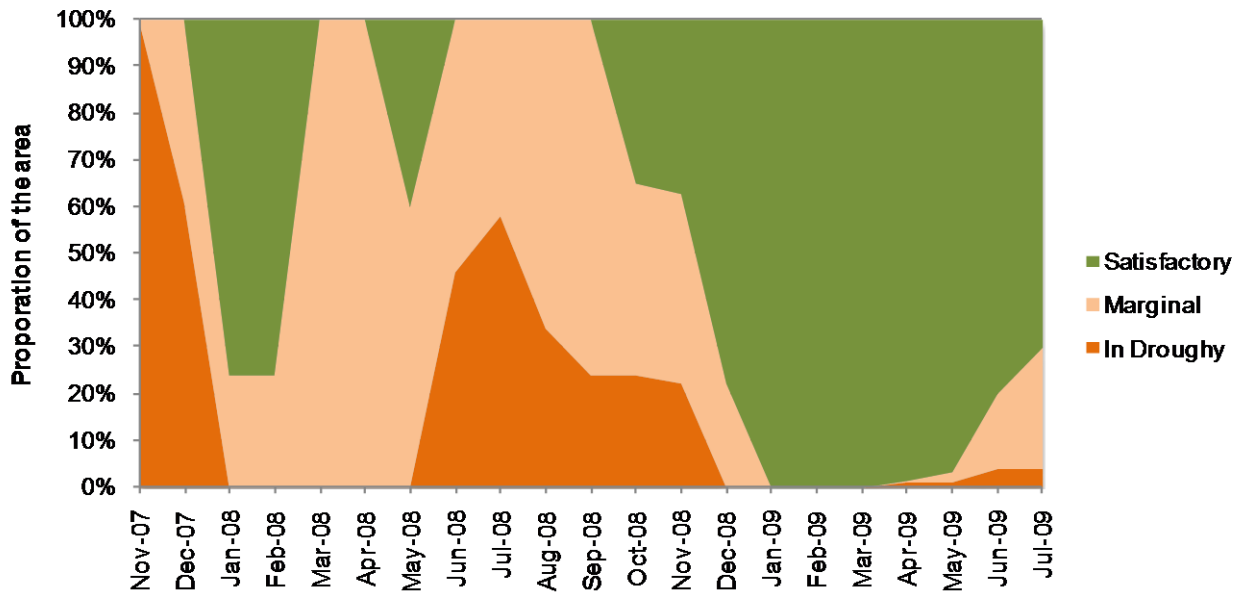


Figure 27: Proportion of the Namoi Region classified as in drought (I&I NSW, 2009b).

Many parts of the Region are subject to the effects of flooding. The Emergency Management Australia Disasters Database records major floods affecting much of the Region in 1998, 2000 and 2004. Local councils have lead responsibility for managing flood prone areas through the creation and implementation of Floodplain Management Plans which enable them to manage flood risk, particularly urban centres.

2.7 Heritage

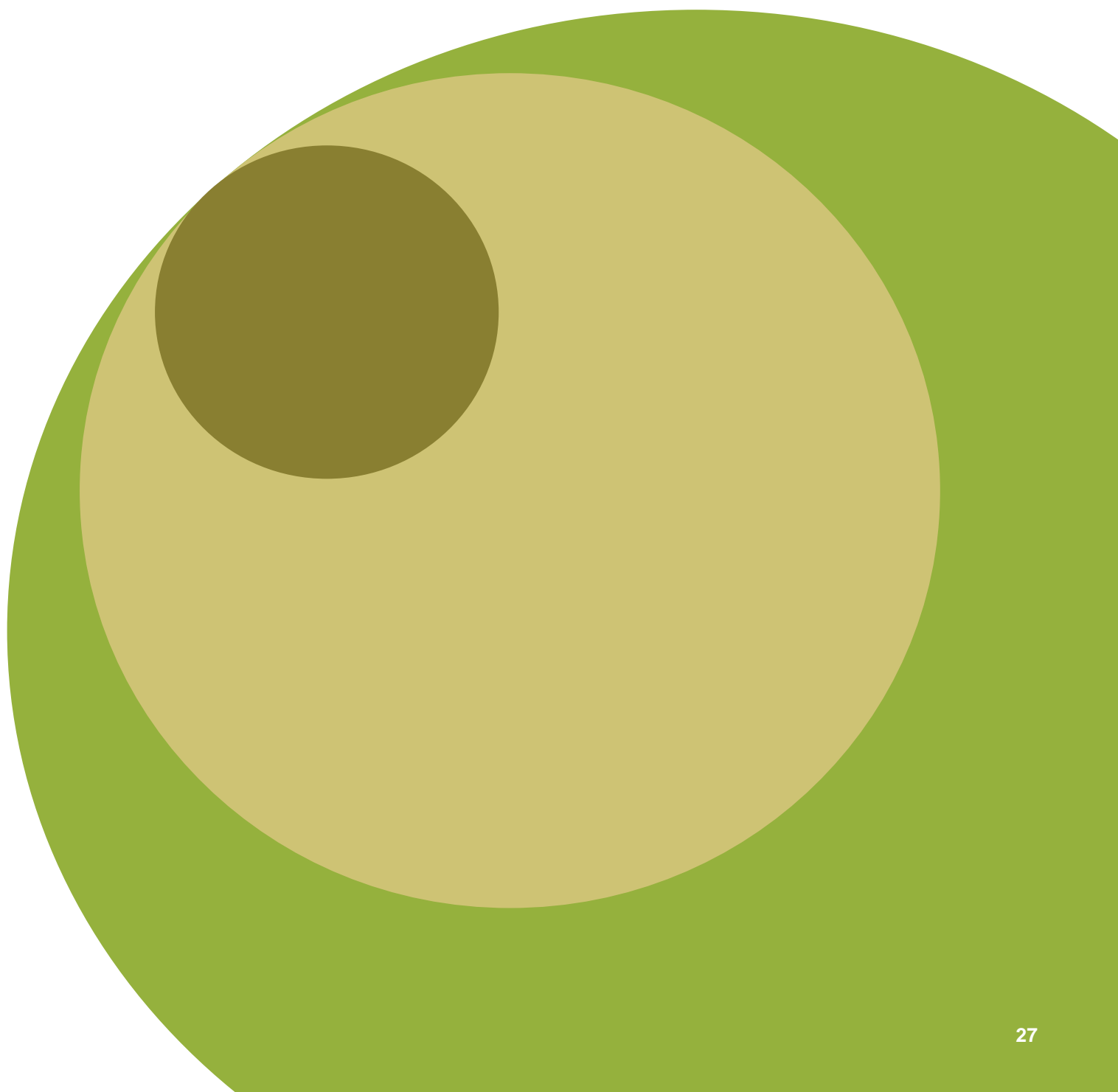
The main indigenous group in the Region is the Kamilaroi people who inhabited the area between Tamworth and Goondiwindi, and west to Narrabri, Walgett and Lightning Ridge. In the south-west, their country extends to Coonabarabran and the eastern foothills of the Warrumbungle Ranges. The Kamilaroi are a large nation consisting of many tribes that included Kwiambal, Weraerai, Jukambal, Pigambul/Bigambul and Coonbri. The Kamilaroi were nomadic people, due to necessity created by the conditions and changing seasons. Traditionally, they were 'hunters and gatherers', the men hunted native wildlife such as kangaroo, snakes and emus, while the women caught smaller animals and picked fruits, honey and seeds. One of the Kamilaroi sub-bands, the Gunnedarr people occupied the general area around the present day Gunnedah township.

When the country was occupied by settlers, there was fierce resistance from the Aboriginal people. There was retaliation on both sides but the most notable event is the Myall Creek Massacre of 1838, when seven settlers were convicted of the murder of 31 Kamilaroi people and hanged in Sydney.

The first European to explore the Region was John Oxley who named and crossed the Castlereagh River in 1818. Oxley named the fertile alluvial flats the Liverpool Plains and then ascended the New England ranges

to follow the Hastings River to the coast. Reports by Sir Thomas Mitchell regarding favourable pastoral prospects in the area prompted squatters from the south to settle the area in the 1830s. Growth in the region was based on agriculture; primarily sheep and wheat. A major soldier resettlement scheme in the region after World War II brought prosperity to the district and a resurgent population.

PART 2 – ENVIRONMENTAL ISSUES



3 Environmental Issues

As described in Section 1.5 the key environmental issues to be covered in this Regional SoE were identified through a workshop process with representatives from the constituent councils. The issues to be covered in this section, in order of priority, are:

- Declining water quantity;
- Increasing number, distribution and density of invasive species;
- Decreasing extent and condition of native vegetation;
- Declining surface water quality;
- Land degradation;
- Climate change;
- Increasing number of threatened species;
- Waste generation;
- Knowledge and management of aboriginal heritage sites; and
- Knowledge and management of non-aboriginal heritage sites.

3.1 Pressure-state-response (P-S-R)

SoE reports most commonly use a 'pressure–state–response' (P-S-R) framework, a model that has been refined and promoted by the Organisation for Economic Co-operation and Development (OECD).

The P-S-R model is based on the concept of causality: human activities exert pressures on the environment, and can change the state (quality and/or the quantity) of natural resources. The human responses to these changes include any organised behaviour that aims to reduce, prevent or mitigate undesirable changes or enhance desirable changes (e.g. restoration).

This model attempts to answer three key questions:

- What is happening to the condition of the environment and natural resources?
- Why is it happening?
- What is being done about it?

An outline of the P-S-R reporting framework is as follows:

Pressure – human activities, such as energy, land transport, land use and industry, impacting on the condition of the environment.

State – description of the current condition of the environment, including environmental quality and quantity of natural resources. Includes the air, water, land, biodiversity etc.

Response – actions taken by councils and the community to address the pressures on the environment. These responses can include legislation, economic instruments, new technologies, changing community values, international obligations. Societal responses (decisions and actions) in turn influence the state of the environment and the pressure on the environment.

The OECD P-S-R framework adapted for use in the Namoi Region is presented in Figure 28.

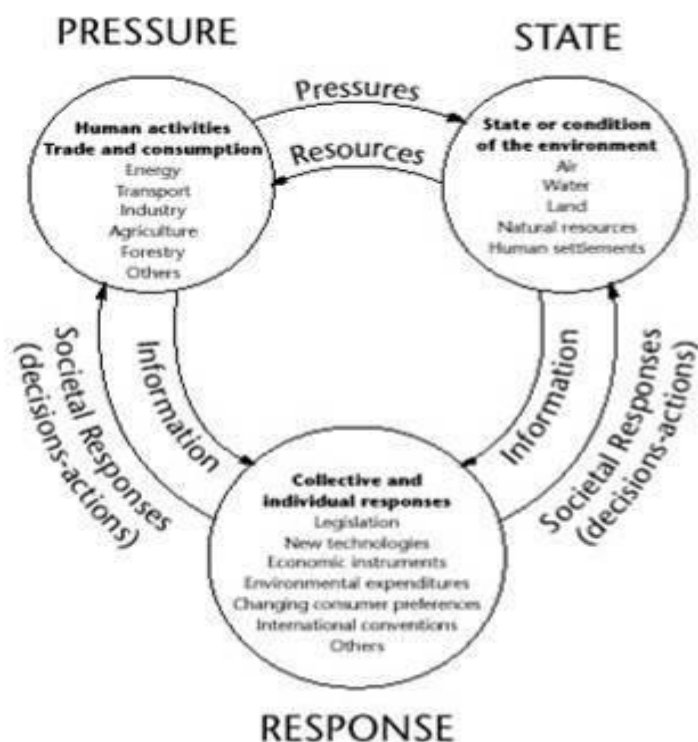


Figure 28: Pressure-State-Response framework.

3.2 Environmental indicators

Environmental indicators have been used for reporting on key environmental issues in the Namoi Region for the above mentioned P-S-R reporting framework. These indicators allow changes in the regional environment to be monitored over time as well as providing the mechanism for connecting council's social, environmental and economic planning functions to secure a more integrated management focus.

It is recognised that the indicators selected for the Namoi RSoE may not be best practice, but rather best available. To facilitate improvement key indicator 'gaps', recommended indicators and the standards and protocols for monitoring these indicators will be identified in the report.

In presenting the indicators identified for each issue a number or series of numbers will be identified. These numbers will correspond with the following sources that provide recommended indicators.

Table 9: Indicator sources used in this SoE.

Source No.	Source document for indicators
1	Namoi Catchment Sustainability Plan: Common indicators for State of the Environment reporting (Urbis, 2008).
2	Monitoring and evaluation: Resource Condition Indicators (Australian Government, 2007).
3	NSW Monitoring, evaluation and reporting (MER) Strategy indicators (NSW Government, 2006).
4	Environmental Guidelines: State of the Environment Reporting by Local Government Promoting Ecologically Sustainable Development (DLG, 1999).
5	2009 Namoi State of the Catchment (SoC) report (draft).

3.3 Legend

The following table provides the legend for the summary presentation of the status of each environmental issue. Included is an assessment of the priority of the issue, the trend in the indicator and whether it represents the pressure, state or response to the issues and an estimate of the data confidence.

Trend (indicator)		Data confidence		Aspect	
😊	Improving	H	High	P	Pressure
😞	Declining	M	Medium	S	State
😐	Stable	L	Low	R	Response
?	Unknown	U	Unknown		

4 Issue 1: Declining Water Quantity

Summary Information

Condition Indicator	Data source/ custodian	P/ S/ R	Data confidence	Trend
River flow (discharge) (ML/d) ^{1, 2, 3, 4}	NOW	S	High	☹
Total annual volume of diversions / surface water extraction ^{2, 3, 4}	NOW	P	High	☹
Number and volume of groundwater allocations ^{3, 5}	NOW	P	High	☹
Groundwater extraction versus sustainable yield ^{1, 2, 4, 5}	NOW	S, P	Medium	☹
Average water usage per connection type	Council	P	High	☹
Water restrictions implemented	Council	R	High	☺
Water conservation programs (including number of participants, sector targeted and estimated water savings)	Council	R	Medium	?
Number of water sharing plans implemented ⁵	NOW	R	High	☺
Overall trend: Declining water quantity				☹

4.1 Description of the issue

Water quantity is a function of a number of parameters, including climatic conditions (rainfall and evaporation) and usage, and is an issue common to both surface water and groundwater. The natural flows of many creeks and river systems in the Region have been substantially modified over the past century to meet economic and social demands for water within rural and urban areas. This includes the building of dams and the growing use of water for irrigated agriculture.

Regulation and water use have the major impact on the quantity of water available in the Region. This has resulted in over-allocation beyond sustainable extraction limits of the majority of surface and groundwater systems, which has contributed to poor creek and river health (MDBC, 2008 and DEC, 2006b). It is anticipated that the implementation of water sharing plans (WSPs) will address problems associated with access regimes that resulted in over-allocation in the Namoi Region (MDBC, 2008).

The WSPs currently in place in the Namoi Region include:

- Water Sharing Plan for the Upper Namoi and Lower Namoi Regulated River Water Sources 2003;
- Water Sharing Plan for the Phillips Creek, Mooki River, Quirindi Creek and Warrah Creek Water Sources 2003; and
- Water Sharing Plan for the Upper and Lower Namoi Groundwater Sources 2003.

The status of water management planning for groundwater management areas in the Namoi catchment is as follows:

- Upper Namoi and Lower Namoi: plan commenced in November 2006. At this time the level of entitlement exceeded the long term average extraction limit (LTAEL). The plan reduces the level of available water over the 10 years of the plan to the LTAEL.
- Great Artesian Basin: plan commenced in July 2008.
- Peel Valley alluvium: this aquifer is highly connected to the Peel River. There is significant use of the system and the management plan is currently being developed.

The long term average annual extraction limit for the aggregated (i.e. Upper and Lower) Namoi Aquifer is 208 GL per year (DWE, 2008b). Key entitlements consist of the following:

- Water access licenses – 191 GL/yr
- Utility licenses for town water supply – 11 GL/yr
- Supplementary licenses – 58 GL.

At the start of the 2008–09 water year there were 210 aquifer access licences with a total of 81,593 unit shares, 130 supplementary water access licences with a total of 21,005 unit shares, and three local water utility access licences with a total volume of 4,407 ML. Supplementary water access licence allocations reduce by 0.1 ML per unit of share component each year until 2015, after which there will be no groundwater available under these licences. At the start of the 2008–09 water year, 170.7 GL of groundwater was held in accounts, with 161.3 GL of that being available for use.

4.2 LGA context

The proportion of the Namoi Region classified as being in drought has reduced significantly since July 2008 (Figure 27), which can be seen in the increased volume of water in two of the region's key water supply storages (see Box 1 for details). Whilst water availability from surface water systems increased in 2008/09, water use restrictions were implemented in all LGAs.

4.3 Pressures

4.3.1 Water usage

A diversity of water access arrangements are currently in place which govern the use of surface water and groundwater in the Region. This includes regulated water delivery from large storages, the use of unregulated or passing flows, groundwater and the harvesting of overland flows.

Groundwater

The Namoi Region has the highest level of groundwater development in NSW and one of the highest levels of groundwater extraction in the MDB. Much of the information regarding groundwater consumption presented in the 2008 Regional SoE remains current as estimates have not been updated. Groundwater use is approximately 261 GL, which comprises about 15% of the MDB total (DWE, 2008b and CSIRO, 2007). Approximately 39% of this extraction was from the Upper Namoi Alluvium groundwater management unit (GWMU) and about 35% was from the Lower Namoi Alluvium GWMU (CSIRO, 2007).

Surface Water

Again, data on regional surface water availability and usage has not been significantly updated since the preparation of the 2008 SoE report. Current average surface water availability in the Namoi Region is 965 GL/year, with 37% (357 GL) of this water being used. Surface water diversions account for 260 GL/year, and stream flow losses induced by groundwater use 99 GL/year. This reflects a high level of use (CSIRO, 2007).

The Namoi River basin has one of the largest irrigated areas in northern MDB, accounting for 15% of the total irrigated area in 2000-01 (MDBC, 2008). The region uses 2.8% of the surface water diverted for

irrigation in the MDB (CSIRO, 2007) (Figure 29). Water usage from regulated flows accounts for 60% or 160 GL of total river diversions in the Namoi Basin (MDBC, 2008).

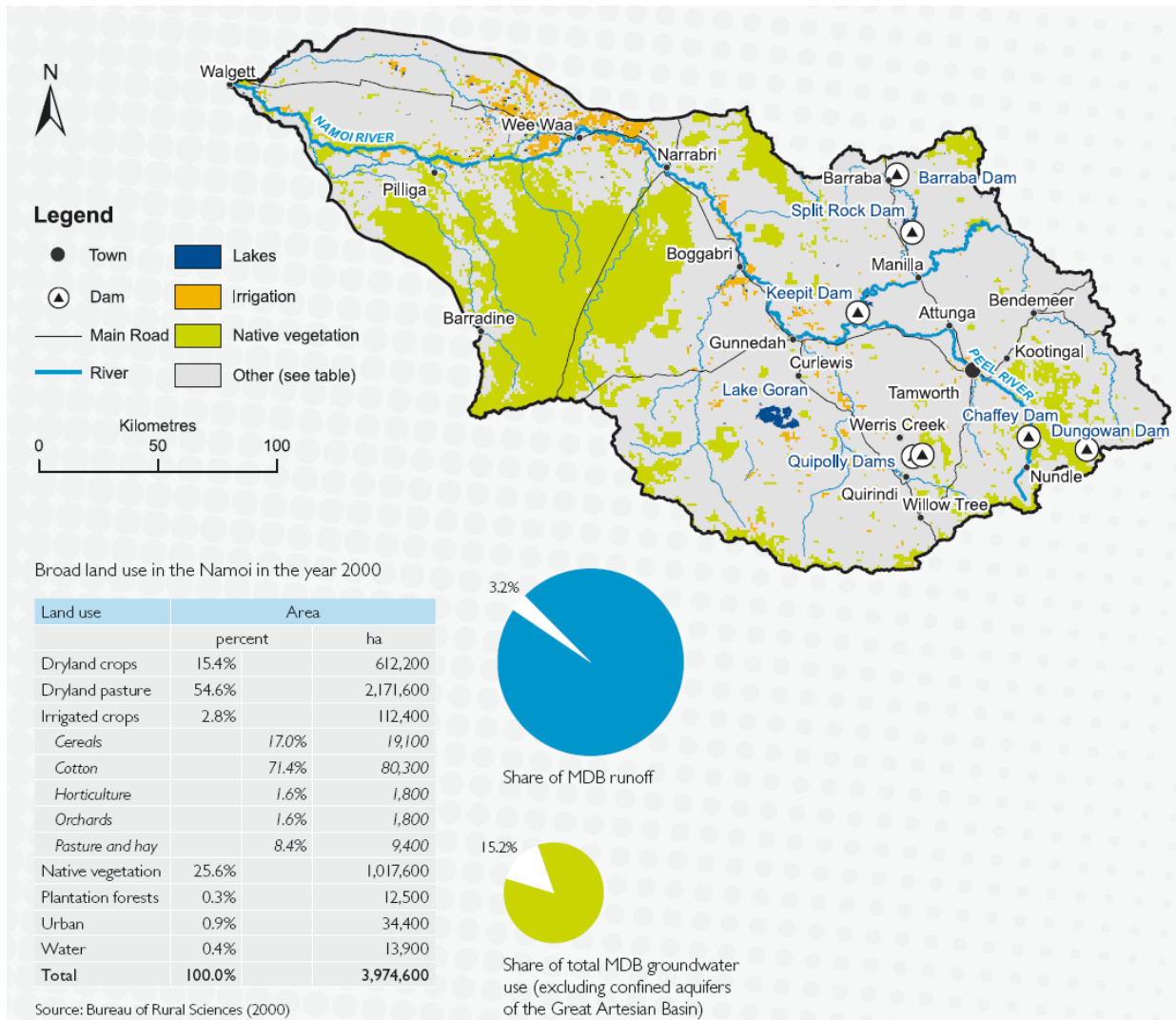


Figure 29: Surface water and groundwater use in the Namoi Region (CSIRO, 2007).

Regulation and water use in the Namoi Region have increased variability in river flow and the amount of water available for the environment, as well as reducing the number and height of high flow events. An example of variability in river flow for the Namoi River at Gunnedah is shown in Figure 30. Regulation has also modified seasonal flooding patterns, with higher and more persistent flows than general in late summer (when water is being released for downstream users) and much lower flooding in late winter and spring (when water is being harvested by the dam for later release).

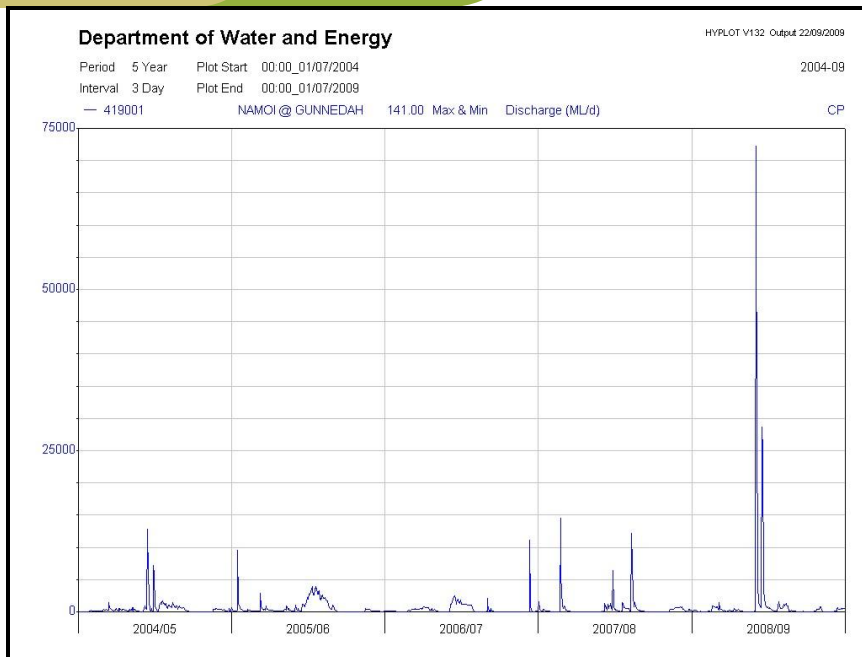


Figure 30: Namoi River flow at Gunnedah (ML/d) July 2004-July 2009. (Source: NSW Government NSW Water Information, 2009a).

4.3.2 Council Water Use

The details of water treatment and water use for participating LGAs is presented in Table 10. The total number of town water connections for Tamworth Regional LGA increased from 18,605 in 2008 to 19,058 in 2009 and during this period water usage in TRC has increased from 6,525 to 7,286 ML. There is total of 13 water treatment plants which provide the community with potable water in Tamworth Regional, Walgett and Narrabri councils. These treatment plants source water from creeks, rivers and groundwater.

Increased rainfall in the Region since July 2008 has resulted in more water for creeks and rivers. This has positive consequences downstream for the major storages in the Region and has boosted water resources of the catchment, as discussed in Box 1. The water levels for smaller dams in the Region have also remained near full capacity over the 2008/09 period, as shown in Figure 31.

Table 10: Water treatment and usage details for each LGA.

LGA	Volume of water treated (ML)	Water usage (ML)	Number of connections (residential, commercial and industrial)	Cost of water
Tamworth Regional	8,546.5	7,286	19,058	-
Walgett	1,666	-	1,911	N/A
Liverpool Plains	609	2,364	2,602	\$920
Gunnedah	nil	2,028	4,370	\$800
Narrabri	nil	1,206	4,423	-

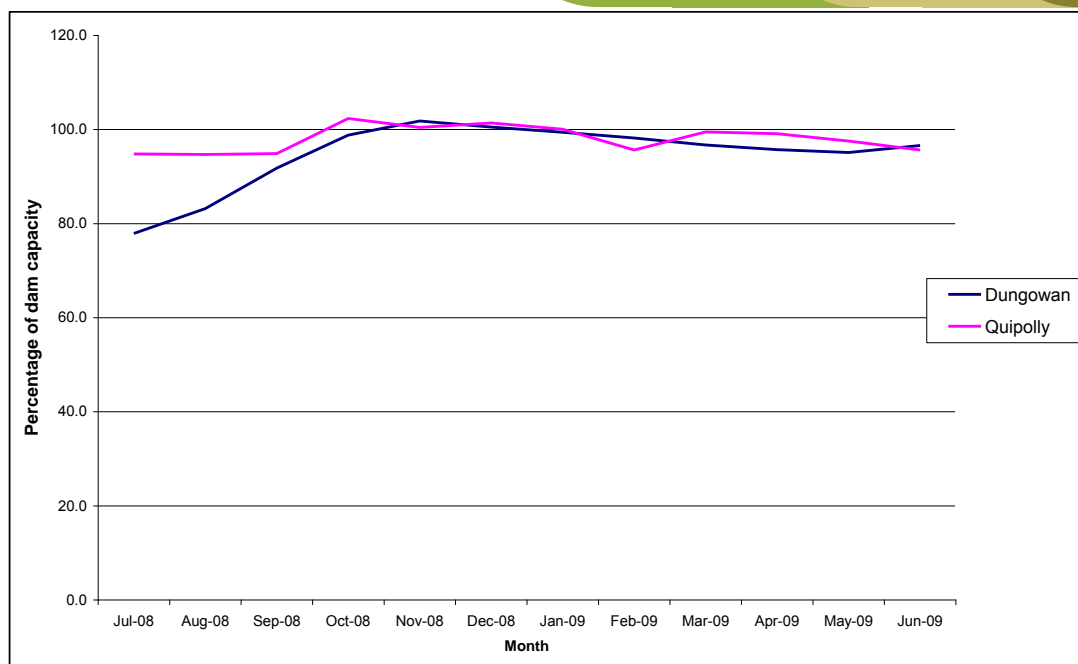


Figure 31: Dam capacity of Dungowan and Quipolly dams for 2008/09.

4.4 Stakeholder roles & responsibilities

Stakeholder roles and responsibilities relating to water quantity are shown in Table 11.

Table 11: Stakeholder roles and responsibilities relating to water quantity.

Stakeholder	Role	Responsibility
Department of Environment, Water, Heritage & the Arts (C'wealth)	Policy Water Purchase Program Commonwealth Environmental Water Holder to manage water purchased to deliver water to environmental assets consistent with new Basin Watering Plan	National Water Initiative 2004
Murray-Darling Basin Authority	Manage water in the Murray – Darling Basin	Establish new Basin Watering Plan by 2011
NSW Office of Water (NOW)	Policy, MER	WM Act (WSPs) Water Act
Industry	Water use in accordance with access entitlement	WM Act Water Act
Agricultural land managers	Water use in accordance with access entitlement	WM Act Water Act
Local government	Water supply and water use	LG Act WM Act POEO Act
CMA	Capacity building, funding, on-ground actions	CMA Act
Community	Water use	WM Act Water Act

Box 1: Changes in dam levels in the Namoi Region 2007/08-2008/09

Increased rainfall across the Namoi Region in 2008/09 has meant that the proportion of the region classified as being in drought has reduced significantly since July 2008 (refer to Figure 27). Increased rainfall has also resulted in an increased volume of water in two of the Regions three key water supply storages in 2008/09.

As evident in Figure 32 the volume of water in Keepit Dam for most of 2008/09 has remained at around 35% of capacity, compared to levels of less than 25% of capacity in 2007/08. The volume of water in Chaffey Dam has remained at 100% of dam capacity for most of 2008/09, compared to 2007/08 when storage was at less than 80% of capacity for most of the year (Figure 33). The mean volume of water stored in Split Rock Dam in 2008/2009 has been 5.7% of dam capacity, slightly higher than mean storage 5.4% recorded for 2007/08.

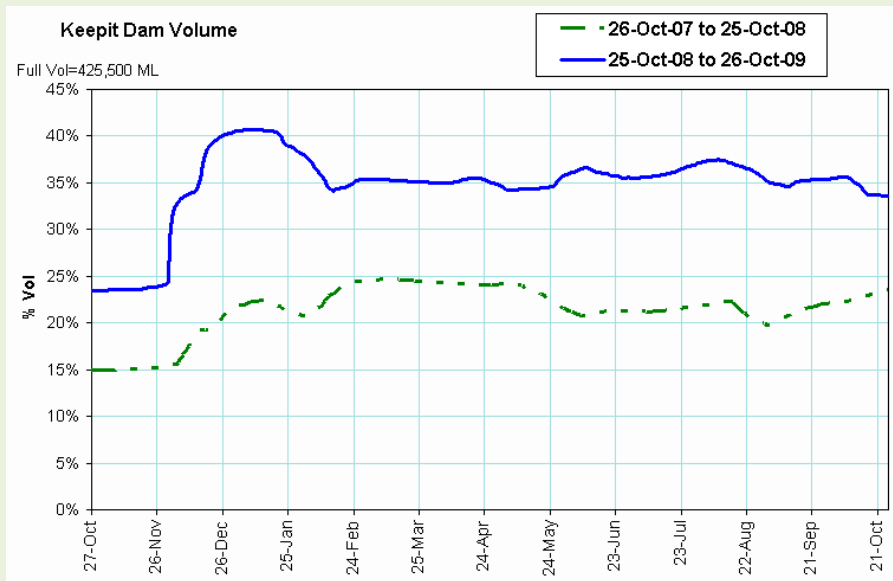


Figure 32: Water storage in Keepit Dam 2007/08 and 2008/09.

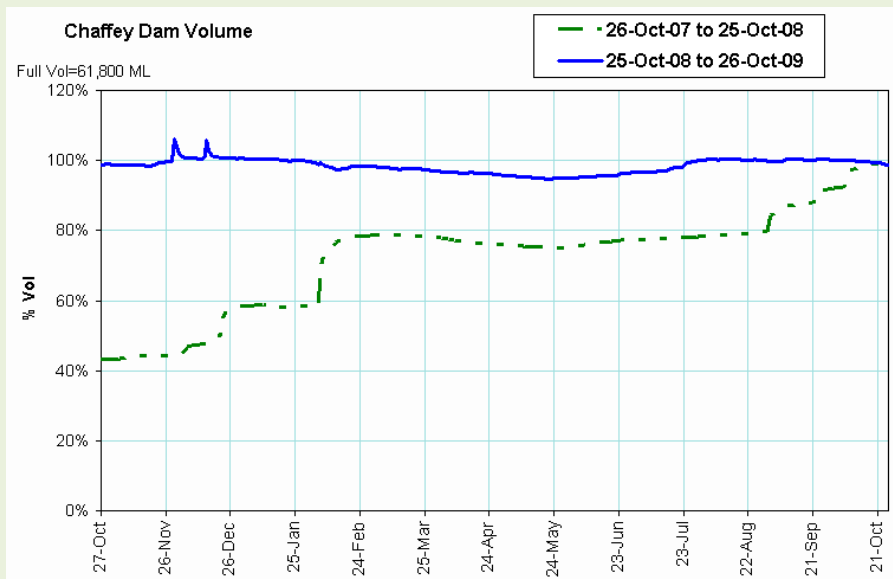


Figure 33: Water storage in Chaffey Dam 2007/08 and 2008/09. (Source: NSW Government NSW Water Information, 2009b).

4.5 Council influence & performance indicators for direct & indirect actions

The following table identifies the areas and actions relating to the management of water quantity where councils can have either a direct influence through their operational activities or indirect influence through advocacy and lobbying.

	Type of council influence	Performance indicator
Direct	Planning & development controls: ensure implementation of water efficiency initiatives for new developments & retrofits of existing developments (BASIX).	Development planning controls include water efficiency requirements. Number of type of water efficiency improvements implemented annually. Estimates of water demand reduction.
	Implementation of water restrictions (where responsible for water supply).	Estimates of water demand reduction
	Implement water efficiency programs (e.g. incentives on water efficient showerheads, rainwater tanks, etc.)	Number of efficiency programs implemented. Estimated savings from water efficiency programs.
	Report potential breaches of water legislation.	Number of potential breaches reported.
Indirect	Liaison with DWE regarding promotion of compliance (access entitlements).	Number of issues liaised on.
	Community education: promoting water efficiency.	Number of education programs; number of stakeholders targeted; estimates of water savings.

4.6 Response to the issue

Key responses implemented by state Agencies and Namoi Regional councils to address declining water quantity are outlined below.

4.6.1 Embargoes

An embargo, preventing any further applications for water access licences under Part 5 of the *Water Act 1912*, is currently in place for all aquifers in the Namoi catchment, with the exception of any groundwater located within the water sources to which the following water sharing plans apply:

- Water Sharing Plan for the Upper and Lower Namoi Groundwater Source 2003;
- Water Sharing Plan for NSW Great Artesian Basin Groundwater Sources 2008.

4.6.2 Council Water Conservation Programs

Water Restrictions

As at September 2009, water use restrictions were in place in all LGAs in the Namoi Region. All Councils in the Region are restricting the use of fixed hoses and sprinkler systems, with Tamworth and Narrabri Councils implementing permanent restrictions on the use of these items.

Table 12 summarises water restrictions in 2009 in each LGA.

Table 12: Water restrictions in Namoi Region September 2009.

Local Government Area (LGA)	Water supply area	Restriction Level	Restriction description
Tamworth Regional	All LGA except Barraba	Permanent	Use of sprinklers or fixed hoses not allowed during the heat of the day (i.e. not between 8am and 6pm during daylight saving or between 9am and 4pm at all other times).
	Barraba	Level 2	Use of sprinklers banned. Hand held hoses can only be used between 5pm to 7pm (EST). Washing of vehicles with a hand hose is only allowed between 5pm-7pm (EST) with use of a trigger nozzle. Washing of hard surfaces is banned unless using a high pressure cleaner. Council permission is required to fill a residential swimming pool.
Narrabri	All	Permanent	Use of sprinklers or fixed hoses not allowed between 10am and 2pm.
Walgett	All	Unknown	Use of sprinklers or fixed hoses not allowed between 10am and 5pm (businesses excepted).
Liverpool Plains	All	Level 1	Use of sprinklers or fixed hoses not allowed between 8am and 5pm. Washing of hard surfaces banned (except for health and safety reasons in commercial, industrial and public areas).
Gunnedah	All	Level 1	Use of sprinklers or fixed hoses not allowed between 9am and 5pm.

Strategies and Plans

TRC have in place a Demand Management Plan (2007a), which contains demand management measures for conservation of the town water supply, and a Drought Management Plan (2008) which outlines various demand and supply drought response actions. Sitting under both of these documents, TRC have also developed a Water Sustainability Strategic Plan (2008-2011), which is discussed in Box 2. Liverpool Plains Shire Council have also developed a LPSC Demand Management Plan.

Education/Other

TRC, Walgett Shire Council and Narrabri Shire Council are members of the **savewater! Alliance**. This group works with member businesses, government agencies and product companies to deliver water conservation programs. The Alliance offers a combination of web resources and practical programs to help all Australians change the way they use water.

Under their WSSP, TRC are also implementing a number of water use efficiency programs including:

- Waterwise Tamworth promotional and public education campaign
- Large water users reduction initiative
- Residential Water Saving Rebate Scheme
- Waterwise schools education campaign
- Quarterly Water News newsletters to residents
- Roadside water conservation signage
- Water usage information and efficiency tips on rate notices

Aside from water restrictions, water conservation program initiatives are not currently available for Gunnedah LGA.

Box 2: Tamworth Regional Council's *Water Sustainability Strategic Plan 2008-2011*

Recent long-term severe drought conditions in the Tamworth region and the threat of potential climate change impacts on water supplies, prompted Tamworth Regional Council to take action and create a formal water sustainability planning document. The Water Sustainability Strategic Plan 2008-2011 (WSSP) represents TRCs plan for water conservation in the region over the three year period, within a context that includes a planning framework, vision and goals to achieve sustainable water use in the region over the long term.

The WSSP sits under TRCs Drought Management Plan and water Demand Management Plan, linking into the Council's larger plan for water sustainability. The purpose of the WSSP is to develop and support an ongoing cooperative approach, as well as a range of integrated actions, to use and manage water in a sustainable manner across the Tamworth region.

The WSSP consists of a vision, guiding principles, four key themes, 8 goals and 17 Strategic Action Plans (SAPs). The themes represent the main areas identified by TRC where change needs to occur to achieve sustainable water use and management. The goals are related to the themes and reflect all the key outcomes that need to be achieved for water supply sustainability.

Each SAP consists of a project or program that aims to address/achieve one or more of the key themes and goals in the WSSP. The 17 SAPs have been formulated for implementation over the plan period 2008-2011. Examples of SAPs include engaging large water users in the region to prepare water management plans and reduce water consumption, offering financial assistance to residents to retrofit their properties with water saving devices, public education campaigns, conducting water audits and retrofits on TRC properties, and reviewing the current WSSP and integrating projects into a WSSP for 2010-2013.

TRC have employed a full-time Water Sustainability Officer to develop and implement the WSSP. Implementation of the plan and SAPs is well under way. Some achievements to date include:

- 65 businesses in the region are using water more efficiently since the introduction of the large water users program.
- TRC has conducted water audits on its properties and a number of properties have been retrofitted with water saving devices.
- Approximately \$205,000 in rebates have been granted to residents in the LGA for purchase of water efficient appliances for their homes.

Through the implementation of the WSSP, TRC is providing a solution that meets the local community's long term needs for safe, secure and reliable water resources.

4.7 Linkages to targets and priorities

The targets and priorities relating to water quantity identified for the Region are presented in Table 13.

Table 13: Plan targets and priorities relevant to water quantity.

Plan	Target or priority
NSW State Plan 2006	Priority E1: A secure and sustainable water supply for all users.
	<ul style="list-style-type: none"> ▪ In regional centres, increase the volume of recycled water.
	<ul style="list-style-type: none"> ▪ Across NSW, meet the commitments under the National Water Initiative to restore water extraction from rivers to sustainable levels.
	Priority E4: Better outcomes for native vegetation, biodiversity, land rivers and coastal waterways.
	<ul style="list-style-type: none"> ▪ By 2015 there is an improvement in the ability of groundwater systems to support groundwater-dependent ecosystems and designated beneficial uses.
	<ul style="list-style-type: none"> ▪ By 2015 there is an improvement in the condition of important wetlands, and the extent of those wetlands is maintained.
Namoi CAP	<ul style="list-style-type: none"> ▪ By 2015 there is an improvement in the condition of riverine ecosystems.
	CTW: From 2006, there is an improvement in the condition of surface and ground water ecosystems.
	MTW4: From 2006, oversee the review of water management plans and processes under the <i>Water Management Act 2000</i> so that Water Management Plans, including Water Sharing Plans (WSPs) result in fair a reasonable access to surface and ground water sources for the environment (water dependent ecosystems), economic uses (agricultural, industrial, town water supply) and social values (recreational, cultural).

5 Issue 2: Increasing Number, Distribution and Density of Invasive Species

Summary Information

Condition Indicator	Data source/ custodian	P/ S/ R	Data confidence	Trend
Number of noxious weeds species ¹	I&I	S	Medium	☹️
Number of new invasive weed species established (significant) ^{2,3,5}	I&I	S	Medium	☹️
Number of new invasive animal species established (significant) ^{2,3,5}	I&I	S	Medium	☹️
Number of emerging invasive weed species ⁵	I&I	S	Medium	☹️
Number of emerging invasive animal species ⁵	I&I	S	Medium	☹️
Area and density of invasive species under active management ^{2,4}	Local Control Authorities/ Councils	R	Low/ Medium	☹️?
Actions taken to manage the impact and spread of invasive species ⁴	Local Control Authorities/ Councils	R	Low/ Medium	☹️?
Overall trend: number, distribution and density of invasive species				☹️

5.1 Description of the issue

Invasive exotic species include weeds, vertebrate and invertebrate pest animals that occur in terrestrial, freshwater and marine environments. Invasive species are acknowledged as the second greatest cause of biodiversity decline in the world after habitat loss (WRI *et al.*, 1992). However, in NSW, invasive exotic species have been identified as a threat to 70% of species, populations and communities listed under the NSW TSC Act. This represents a greater threat than any other process including the destruction and disturbance of native vegetation (Coutts-Smith and Downey, 2006). Invasive species are also one of the most significant threats to primary production in NSW.

5.1.1 Invasive plants

Over 1,350 non-native plant species are naturalised in NSW, with more than 300 of them likely to have significant impacts on the environment. In terms of impact on biodiversity, the distribution and density of invasive plants, as well as the specific characteristics of the species (e.g. growth habit, toxicity) are generally more important than the number of species. Invasive exotic plants generally fall into two categories:

1 Weeds of National Significance (WoNS): this comprises a list of 20 weeds that represent the most serious weed problems in Australia. WoNS status brings a weed species under a national plan for the purpose of restricting its spread and/or eradicating it from parts of Australia. The criteria for determining a WoNS include:

- Invasiveness;
- Impacts;
- Potential for spread; and
- Socioeconomic and environmental impact.

- 2 Noxious weeds:** include those weeds that have potential to cause harm to the community and individuals, primary production and the environment, can be controlled by reasonable means and most importantly, have the potential to spread within an area and to other areas.

In New South Wales the administration of noxious weed control is the responsibility of the Minister for Industry and Investment (I&I) under the *Noxious Weeds Act 1993* (NW Act). The Act is implemented and enforced by the Local Control Authority (LCA) for the area, usually local government.

The NW Act provides that:

- Private landholders (owners & occupiers) must control noxious weeds on their land as per the declaration.
- LCAs must control noxious weeds on their land, as per any declarations.
- Public authorities must control as necessary to prevent spread to adjoining land.

5.1.2 Invasive animals (vertebrates & invertebrate animals)

Invasive or pest animals pose a threat to 40% of the threatened biodiversity in New South Wales (Coutts-Smith and Downey, 2006). As a single factor, the threat posed to biodiversity by invasive animals in NSW was ranked fourth after other threatening processes of land clearing, altered fire regimes and weeds. Along with causing significant threats to biodiversity, pest animals can also cause financial losses to agriculture and other industries and damage areas of cultural significance. It is estimated that invasive animals cost the Australian economy over one billion dollars annually (NSW DPI, 2008).

Wild dogs, feral pigs, rabbits, foxes, feral goats, feral cats and European carp are the key pest animals occurring in NSW. Other pest animals such as wild deer, feral horses, rats and cane toads occur in the state but are more localised problems. Species such as common mynah birds, red-eared slider turtles and red fire ants are emerging as potential threats in the state. Terrestrial invasive animals in NSW can be classified as either predators or herbivores. Feral cats, red foxes and wild dogs are the main alien predators threatening biodiversity, while feral goats, rabbits and feral pigs are the main alien herbivores. Introduced herbivores compete with native animals for food, pose disease risks and have significant impacts on native vegetation and increased soil erosion through overgrazing.

Animal pest control orders are made under the *Rural Lands Protection Act 1998* (RLP Act). These may apply to individuals or all occupiers of land in a district and may impose a general or limited destruction obligation or a notification obligation requiring the occupier of land to give notice of the presence of the pest on the land. Aquatic pests are controlled under the FM Act administered by I&I.

5.2 LGA context

5.2.1 Invasive plants

The total number of noxious weed species listed under the NW Act for each LGA is shown in Figure 34. Of the totals, 70 species are declared across all NSW. Lists of the noxious weeds in each LGA (excluding species declared across NSW) are presented in Appendix B. There are moderate variations in the number of noxious weed species between LGAs in the Namoi Region (e.g. Liverpool Plains has 104 and Narrabri 94). The total number in the Region is less than in 2008, however, it appears that this is a result of sub-species now being included in the species listing (I&I, 2009c).

The distribution, density and type of impact are more relevant in terms of biodiversity and need to be considered by councils on a case-by-case basis. The distribution and densities, and therefore level of impact, will also vary over time due to climatic conditions, availability of food and control programs.

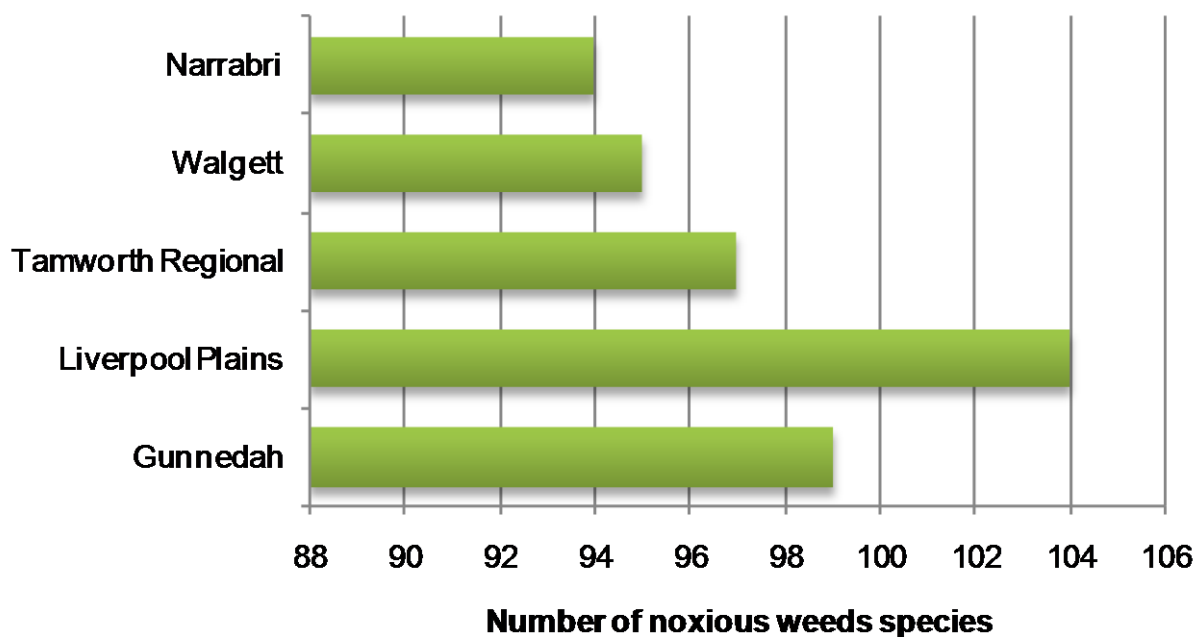


Figure 34: Number of listed noxious weeds in each LGA.

New invasive weed species

New invasive species are either introduced species that have not been recorded previously and whose impacts are likely to be significant, or species previously recorded that have since exhibited invasiveness. There are three new weed species reported in the Namoi region (DECCW, 2009) as the following:

- Horsetail spp (*Equisetum spp*).
- Parthenium weed (*Parthenium hysterophorus*)
- Rhizomatous bamboo (*Phyllostachys spp*)

The overall pressure ranking for new invasive weed species is low (DECCW, 2009).

Emerging weed species

An emerging species is a newly established species whose distribution and abundance are increasing. There are 16 emerging weeds reported in the Namoi CMA area as listed below. The overall pressure ranking for emerging invasive weed species is moderate (DECCW, 2009).

- | | |
|---|--|
| ▪ Bridal creeper (<i>Asparagus asparagoides</i>) | ▪ Lantana (creeping) (<i>Lantana montevidensis</i>) |
| ▪ Balloon vine (<i>Cardiospermum grandiflorum</i>) | ▪ Japanese honeysuckle (<i>Lonicera japonica</i>) |
| ▪ Scotch, English & Spanish broom (<i>Cytisus scoparius</i>) | ▪ Cane needle grass (<i>Nassella hyaline</i>) |
| ▪ Montpellier broom/cape broom (<i>Genista monspessulana</i>) | ▪ Chilean needle grass (<i>Nassella neesiana</i>) |
| ▪ Morning glory (purple) (<i>Ipomea indica</i>) | ▪ Mexican feather grass (<i>Nassella tenuissima</i>) |
| ▪ Fountain grass (<i>Pennisetum setaceum</i>) | ▪ Serrated tussock (<i>Nassella trichotoma</i>) |
| ▪ Perennial ground cherry (<i>Physalis virginiana</i>) | ▪ Firethorn (<i>Pyracantha sp.</i>) |
| ▪ Gorse (<i>Ulex europaeus</i>) | ▪ Spotted golden thistle (<i>Scolymus maculates</i>) |

The new and emerging weed index is presented in Figure 35. The index is measured by adding the density scores for all weeds monitored for each grid square.

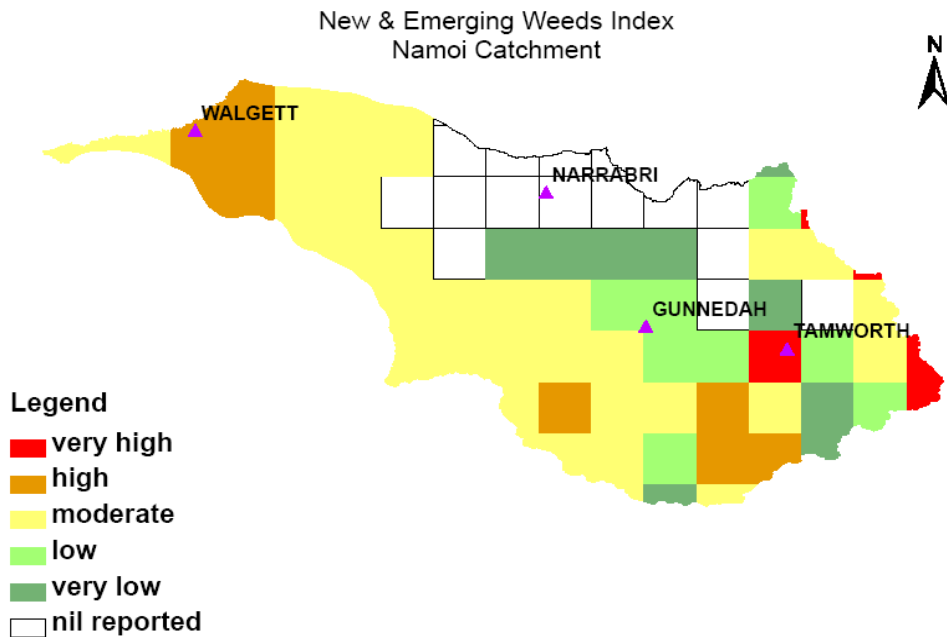


Figure 35: New and emerging weeds index (DECCW, 2009). Note: legend classes are: Very high = 12+, High = 7-11, Moderate = 4-6, Low = 3, Very Low = 1-2.

5.2.2 Invasive animals

Data from the *NSW Pest Animal Survey 2004-2006* (NSW DPI, 2006) showed the key vertebrate pests (in terms of density and distribution) in the Namoi region to be feral pigs, foxes and European carp. Pests that occurred in lower densities, or tended to be distributed over small areas in the Region in 2004-06, included feral goats, feral cats, rabbits, wild dogs and European starling. New pest animal survey data has been collected by I&I in 2009, however the data are currently unavailable. Distribution of the key vertebrate pests in the Region in 2004-06 is presented in Table 14.

Table 14: Key vertebrate pests in the Namoi Region 2004-06.

Species	Declared pest animal: RLP Act	Key threatening process		Distribution in Namoi Region
		TSC Act	EPBC Act	
Feral pigs (<i>Sus scrofa</i>)	yes	yes	yes	Crop damage throughout the northern & central slopes divisions substantially higher than elsewhere in NSW.
Foxes (<i>Vulpes vulpes</i>)	yes	yes	yes	Occur at a medium density across most of the Region with high densities in the east.
European Carp (<i>Cyprinus carpio</i>)	N/A	no	no	Inhabit the main rivers of the Darling, Barwon, Namoi and Keepit Dam.

I&I (Fisheries) and the Murray Darling Basin Sustainable Rivers Audit have recently completed collection of baseline data on freshwater invasive fish species at 470 sampling sites across NSW. The percentage of alien/invasive fish recorded at each of the sampling sites versus the total fish recorded at each site provides

an indicator of the impact of alien fish on native fish. This data is also an indicator of the success of control programs for widespread invasive freshwater fish (DECCW, 2009).

Figure 36 depicts the percentage of invasive fish species recorded at a number of sites in the Namoi CMA Region in 2008. As evident, all sites around Tamworth, Bendemeer, Manilla, Barraba, as well as near Keepit and Split Rock Dams, recorded moderate to high percentages (41-80%) of invasive freshwater fish. A very high percentage (81-100%) of alien fish was recorded at only one site near Walgett. Low to very low percentages (0-40%) of alien fish were found at all sites on the Namoi River between Wee Waa and Gunnedah. The average of all site indicators in the Namoi CMA region was 39.83% (DECCW, 2009).

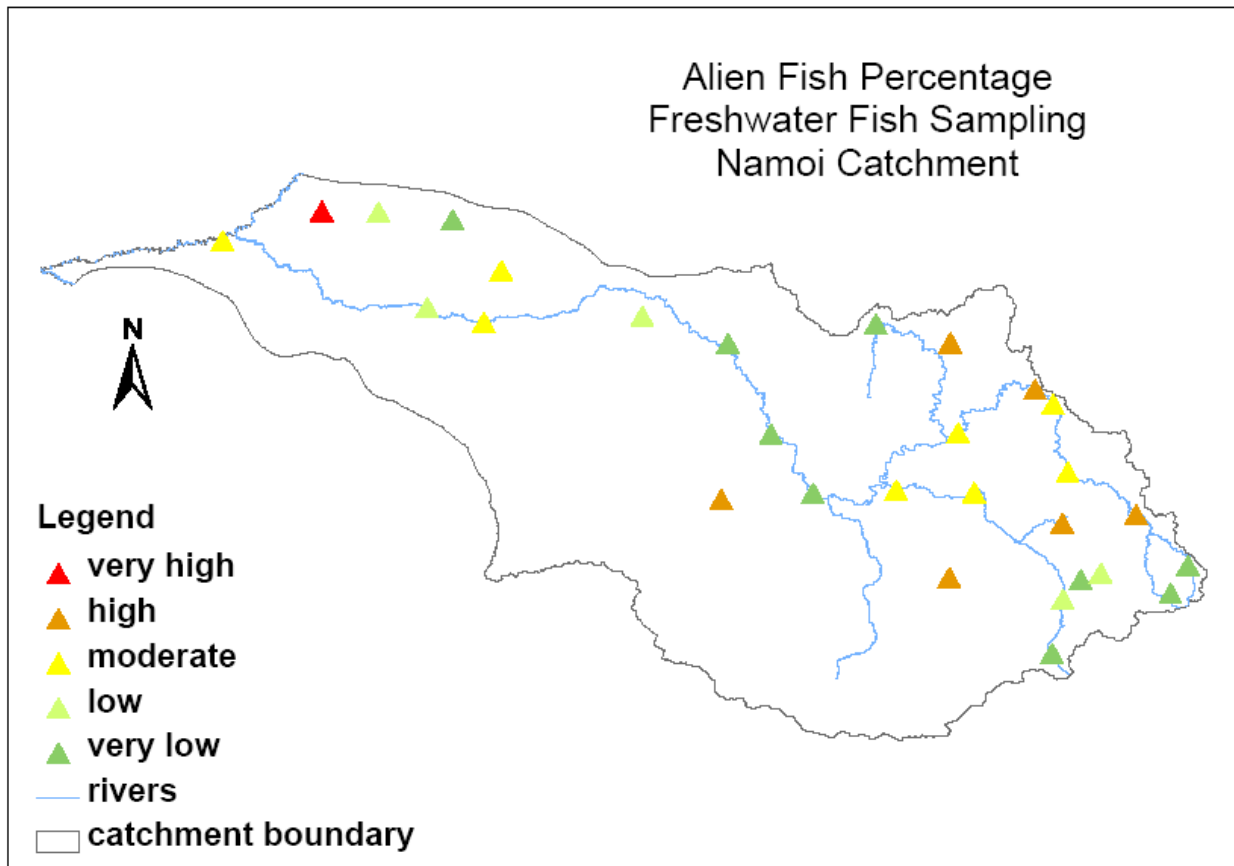


Figure 36: Percentage of invasive freshwater fish at sites in the Namoi CMA Region (DECCW, 2009). Note: legend classes are: Very high = 81-100%, High = 61-80%, Moderate = 41-60%, Low = 21-40%, Very Low = 0-20%.

New and emerging invasive animals

Data collected by I&I in 2008 (DECCW, 2009) on new and emerging pest animals in the Namoi CMA region showed that there were no new pest animals or freshwater pests recorded as occurring in the Namoi region. Five pest animals were found to be emerging in the Region (Table 15); three freshwater fish and two vertebrates. An emerging species is a newly established species whose distribution and abundance is increasing and therefore could become a significant threat. The overall pressure ranking for emerging invasive animal species is moderate.

Hudson pear (*Cylindropuntia rosea* and *C. tunicata*) has also been identified as a major emerging weed species in the Lightning Ridge area, while Lippia (*Phyla canescens*) is a significant emerging problem, particularly along watercourses.

Table 15: Emerging vertebrate pests in the Namoi CMA Region 2008 and their impacts.

Species	Impacts
Goldfish (<i>Carassius auratus</i>)	Reduced water quality, turbidity, predation upon native fish, algal blooms.
Rainbow trout (<i>Oncorhynchus mykiss</i>)	Effect native fish and invertebrates through predation and competition.
Brown trout (<i>Salmo trutta</i>)	Reduce native fish populations, especially other salmonids, through predation, displacement and food competition.
Feral Horses (<i>Equus caballus</i>)	Pose a threat to water quality and public safety, and impact on the agricultural production.
Feral & Wild Deer (<i>Dama</i> , <i>Cervus</i> , <i>Axis</i> spp.)	Overgrazing, browsing, trampling, ring-barking, antler rubbing, dispersal of weeds, creation of trails, concentration of nutrients, exposing soils to erosion, and the subsequent degradation of water quality in creek and river systems.

The pest animal index (Figure 37) is measured by adding the density scores for all pest animals monitored for each grid square. Species monitored are camels, horses, Donkeys, deer and cane toads.

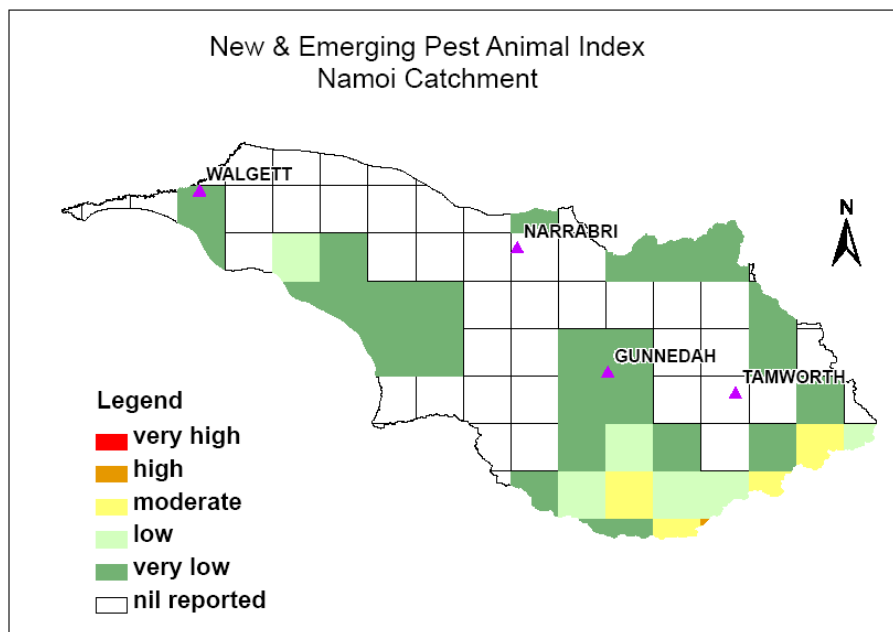


Figure 37: New and emerging pest animal index (DECCW, 2009). Note: legend classes are: Very high = 8-10, High = 6-7, Moderate = 4-5, Low = 2-3, Very Low = 1.

5.3 Pressures

Major pressures associated with the spread of invasive species are lack of effective monitoring programs to identify emerging invasive species and the lack of a rapid, cooperative and integrated management response.

5.3.1 Invasive plants

Many weed species are the result of deliberate introductions. Approximately 65% of naturalised plants were imported for gardens or agriculture. This threat continues with 28% of identified weeds still available for sale in NSW and most weeds are already well-established in gardens or agricultural land. Aquatic weeds may be

spread through natural waterway flows, particularly floods or heavy rains, or through human activities, such as transmission on boats. Many weeds respond positively to disturbed conditions arising from a range of pressures, such as changing soil structure and water availability. For example, some aquatic weeds favour the increased sedimentation and nutrient levels in waterways experiencing carp infestations.

5.3.2 Invasive animals

Many invasive animals are opportunistic, can breed year round and are mobile. These characteristics allow them to move into and survive in many different habitats. There are also few natural predators to keep invasive populations under control. The dispersal of some species has been through human translocation and deliberate release or accidental escape.

5.4 Stakeholder roles & responsibilities

The effective management of invasive species and their adverse impacts requires a coordinated approach between government, regional organisations and landholders. All groups have a shared responsibility to address invasive species in the Region. The roles and responsibilities of stakeholders are listed in Table 16.

Table 16: Stakeholder roles and responsibilities in relation to the management of invasive species.

Stakeholder	Role	Responsibility
Councils & LCAs	Implementing the Act on private lands (e.g. issue <i>weed control notices</i>) Control declared pest species (animals) on their land Monitor noxious weeds in local area & maintain records	NW Act RLP Act NW Act
I&I	MER – invasive species Research, advisory & extension Implement actions Compliance (weeds) Noxious fish	NSW MER Strategy NSW Invasive Species Plan 2008-2015 NW Act FM Act
DECCW	Implement actions Research, advisory & extension	NSW Invasive Species Plan 2008-2015
LHPAs (invasive animals)	Strategy, policy Advice & assistance (eradication of declared animal species) Implementation of control strategies	RLP Act
Land managers	Control declared pest (weed & animal) species on their land Notify LCA of <i>notifiable weeds</i> on their land	RLP Act NW Act NW Act

5.5 Council influence & performance indicators for direct & indirect actions

The following table shows how councils can influence the management of invasive species either directly or indirectly through advocacy and lobbying.

Table 17: Direct and indirect influences councils may have over invasive species issues.

	Type of council influence	Performance indicator
Direct	Implementing the NW Act on private lands	Number of sites and area where NW Act has been implemented
	Control of declared pest species (animals & plants) on Council land.	Number of control programs; area under control; number of animals eradicated.
	Monitoring of invasive species.	Number of monitoring programs undertaken according to relevant monitoring protocols; number of species & area monitored
Indirect	Liaison & partnerships with relevant stakeholders (CMA, DPI, RLBP, industry groups): control & education programs, funding bids, etc.	Number of cooperative programs & funding bids
	Education: landholder responsibilities under invasive species legislation; best practice control measures; emerging issues, etc.	Number of education initiatives & number of stakeholders involved

5.6 Response to the issue

Table 18 indicates the actions implemented by each LGA under Section 18 of the NW Act, including the species targeted the area controlled and the density of the infestation. The area of weeds treated by councils is also presented. In general the response by councils is low. No actions were taken by participating councils to manage invasive animals.

Table 18: Actions taken in each LGA to manage invasive plant species.

LGA	NW Act Section 18 actions				Weeds treated	
	Type of action taken	Species targeted	Area controlled (ha)	Density of infestation	Length of road treated (km)	Area along road treated (ha)
Gunnedah Shire (1)	Notice to control noxious weeds	African boxthorn	150.0	Heavy	1,594	956
Liverpool Plains Shire (8)	Court Action	St Johns wort	Nil	High	1,100	33,000
	PIN Notice	St Johns wort	0.1	High		
	Section 18 Notice Issued*	St Johns wort	1.0	Medium		
	Section 18 Notice Issued	St Johns wort	1.0	High		
	Section 18 Notice Issued	St Johns wort	Nil	Low		
	Section 18 Notice Issued	St Johns wort	120.0	High		
	Section 18 Notice Issued	St Johns wort	Nil	High		
	Section 18 Notice Issued	St Johns wort	Nil	High		
TRC	None				2,000	
Walgett Shire	None				none	none
Narrabri Shire	None				unknown	unknown

* two of these Notices were reissued.

Box 3: Tr@cer Weeds Program

Liverpool Plains Shire Council has been commissioned by the Namoi CMA to develop and implement weed mapping software - Tr@cer Weeds- in all Local Control Authorities across the catchment. Tr@cer Weeds takes the inspection and management of weeds into the “future of data collection and validation”, an exacting process of mobile GPS satellite navigation combined with the power of “Smart Forms”.

The Tr@cer Weeds system captures data regarding the type of weed, infestation size and geographic infestation trends enabling inspectors to pin point areas having potential risk on the environment. The system also offers a range of suggested treatment processes for landholders to reduce the incidence and potential spread of weed infestations. Weeds inspectors now have specific information at their fingertips enabling them to record weed infestation specific data, while an integrated cadastral map allows the inspectors to determine the owner details, address details, Lot/DP and global position. A unique user interface gives the inspectors the ability to accurately access their location and enables them to print inspection reports in the field reducing the time and cost of processing property inspections.

The first stage of the project is nearing completion and the “helicopter view” of the extent of the weed problem will soon be available to the CMA.

For further information on the Tr@cer Weeds program see <http://www.lpsc.nsw.gov.au/weed.php>

Of the councils in the region, Gunnedah has an invasive species management plan/strategy, while Tamworth Regional and Liverpool Plains Shire Council (LPSC Policy No. 3.14 – Noxious Weed Control) have prepared individual plans for Class 4 noxious weeds. Mapping of weed infestations by the constituent councils is limited.

5.7 Linkages to targets

The targets and priorities relating to invasive species identified for the Region are presented in Table 19.

Table 19: Plan targets and priorities relevant to invasive species.

Plan	Target or priority
NSW State Plan 2006	Priority E4: Better outcomes for native vegetation, biodiversity, land rivers and coastal waterways.
	<ul style="list-style-type: none"> ▪ By 2015 there is a reduction of the impact of invasive species
Namoi CAP	CTB: From 2006, there will be an improvement in the extent and condition of native plants and animals, and the environment in which they live, within each Interim Bio-Regional Assessment (IBRA) sub-region of the Namoi
	MTB3: From 2006, reduce the economic and environmental impacts of invasive plants and animals
NSW Invasive Species Plan 2008-2015	Vision: The environment, economy and community of NSW are protected from the adverse impacts of invasive species.

6 Issue 3: Decreasing Extent and Condition of Native Vegetation

Summary Information

Condition Indicator	Data source/ custodian	P/ S/ R	Data confidence	Trend
Extent (area) of native vegetation ^{1, 2, 3, 4, 5}	DECCW	S	High	☹
Area protected in conservation reserves & under voluntary conservation agreements ^{1, 4}	DECCW	S	High	☺
Native vegetation condition ^{2, 3, 5}	DECCW	S	Low	☹
Area & percentage of native vegetation cleared over time ^{4, 3}	DECCW/ CMA	P	Low	☹ ⁴
Implementation of actions (e.g. area revegetated)	Council	R	Low	☹
Overall trend: decreasing extent & condition of native vegetation				☹

6.1 Description of the issue

Native vegetation is made up of plant communities, comprising primarily indigenous species and includes canopy trees (where present), understory, ground cover and below ground biomass (roots, bulbs and the seed bank). Native vegetation provides numerous on-farm production and broader catchment values and links to a number of other environmental issues covered in this Regional SoE. It provides habitat and food for native flora and fauna, protects river banks from erosion and in turn mitigates negative impacts on water quality (e.g. sedimentation and nutrients), captures and stores greenhouse gases, increases pasture and crop productivity, regulates watertable levels and occurrence of salinity problems and maintains soil condition. Key threatening processes (KPIs) relating to native vegetation and biodiversity include:

- Clearing of native vegetation;
- The loss of hollow-bearing trees (KTP); and
- Removal of dead wood and dead trees (KTP).

Vegetation extent

Figure 38 shows the extent of vegetation in the Namoi CMA area for each of the four extent categories described below (DECCW, 2009). The actual percentage of the total catchment area represented in each category is provided in the key.

- **Native – Intact:** Native vegetation in which the structure has not been substantially altered by human activities, or has been altered and has since recovered.
- **Native – Derived:** Vegetation that is predominantly native but has been substantially altered by human activities and is no longer structurally intact.
- **Native/Non-Native Mosaic:** Vegetation that cannot readily be classified as either Native or Non-native using current remote sensing methods.

⁴ Area cleared under the *Native Vegetation Act 2003* Property Vegetation Plans (PVP) is known, however, area cleared illegally is not known.

- Non-Native or Other: Non-native vegetation including crops, non-native plantations and non-native pastures, or other non-vegetation land cover types, including urban, industrial, infrastructure.

The overall condition rating for vegetation extent was fair, compared to the NSW average of good.

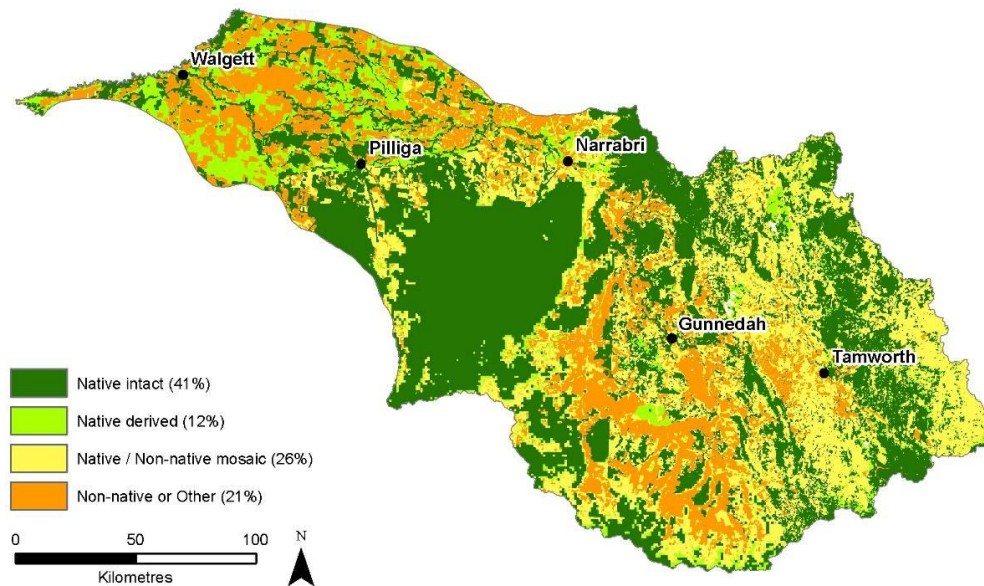


Figure 38: Distribution of vegetation extent categories across the Namoi CMA area.

Vegetation condition

Figure 39 shows the status of vegetation condition in the Namoi CMA area each of the six condition categories described below (DECCW, 2009). The actual percentage of the total catchment area represented in each category is provided in the key.

- Residual: Native vegetation community structure, composition and regenerative capacity intact – no significant perturbation from land use or land management practices.
- Modified: Native vegetation community structure, composition and regenerative capacity intact – perturbed by land use or land management practices.
- Transformed: Native vegetation community structure, composition and regenerative capacity significantly altered by land use or land management practices.
- Transformed/Replaced-Adventive Mosaic: Vegetation that cannot readily be classified as either Transformed (native) or Replaced-Adventive* (non-native) on the basis of available State-wide datasets.
- Replaced-Managed: Native vegetation replaced with cultivated vegetation.
- Removed: Vegetation removed to leave non-vegetated land cover.

The overall condition rating for vegetation condition was fair, the same as the NSW average.

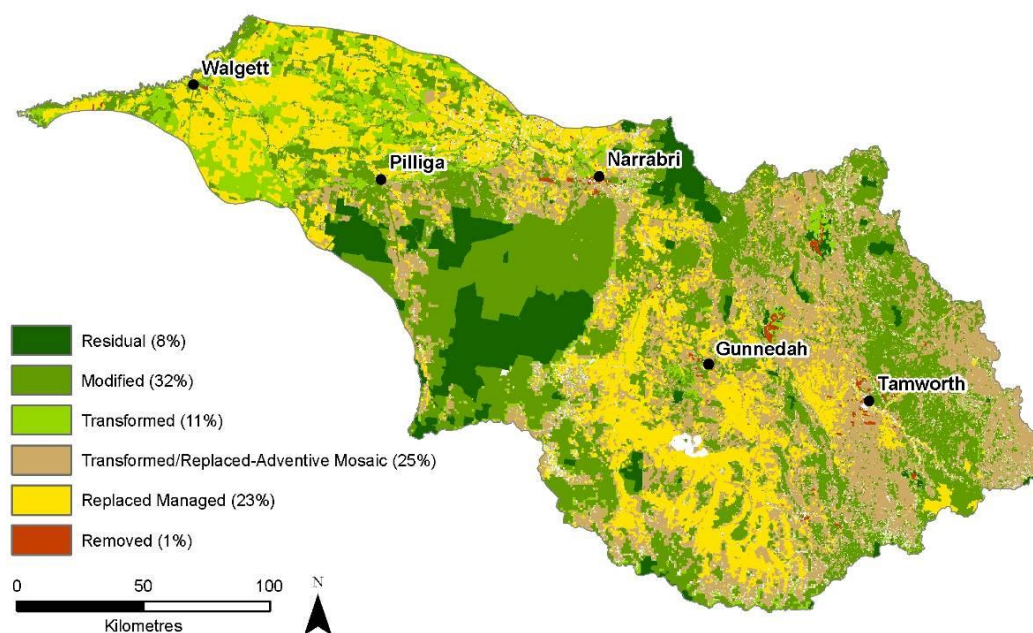


Figure 39: Distribution of vegetation condition categories across the Namoi CMA area.

Vegetation conservation

DECCW is responsible for establishing Voluntary Conservation Agreements (VCA) with landowners which provide permanent protection for significant native vegetation. A VCA is registered on the title of the land ensuring that if the land is sold, the agreement and management requirements remain in place. The number and area of VCAs in each LGA is shown in Table 20.

Table 20: Number and area of VCAs.

Local Government Area (LGA)	Number of VCAs	Area protected under VCA (ha)
Tamworth Regional	8	6,881
Narrabri	1	33.04
Walgett	none	-
Liverpool Plains	1	1.7
Gunnedah	none	-
Total	10	6,915.74

State Environmental Planning Policy No. 19: Bushland in Urban Areas applies to bushland zoned or reserved as public open space. It affects councils when they propose to rezone urban bushland reserves for urban subdivision. The policy requires that councils give priority to retaining bushland in LEPs, unless they are satisfied that significant environmental, economic or social benefits will outweigh the value of the bushland.

A Tree Preservation Order (TPO) is an order made by a council which makes it an offence to damage certain trees in a LGA or zone. The terms of TPOs vary from council to council and some councils do not have them.

The power to make a TPO for a Local Government Area is found in the LEP. As shown in Table 21 of the five LGAs in the region have a TPO in place.

Table 21: Details of TPOs for LGAs in the Region.

	Local Government Area (LGA)				
	Gunnedah Shire	Liverpool Plains Shire	Tamworth Regional Council	Walgett Shire	Narrabri Shire
TPO	Yes	No	No*	No	No**
Instrument	LEP	-	-	-	-
Area covered by TPO	All of Shire	-	Former Tamworth City LGA	-	-

* significant tree register only.

** TPO currently being drafted by Narrabri Shire Council

6.2 Pressures

The key pressure on the extent of native vegetation in the Namoi Region is clearing. Clearing is defined the destruction of a sufficient proportion of one or more layers within a stand or stands of native vegetation. The main reason for clearing is agricultural development, that is, for cropping and grazing. The extent of clearing for urban development and industrial and mining activities is less significant.

The number of each type of Property Vegetation Plans (PVPs) issued by the Namoi CMA and the area of vegetation removed is presented in Table 22. The area presented in the table does not include vegetation that may have been cleared illegally. As evident from the table the area of invasive native scrub clearing and thinning of vegetation under PVPs are both significantly less than the 2 years prior.

Table 22: Type of PVPs issued by the Namoi CMA and the areas cleared.

Type of PVP	2004		2005		2006		2007		2008		2009	
	No.	Area (ha)	No.	Area (ha)	No.	Area (ha)	No.	Area (ha)	No.	Area (ha)	No.	Area (ha)
Clearing	3	201	4	220	1	51.1	0	0	0	0	2	73.4
Thinning	3	100	1	73	0	0	3	265	1	200	1	53.4
INS*	1	881	0	0	4	163.2	20	2,540	1	2,935	4	265
Total	7	1,182	5	293	5	214.3	23	2,805	2	3,135	7	391.8

* INS = invasive native scrub

Native vegetation extent and condition are also significantly impacted by invasive weeds. Adverse effects include competition for space, light, water and nutrients and smothering of native vegetation and seedlings as well as prevent recruitment. The issue of invasive weeds is discussed further in the previous section.

6.3 Stakeholder roles and responsibilities

The roles and responsibilities of stakeholders with respect to the issue of managing native vegetation are listed in Table 23.

Table 23: Stakeholder roles and responsibilities in relation to the management of native vegetation.

Stakeholder	Role	Responsibility
DECCW	Ensuring compliance Policy & research MER	NV Act NSW MER Strategy
CMA	PVPs (clearing, offsets, incentives)	NV Act
Local government	TPOs in planning instruments Management on vegetation on council lands	EP&A Act and planning instruments
Developers/ Agricultural land managers	Compliance with legislation	NV Act TPOs

6.4 Council influence & performance indicators for direct & indirect actions

The key stakeholders and their specific role and responsibility in the management of native vegetation in the Region are presented in Table 24.

Table 24: Direct and indirect influences councils may have over native vegetation.

	Type of council influence	Performance indicator
Direct	Inclusion of TPO in local planning instruments.	TPO Number of trees protected under TPOs
	Revegetation programs (native species).	Number of projects & area of native vegetation replanted (by type)
Indirect	Educating developers on relevant vegetation legislation	Number of stakeholders/ individuals targeted
	Reporting potential NV Act breaches to DECC	Policy/ education for council staff
	Liaison with CMA regarding replanting, conservation, legislation, etc	Number of partnerships

6.5 Response to the issue

During 2008/09 the following councils undertook tree plantings:

- TRC planted a total of 17,276 native plants comprising 6,870 trees, 6,008 shrubs and 4398 grasses.
- Gunnedah Shire planted approximately 15,000 trees.

The area of plantings is unknown.

Box 4: *Regenesi*s project

*Regenesi*s is a three-year innovative carbon-trading partnership project between Liverpool Plains Shire Council and Blacktown City Council. The project is funded through the Urban Sustainability Program administered by the NSW Environmental Trust. The main focus of the project is to utilise large tracts of public and privately owned land for biodiversity plantings and carbon storage. The project provides funding and technical advice to landholders in the Liverpool Plains Shire to plant local native trees and shrubs on marginal and currently unused areas of their land.



*Regenesi*s communities of vegetation are planted in accordance with accredited carbon trading requirements. Through the *Regenesi*s project, those with the carbon sequestration rights on the planted land will receive carbon certificates that have a dollar value and are tradable. *Regenesi*s will operate through the Carbon Pollution Reduction Scheme once that scheme is operational.

To be eligible for carbon trading the following conditions must be met:

- The planting site must have been clear of trees (<20% canopy cover) on the 31st December 1989.
- Revegetation must be “human induced”. Planting, direct seeding and management changes such as fencing to promote regeneration from remnant trees are all valid revegetation methods.
- The revegetated area must occupy a minimum of 0.2 ha.
- The minimum width of the revegetated area must be 10 m (canopy cover at maturity).
- Trees must be a minimum of 2 m high at maturity.
- Landholder must also be prepared to:
 - have carbon sequestration rights registered over the land title; and
 - retain the carbon (i.e. trees) for 100 years after the last payment is made (through legal covenant).

Plantings under the *Regenesi*s project are preferably to use local native species to ensure that local biodiversity is maintained or enhanced. To date 27 ha have been planted under the *Regenesi*s project, with 300 ha in applications.

For further information contact:

Gary Roughley, *Regenesi*s Project Officer, Liverpool Plains Shire Council.
60 Station Street, Quirindi 2343.
Ph. 67464542. Email: gary.roughley@lpsc.nsw.gov.au Fax: 67463255

6.6 Linkages to targets

The targets and priorities relating to native vegetation identified for the Region are presented in Table 25.

Table 25: Plan targets and priorities relevant to native vegetation.

Plan	Target or priority
NSW State Plan 2006	Priority E4: Better outcomes for native vegetation, biodiversity, land rivers and coastal waterways.
	<ul style="list-style-type: none"> ▪ By 2015 there is an increase in native vegetation extent and an improvement in native vegetation condition
	<ul style="list-style-type: none"> ▪ By 2015 there is an increase in the recovery of threatened species, populations and ecological communities
Namoi CAP	CTB: From 2006, there will be an improvement in the extent and condition of native plants and animals, and the environment in which they live, within each Interim Bio-Regional Assessment (IBRA) sub-region of the Namoi.
	MTB1: From 2006, maintain or improve the extent, distribution and condition of the existing native vegetation of the catchment

7 Issue 4: Declining Surface Water Quality

Summary Information

Condition Indicator	Data source/ custodian	P/ S/ R	Data confidence	Trend
Salinity (electrical conductivity) ^{1,2,3}	NOW/CMA	S	High	☹️
Turbidity ^{1,2,3}	NOW/CMA	S	High	☹️
Total phosphorus ^{1,2}	NOW/CMA	S	High	☹️
Exceedances of license discharge consent recorded	LG	P	Medium	😊
Number of onsite wastewater treatment plants in LGA ¹	LG	P	High	☹️
Proportion of annual failed wastewater treatment plant inspections	LG	P	High	?
Number of gross pollutant traps installed ¹	LG	R	High	😊
No. of participants involved in stormwater education programs	LG	R	Medium	?
Overall trend: declining surface water quality				☹️

7.1 Description of the issue

Water quality is a strong indicator of catchment health as it provides a useful signal for almost everything that occurs throughout a catchment, particularly in terms of detecting impacts associated with current and future land management practices. Water quality within the Region is influenced by a number of direct and indirect land use pressures, including urban and agricultural runoff, stormwater inflows, sewage discharges and the clearing of native vegetation.

High concentrations of nutrients are important triggers of algal blooms. Other factors such as water temperature, turbidity and water turbulence are also important determinants of bloom formation (DNR, 2005). In cases where the majority of nutrients are from diffuse sources there is a strong relationship between nutrient concentrations and flow, with nutrient levels increasing with flow (DLWC, 2002).

Water quality is monitored at a number of locations throughout the Region to assess impacts associated with land management practices, collect information to inform improved management of water resources and to monitor change over time. There are currently three water quality parameters which are of concern: nutrients, salinity and turbidity. Figure 40 presents the results of Waterwatch water quality monitoring for the past 12 months. As evident this monitoring program is limited to the eastern portion of the Namoi region. The parameters measured include pH, electrical conductivity (EC)⁵, turbidity, dissolved oxygen, and total phosphorus.

⁵ EC is proxy for salinity.

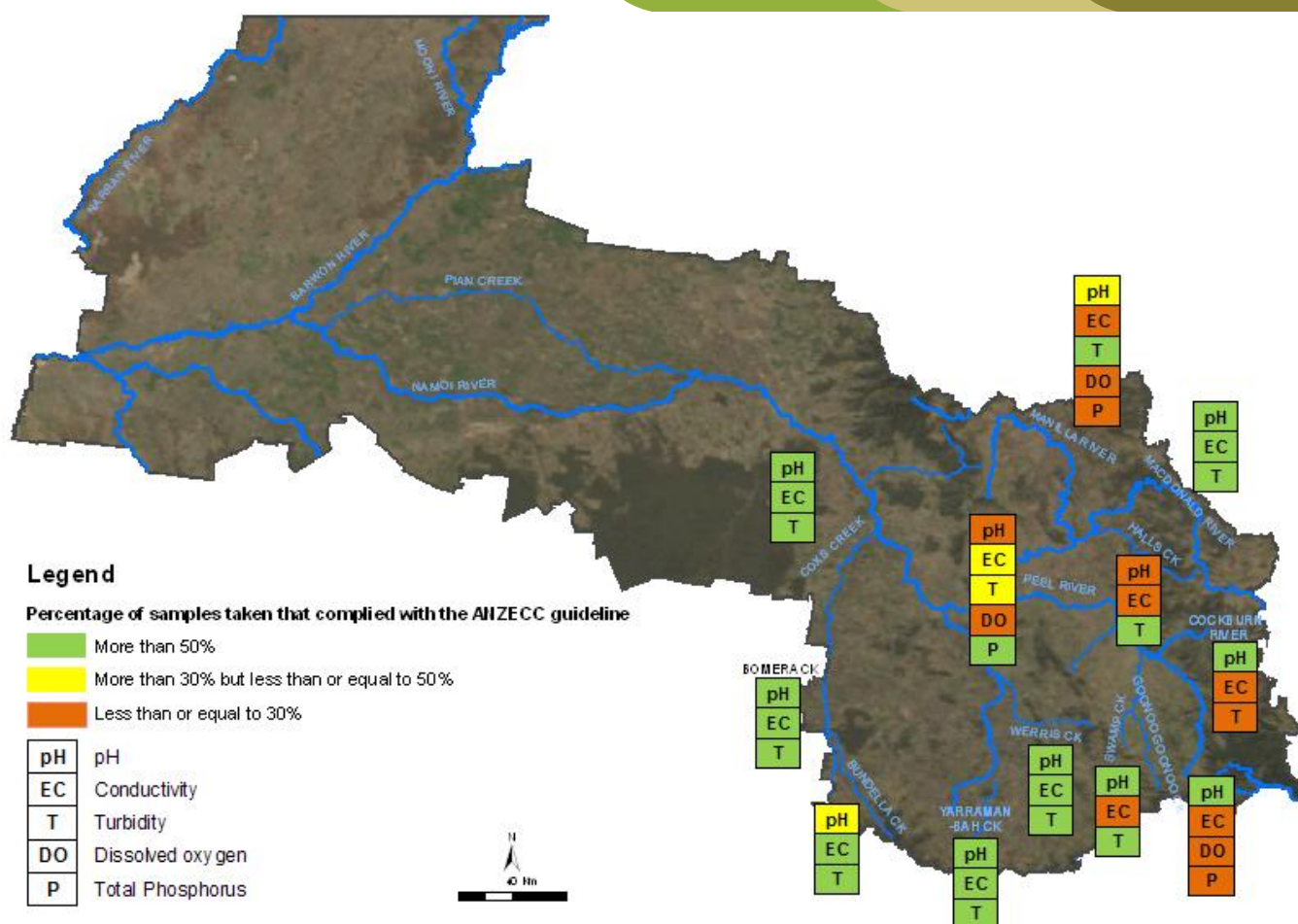


Figure 40: Summary of the November 2008 to September 2009 water quality data for monitoring stations in the Namoi Valley (Waterwatch, 2009).

7.1.1 Total phosphorus

Total phosphorus (TP) is the major nutrient of concern in the surface waters of the Region. High proportions of TP are transported attached to soil particles to wetlands and downstream systems. As stated in the 2008 SoE, most water quality monitoring sites across the Region exceed Australian and New Zealand Environment and Conservation Council (ANZECC) water quality guidelines for TP most of the time for the period July 2005 to June 2008 (DWE, 2008a). The number of significant exceedances of ANZECC guidelines for total nitrogen (TN) were also recorded for the period July 2005 to June 2008. Duplicate data for 2009 is not currently available, however, based on the Waterwatch data (Figure 40) only the Peel River had an acceptable level of TP, while TP at Manilla River and Goonoo Goonoo Creek the levels recorded failed to comply with ANZECC trigger value. TP was not recorded for other waterways.

7.1.2 Water salinity

Electrical conductivity (EC) is a measure of salinity, with a high EC reading indicating high concentration of salts. Readings of EC over 650 $\mu\text{S}/\text{cm}$ are considered to be of high salinity for irrigation water and can cause crop damage and/or soil salinity problems. Major irrigation areas in the lower Namoi Catchment have exceeded this level on occasions (DNR, 2005).

Figure 40 shows that most of the EC samples from Cockburn River, Manilla River, Goonoo Goonoo Creek and Halls Creek exceeded the ANZECC trigger value during 2008/09, while only 33% of EC recorded at Peel River complied. The rest of rivers and creeks sampled complied with the ANZECC trigger value for EC.

7.1.3 Turbidity

Turbidity is the key measure of water clarity and is affected by the amount of particulate matter suspended in the water column. Land use change resulting in removal of native vegetation can generate significant sediment loads, particularly where appropriate development controls are not applied (DLWC, 2002).

The trend is toward increasing turbidity levels from the upper catchments through to the lower catchments in the Region (DWE, 2008a). Based on the Waterwatch data turbidity levels at the sites sampled mostly complied with the ANZECC guidelines. The exception were Cockburn River where none of the samples complied and Swamp Creek where 50% of turbidity level recorded complied with the ANZECC trigger value, as shown in Figure 40.

7.1.4 pH and dissolved oxygen (DO)

The pH levels in most of rivers and creeks in Namoi Region are within the ANZECC trigger value. Low levels of pH were detected at Manilla River and Peel River (Figure 40).

Data for dissolved oxygen (DO) was only available for Cockburn River, Peel River and Goonoo Goonoo Creek (Figure 40). DO in these waterways are below the ANZECC trigger value. Low level of DO indicated the decline in water quality for the survival of fishes and aquatic species.

7.2 Pressures

Condition of rivers, creeks and wetlands in the Region is influenced by a number of key pressures:

- Changes in landuse or land management practices, in particular clearing of native vegetation and transformation of rural landscapes to urban areas.
- Changes to natural flow regimes. Surface water and groundwater abstractions or diversions affect sedimentation and concentrations of pollutants.
- Discharge of pollutants (chemicals, nutrients) into water bodies. This includes point-source discharges from a defined location (e.g. industry and sewage treatment plants) and diffuse sources (e.g. agricultural runoff).

The above pressures impact on water condition as a result of suspended solids, nutrients, habitat removal and disturbance (riparian and instream), spread of pest species, variations to flow regimes and increasing salinity. Information relating to constituent LGA pressures on the water environment are outlined below.

There are currently a total of 12 sewage treatment plants in the Region which treat council discharges. Many of the sewage discharges from these STPs are not discharged directly to rivers and creeks. Tamworth Regional, Narrabri and Gunnedah Councils all operate STPs which discharge to farmland environments where in some cases (e.g. Gunnedah STP) effluent is re-used for irrigation. Tamworth Swan Street and Tamworth Westdale STPs operated by TRC and Werris Creek operated by LPSC are the only treatment plants which discharge directly or indirectly to surface water systems.

The number of on-site wastewater treatment plants in each LGA in 2009 was: Tamworth Regional 3,192, Liverpool Plains 54, Walgett 2,755 and Gunnedah 848. data was not provided for Narrabri.

7.3 LGA context

Declining water quality is relevant to all constituent councils in the Region as evidenced by salinity and nutrients in the form of TP where exceedances of ANZECC guidelines are widespread throughout the Region. Turbidity is more significant to the surface water systems located in the lower Namoi Valley and is therefore likely to impact more heavily on Walgett, Narrabri and Liverpool Plains councils.

7.4 Stakeholder roles and responsibilities

The effective management of water quality requires a coordinated approach between state government, local government, regional organisations and landholders. All groups have a shared responsibility to ensure the sustainable management of natural resources and to address the water quality related impacts in the Region. The roles and responsibilities of stakeholders are listed in Table 26.

Table 26: Stakeholder roles and responsibilities relating to water quality.

Stakeholder	Role	Responsibility
NOW	Policy, MER	WM Act
Industry	Process/ water treatment	POEO Act
Agricultural land managers	Management of erosion, agricultural runoff etc	NV Act
Local government	Sewerage treatment outflows, erosion (urban development), onsite wastewater sewage treatment	LG Act POEO Act
CMA	Capacity building, funding, on-ground actions	CMA Act NV Act & Regulations WM Act Soil Conservation Act 1938

7.5 Council influence performance indicators for direct & indirect actions

The following table shows the areas and actions relating to the management of water quality where councils can have either a direct influence through their operational activities or indirect influence through advocacy and lobbying.

Table 27: Direct and indirect influences councils may have over water quality issues.

	Type of council influence	Performance indicator
Direct	Planning and development controls (LEP, DCP) e.g. restrictions on development along waterways.	Water quality issues addressed in planning controls; effective DA procedure that considers water quality impacts.
	Water quality management plan or strategy: including goals, targets and management actions.	Water quality management plan or strategy developed.
	On-ground management actions (e.g. upgrade of sewerage treatment plant processes, installation of stormwater gross pollutant traps).	Number of management actions implemented.
	Wastewater discharge consent	Compliance with discharge consent
Indirect	Liaison with NOW regarding needs for water quality monitoring, protection of sites, etc.	Number of issues liaised on.
	Community education: ensuring developers and the community are aware of, and comply with, legislative and planning requirements.	Number of education programs; number of stakeholders targeted; incidence of non-compliance with legislation and/or planning controls.
	Liaison with Namoi CMA regarding needs for survey, protection of sites, support tools, etc.	Number of issues liaised on.

7.6 Response to the issue

The main ways in which councils can implement management actions to improve water quality include the installation of gross pollution traps (GPTs), the management of on-site waste water treatment plants (WTPs) and water quality education programs for the business and residential sectors. Table 28 presents the information relating to WTPs in the region, including the number of inspections by councils and the numbers failing inspections (including the percentage failing in parentheses). Walgett, Gunnedah and LPSC have trade waste policies.

Table 28: On-site waste water treatment plants in the Region.

	Gunnedah Shire	Liverpool Plains Shire	Tamworth Regional Council	Walgett Shire	Narrabri Shire
Total number of on-site waste water treatment plants (WTPs)	848	54	3,192	2755 (approx.)	-
Number of on-site WTPs installed 2008/09	5	8	27 installed (86 installations determined)	5	-
Number of on-site WTPs inspected in 2008/09	12	7	1,021	20 (approx.)	-
Number of on-site WTPs failing inspection	0 (0%)	0 (0%)	85 (8.3%)	6 (approx.) (30%)	-

7.7 Linkages to targets

The targets and priorities relating to water quality identified for the Region are presented in Table 29.

Table 29: Plan targets and priorities relevant to water quantity.

Plan	Target or priority
NSW State Plan 2006	Priority E4: Better outcomes from native vegetation, biodiversity, land rivers and coastal waterways.
	<ul style="list-style-type: none"> ▪ By 2015 there is an improvement in the ability of groundwater systems to support groundwater-dependent ecosystems and designated beneficial uses.
	<ul style="list-style-type: none"> ▪ By 2015 there is an improvement in the condition of important wetlands, and the extent of those wetlands is maintained.
MDBMC Basin Salinity Management Strategy 2001-2015	<ul style="list-style-type: none"> ▪ End of valley salinity target of median (50%ile) EC 440 $\mu\text{S}/\text{cm}$ and peak (80%ile EC) 650 $\mu\text{S}/\text{cm}$ and salt load of 110,000 t/yr at Goangra on the Namoi River.
Namoi CAP	CTW: From 2006, there is an improvement in the condition of surface and ground water ecosystems.
	MTW2: From 2006, maintain or improve surface and groundwater quality suitable for irrigation, raw drinking water and aquatic ecosystem protection, as determined by the Australian and New Zealand Environmental Conservation Council Guidelines (ANZECC, 2000) and MDBC salinity targets at key sites.

8 Issue 5: Land Degradation

Summary Information

Condition Indicator	Data source/ custodian	P/ S/ R	Data confidence	Trend
Location and extent of areas impacted by erosion ^{2,3}	I&I, CMA	P	Low	?
Location and extent of dryland salt affected area ^{2,3, 4}	NOW	S	Medium	?
Location and extent of irrigation salt affected areas ^{2,3}	NOW	S	Medium	☹️
Landuse (and changes in landuse) ^{1, 4}	Council	P	High	☹️
Number of development consents and building approvals ⁴	Council	P	High	☹️
Number of contaminated land sites ^{1,4}	DECCW, Council	P	High	☹️
Number of contaminated sites rehabilitated	Council	R	High	☹️
Area covered by mining and mining exploration projects	I&I	P	High	☹️
Overall trend: land degradation				☹️

8.1 Description of the issue

Land degradation is the decline in the value of the biophysical environment as a result of one or more human-induced processes acting upon the land (also termed land management practices). The main outcome of land degradation is a substantial reduction in the productivity of the land. The major causes of land degradation include:

- Land clearing;
- Agricultural depletion of soil nutrients through poor farming practices;
- Livestock including overgrazing;
- Poor irrigation processes;
- Urban development; and
- Land pollution including industrial waste.

The major impacts on land condition from these actions include:

- Soil erosion by wind and water;
- Soil acidification or alkalinisation;
- Salinisation;
- Contamination from chemicals; and
- Destruction of soil structure, including loss of organic matter.

Climate change has the potential to further exacerbate land degradation processes. For example, extensive periods of drought followed by extreme rainfall events has the potential to increase soil erosion. This is discussed further under Climate Change.

The landscape in the Region has been significantly modified since European settlement; primarily the removal of native vegetation for agriculture, mining and urban development. The cumulative transformation to support these landuses without detailed consideration of environmental constraints has resulted in degradation in the quality of land and vegetation resources. Land degradation has impacted agricultural production and productivity, biodiversity and on other natural resources such as water.

8.1.1 Land salinity

The two main causes of salinity in both the urban and rural areas of the Namoi Region are the application of saline water supplies and saline watertables that have risen close to the soil surface. The impacts of saline water supplies include damage to household and commercial water appliances (e.g. hot water services and water cooling units) and increased production costs for irrigators. The impacts of high saline watertables include lower agricultural yields, structural damage to buildings, deterioration of parks and gardens and damage to infrastructure such as roads, telephone, water, electricity and sewerage systems.

Figure 41 indicates the areas of salinity outbreaks in the Region. Salinity scalds caused by additional deep drainage under annual crops and pastures have become increasingly common on the Liverpool Plains, and across the Maules, Goonoo Goonoo and Manilla Creek sub-catchments (Namoi CMA, 2006). The area at risk from dryland salinity in the Namoi Region for watertable depths of less than 2 m and 5 m is predicted to increase significantly by 2050, as shown in Figure 42 (ANRA, 2008).

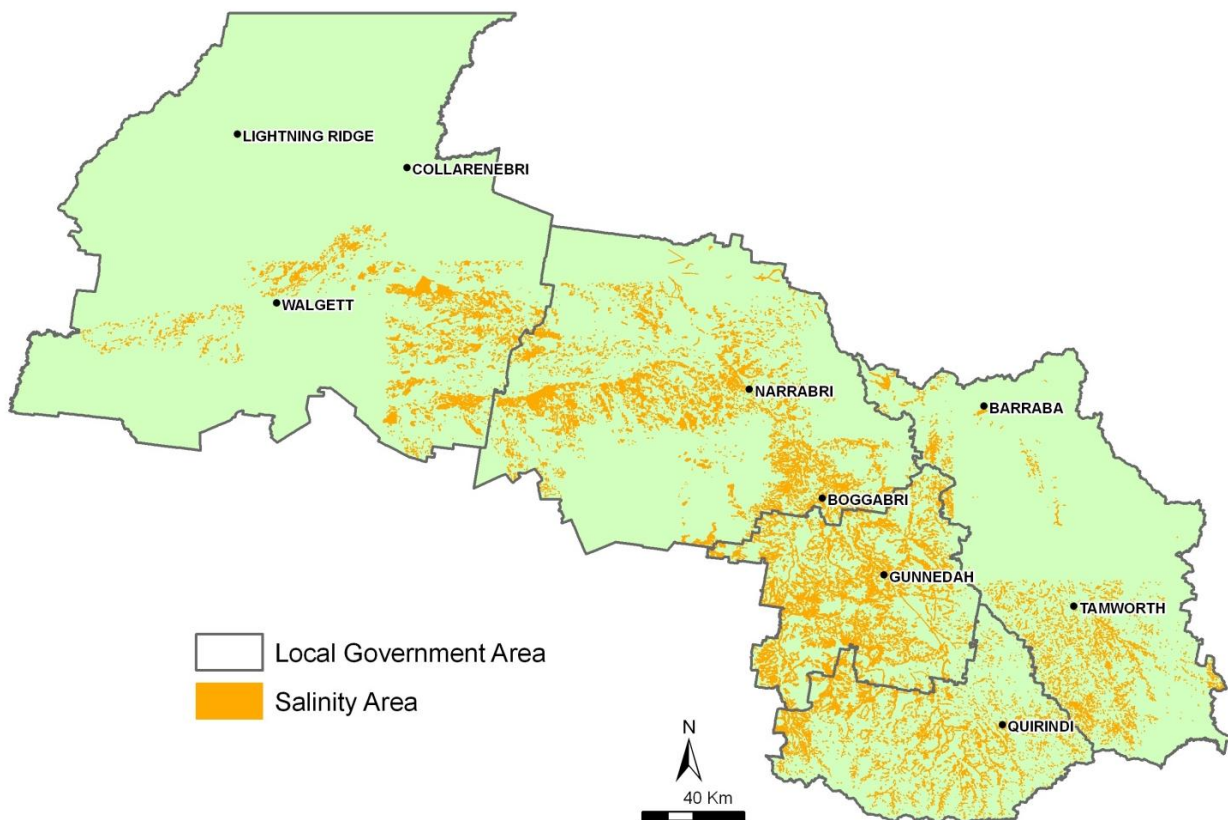


Figure 41: Salinity outbreak mapping.

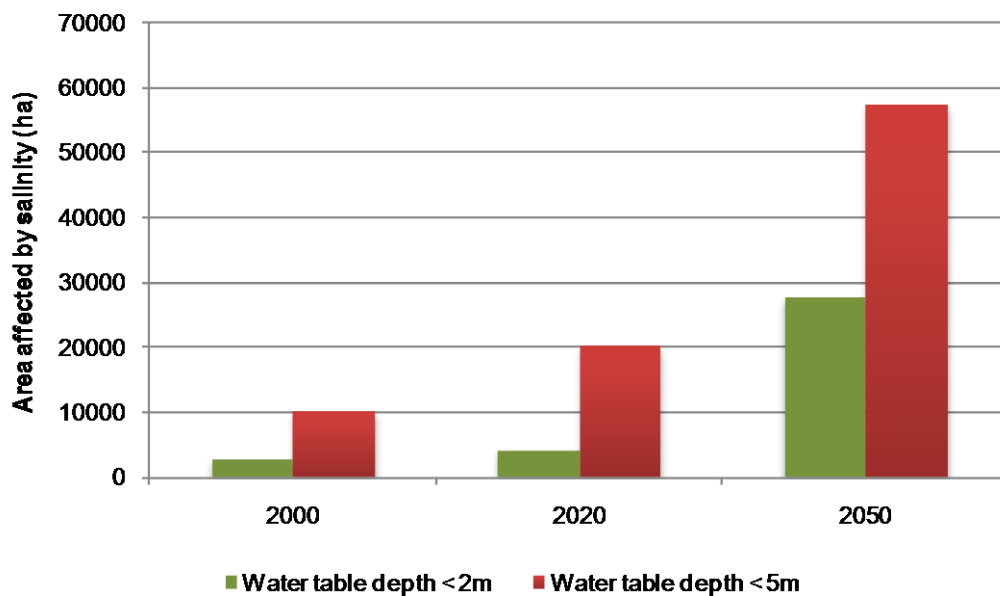


Figure 42: Predicted area at risk from dryland salinity (ANRA, 2008).

8.1.2 Land contamination

Contamination of land can arise from a number of sources including the application of pesticides, leaching of wastes from landfills or direct discharge from industrial sites. The most common chemicals involved are petroleum hydrocarbons, solvents, pesticides, lead and other heavy metals.

Contaminated land can have major economic, health, legal and planning implications for the community. Contamination can limit land use potential or increase costs for developers and councils. In NSW DECCW deals with contamination under the *Contaminated Land Management Act 1997* (CLM Act) in circumstances where there is 'significant risk of harm' (i.e. contaminated land with potential for immediate or long-term adverse effects on human health and the environment), while local government deals with cases of less serious contamination.

Sites posing a 'significant risk of harm' have notices issued under sections 35 and 36 of the *Environmentally Hazardous Chemicals Act 1985* (EHC Act). The number of contaminated sites (CLM and EHC Acts) and licensed sites (POEO Act) in the Region are identified in Table 30. Between 2008 and 2009 the number of contaminated sites has remained the same, however, the number of licensed sites has increased by 59%.

Table 30: Number of contaminated sites and licensed sites in each LGA.

Local Government Area (LGA)	Contaminated sites (CLM & EHC Acts)*		Licensed sites (POEO Act)#	
	2008	2009	2008	2009
Gunnedah Shire	3	3	9	14
Liverpool Plains Shire	0	0	12	13
Tamworth Regional Council	1	1	38	53
Walgett Shire	0	0	2	8
Narrabri Shire	1	1	8	22
Total Region	5	5	69	110

*Source: DECCW, 2009a.

number of activities licensed (as of the 25th September 2009) under Schedule 1 of the POEO Act.

8.1.3 Erosion & soil structure decline

Soil erosion affects the productivity of land by removing fertile top soil, leaving less fertile sub-soil for pasture growth and crops as well as reducing arability via rills and gullies. Off-site effects associated with soil erosion include increased sedimentation of waterways and reduced water quality. These impacts can result in additional costs to the community due to increased food production and water treatment costs.

Erosion can take on many forms including wind, sheet, rill and gully where the significance of an erosion event is influenced by a number of factors including: amount and intensity of rainfall; steepness of slope; soil type; organic content and the extent of vegetative cover on the soil surface.

The management of land in the Namoi Region has had a significant impact on the susceptibility of land to erosion processes. Urban development, forestry, agriculture and mining have greatly accelerated natural rates of soil erosion primarily through the reduction in vegetation cover, which has increased runoff and reduced resistance to water and wind erosion. Historically agricultural systems have impacted significantly on the soil resources of the Namoi Region as evidenced in the 1990's where 10% of the Region was classified as moderately to severely eroded (Namoi CMA, 2006).

Figure 43 shows that in 2009 sheet erosion is a widespread issue in most of the Namoi CMA Region.

Sheet Erosion in the Namoi Catchment

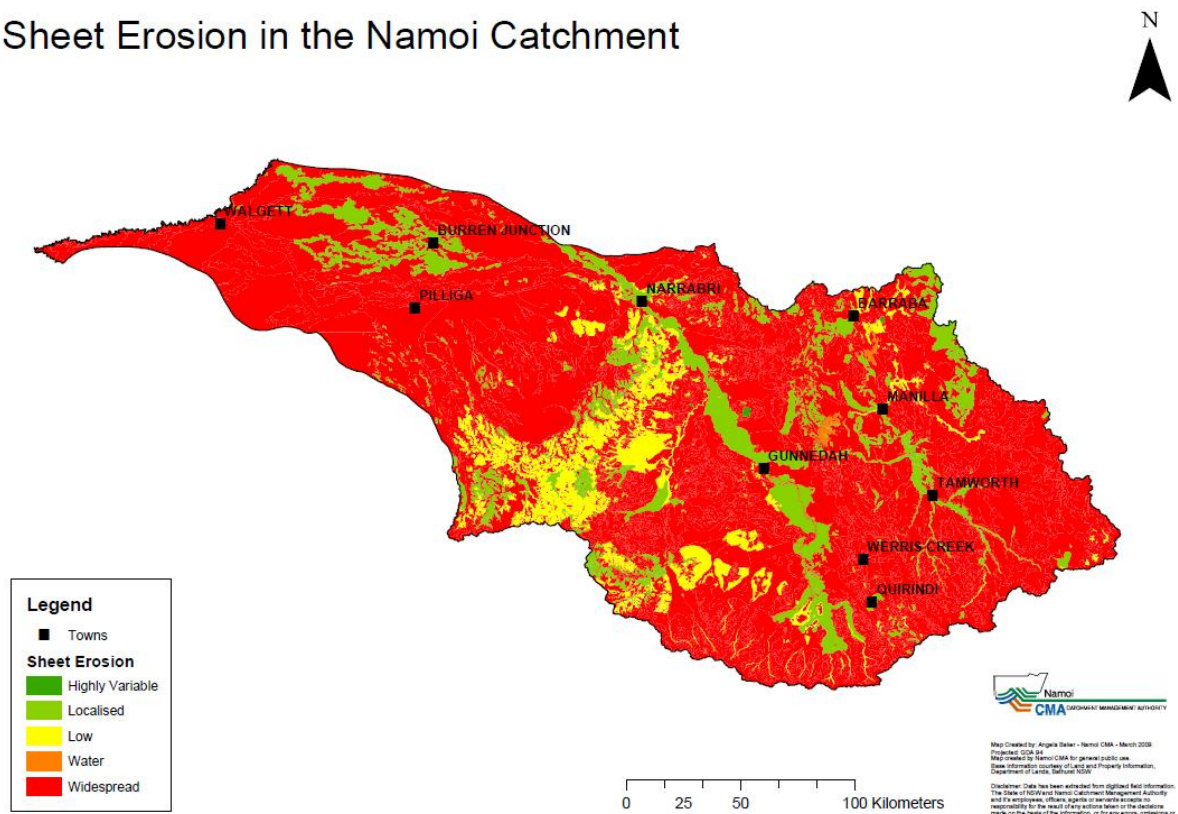


Figure 43: Map of Sheet Erosion in the Namoi CMA Region March 2009 (DECCW, 2009).

8.2 Pressures

The main pressures affecting land and soil condition in the Namoi Region are vegetation clearing, unsustainable agricultural practices, urban development, expansion of mineral extraction industries and invasive species. Underlying these pressures are population growth, economic trends and climatic conditions.

8.2.1 Urban development

The level of land degradation resulting from urban development generally depends on the status of the land prior to development. Urban development on cleared infill sites is likely to have less impact than development on greenfield sites where greater habitat disturbance and vegetation clearing often occurs.

In 2008/09 the constituent councils received 840 development applications (DAs) and approved 893⁶. The breakdown by LGA is presented in Table 31. This is less than the 1,814 DAs approved in 2007/08. These applications were for a variety of uses including subdivisions, residential developments, commercial premises and industrial premises. Despite this recent decrease the pressure for urban development is likely to increase in council areas such as Gunnedah and Liverpool Plains Shire in the future as a result of projected increases in coal mining (see Box 5).

Table 31: Development approvals for 2008/09.

LGA	Number of rural residential allotments	New developments		
		Number of DAs received	Number of DAs approved	Area of land approved for development (ha)
Gunnedah Shire	17	155	153	?
Liverpool Plains Shire	4	79	86	5,436
Tamworth Regional Council	89	577	626	?
Walgett Shire	110	29	28	?
Narrabri Shire	8	107	102	-
Total	228	840	893	?

8.2.2 Clearing of native vegetation

Native vegetation protects and conserves land and soils by:

- **Reducing erosion:** vegetation cover protects soil from erosion caused by wind and water, and also reduces mass movement (land slides or land slips). Vegetation also contributes organic matter in the soil which can reduce erosion due to increased water infiltration and stable soil aggregate formation.
- **Maintaining watertable levels:** vegetation helps lower the watertable and reduces water intake into the upper catchment and discharge in the lower catchment.

8.2.3 Unsustainable land management practices

Unsustainable land management practices exacerbate land degradation processes and reduce the potential for recovery. Examples of unsustainable land management practices which contribute to land degradation include:

- Poor stock management (e.g. overgrazing);
- Illegal activities such as unpermitted vegetation clearing;
- Irrigation activities which contribute to land salinity;

⁶ Some applications submitted in 2007/08 were not approved until 2008/09.

- Excessive application of fertilisers and herbicides; and
- Excessive tilling can destabilise soils and promote erosion.

It is important to note that these practices not only affect the environmental, economic and social aspects of the land but also the physical, chemical and biological processes occurring within waterways.

8.2.4 Mining disturbance

The location of coal, minerals and petroleum applications and titles across the Region is shown in Figure 44. Examples of current coal mining proposals include Sunnyside, Rocglen and Caroona. As evident in Figure 45 the area of coal applications in 2009 was less than in 2008, however, the area of coal titles has increased as a result of many of the 2008 applications being approved (1,734 ha of applications are still outstanding). Although the areas under mineral and petroleum title have both decreased since 2008, the area under application has increased.

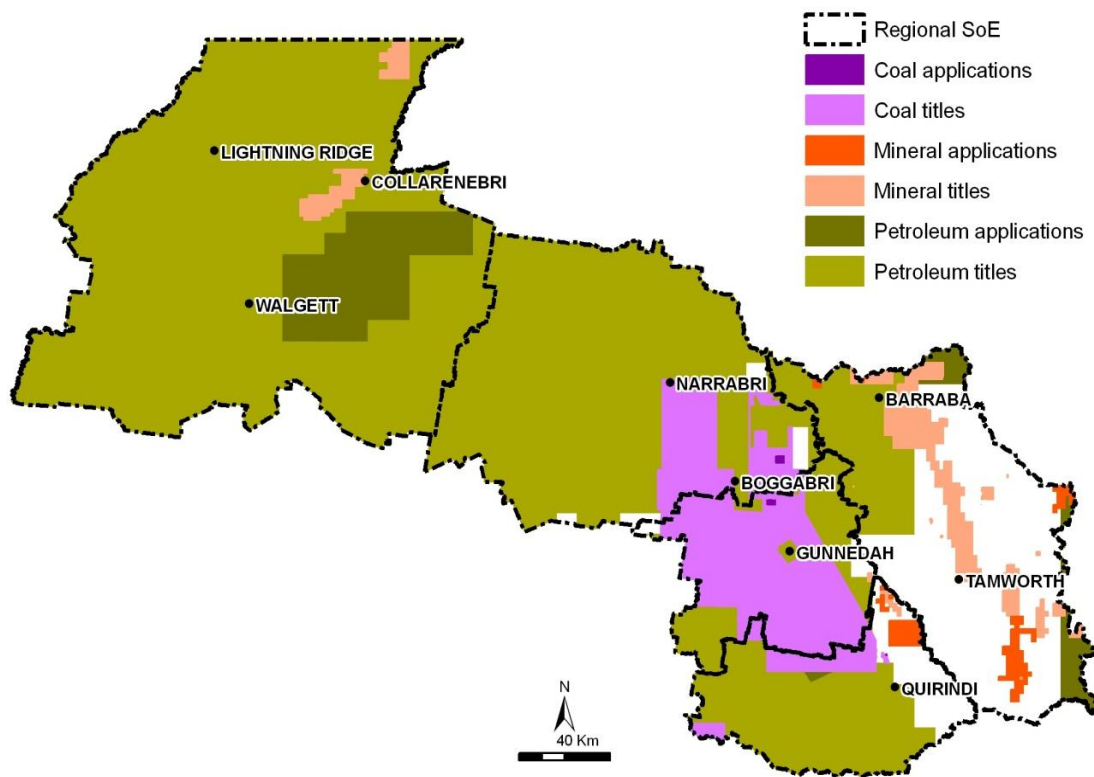


Figure 44: Mining applications and titles in the Namoi Region (adapted from DPI NSW, 2009c).

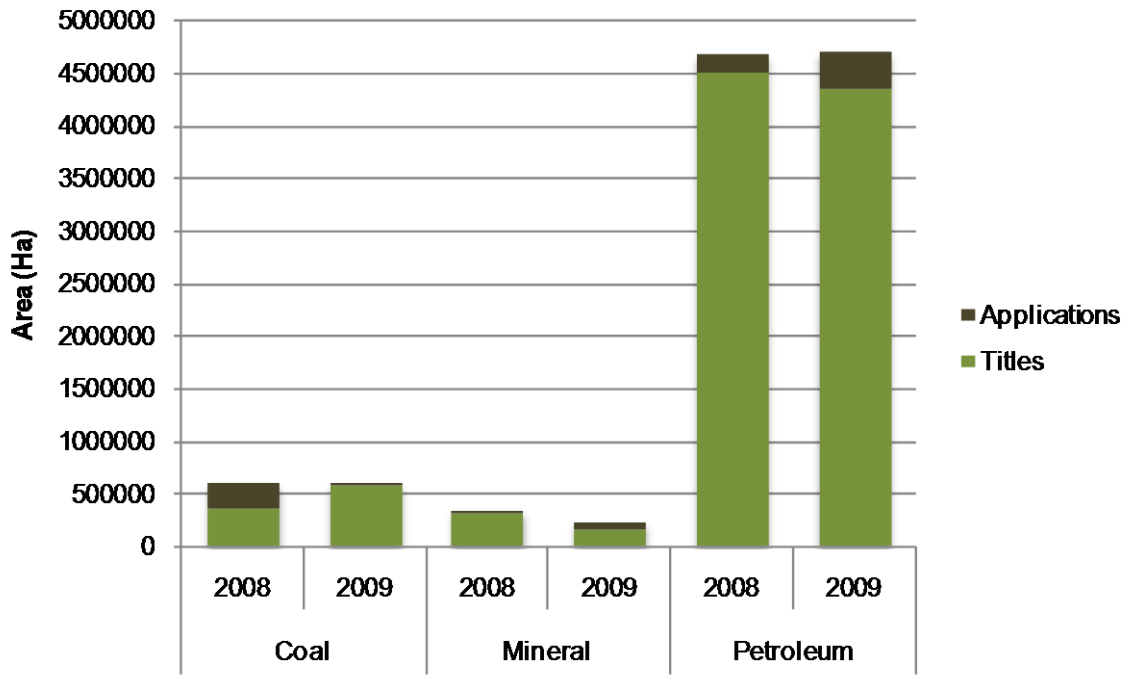


Figure 45: Area under mining applications and title for 2008 and 2009 in Namoi Region (adapted from DPI 2008 - 2009).

Opal mining is also a significant industry in the Walgett Shire. Currently there are approximately 3,000 mineral claims where opal is mined, and about 40 mining leases where opal bearing rock is processed.

8.2.5 Land use change & conflict

The key issue in the Namoi Region is the conversion of agricultural land for either mining and extractive industries or peri-urban development for housing and industry. Others may include the conversion of travelling stock routes and reserves to other land uses. Conflict arises when land use change results in social, economic or environmental impacts to all or part of the community. Box 5 provides a case study of a current landuse change facing the Namoi Region.

Box 5: Coal mining versus farming – the battle over landuse in the Liverpool Plains continues...



Figure 46: Community blockade at 'Rossmar Park' in Caroona

It's a case of David versus Goliath as the local farming community in the Liverpool Plains region continues to battle mining giants BHP Billiton, Shenua Energy and Santos over land use activities in the area.

Located in the south of the Namoi Region, the Liverpool Plains area boasts rich soils, underground water and crop yields of about 140 percent of the national average: the region is one of NSW's biggest food producing areas. It is also an area believed to be rich in coal deposits; it's estimated there may be up to 1.5 billion tonnes of coal under the plains and in the hills nearby.

In recent years, BHP Billiton and Shenua Energy have been prospecting for coal deposits in the area, under exploration licenses granted by the NSW government. Santos is exploring in the region for coal-seam gas. The mining companies insist they can co-exist with agriculture and have assured they will only mine the ridges not the fertile plains. The farming community are demanding that all exploration ceases until more is known about the potential impacts of the mining on their valuable underground aquifer. The farmers are arguing that the ridges play an important and not yet fully understood role in recharging the aquifer.

Local farmers have formed the Caroona Coal Action Group, a lobby group protesting the impact of coal and gas exploration on the agricultural land and water systems of the Liverpool Plains. In July 2008 a community blockade was set up at 'Rossmar Park' in Caroona. The blockade was established to stop the mining companies' exploration work by denying them access to properties. The blockade, which is still ongoing, has become one of Australia's longest continuous blockades. In a breakthrough for the farmers, the federal government, through the National Water Commission, offered \$1.5 million for an independent study of surface and groundwater resources in the Namoi catchment in December 2008. This two year project will examine the potential local and cumulative impacts of mining on water resources. Detailed planning for the study is currently progressing.

At this stage neither BHP Billiton nor Shenua have applied for a mining lease in the area but advanced exploration continues. (Sources: AFR, 2009; CCAG, 2009; BHP Billiton, 2009).

8.3 LGA context

Land degradation issues such as erosion and salinity are relevant to all constituent councils in the Region, however, the extent of the problem is likely to be greater in some regions than others. Landuse conflict is likely to occur in hotspots across the region. For example, where there is a potential for mining and/or exploration to undermine prime agricultural food producing land.

8.4 Stakeholder roles and responsibilities

The effective management of land requires a coordinated approach between government, regional organisations and landholders. All groups have a shared responsibility to ensure the sustainable management of natural resources and to address the land related impacts in the Namoi Region. The roles and responsibilities of stakeholders are listed in Table 32.

Table 32: Stakeholder roles and responsibilities relating to land.

Stakeholder	Role	Responsibility
DECCW	MER, policy, compliance Compliance (illegal clearing of native vegetation)	SC Act NV Act
Industry	Minimisation of impacts from activities such as mining	EPA Act
Agricultural land managers	Management of vegetation removal, erosion, salinity etc	NV Act
Local government	Planning (urban development)	LG Act CLM Act
CMA	Vegetation clearing consents Capacity building, funding, on-ground actions	NV Act

8.5 Council influence & performance indicators for direct & indirect actions

The following table identifies the areas and actions relating to land management where councils can have either a direct influence through their operational activities or indirect influence through advocacy and lobbying.

Table 33: Direct and indirect influences councils may have over water quality issues.

	Type of council influence	Performance indicator
Direct	Planning instruments, development controls and development assessment.	Planning instruments address land management considerations such as soil erosion; DA procedure considers impacts associated with development; audits of compliance with soil management requirements (% compliance).
	On-ground management actions: tree planting, education.	Number of management actions implemented.
	Remediation of land degradation, including contaminated sites.	Number and type of remediation activities.
Indirect	Liaison with DWE and DECC regarding needs for land condition monitoring, protection of sites.	Number of issues liaised on.
	Community education: ensuring developers and the community are aware of, and comply with, legislative and planning requirements.	Number of education programs; number of stakeholders targeted; incidence of non-compliance with legislation and/or planning controls.
	Liaison with Namoi CMA regarding needs for survey, protection of sites, support tools, etc.	Number of issues liaised on.

8.6 Response to the issue

In 2008 constituent councils in the Region estimated planting some 28,000 trees and shrubs, and over 4,000 grasses. This action will help to mitigate the impacts posed by land degradation issues.

In 2007 six contaminated sites were remediated in the Tamworth Regional Council area, while one contaminated site was remediated in both Walgett and Narrabri Council areas. No contaminated sites were rehabilitated in Gunnedah or Liverpool Plains Shire Council areas.

8.7 Linkages to targets

The targets and priorities relating to land degradation identified for the Region are presented in Table 34.

Table 34: Plan targets and priorities relevant to land

Plan	Target or priority
NSW State Plan 2006	Priority E4: Better outcomes for native vegetation, biodiversity, land rivers and coastal waterways.
	<ul style="list-style-type: none"> ▪ By 2015 there is a reduction of the impact of invasive species ▪ By 2015 there is an increase in the area of land that is managed within its capability
MDBMC Basin Salinity Management Strategy 2001-2015	<ul style="list-style-type: none"> ▪ End of valley salinity target of median (50%ile) EC 440 $\mu\text{S}/\text{cm}$ and peak (80%ile EC) 650 $\mu\text{S}/\text{cm}$ and salt load of 110,000 t/yr at Goangra on the Namoi River.
NSW Salinity Strategy 2000-2010	Sets targets which drive a strategic, coordinated approach to managing salinity. These guide where it is best to invest in actions to address salinity at the landscape and property scale.
Namoi CAP	CTW: From 2006, there is an increase in the extent of landscape managed sustainably
	MTL1: From 2006, increase the area of land managed according to Best Management Practice.
	MTL2: From 2006, increase the area of land used in accordance with land capability
	MTL3: By 2010, local and state government planning strategies and instruments will be consistent with the objectives of the CAP.

9 Issue 6: Climate Change (human induced)

Summary Information

Condition Indicator	Data source/ custodian	P/ S/ R	Data confidence	Trend
GHG emission from major regional sectors	I&I, Council	P	Medium	☹
GHG emissions from LGA energy usage	Country Energy	P	High	☹
Climate projections for 2030 and 2070	CSIRO	S	Medium	☹
Number of GHG reduction programs implemented	Councils	R	Medium	☺
Overall trend: climate change				☹

9.1 Description of the issue

The term climate change is commonly used interchangeably with "global warming" and "the greenhouse effect". Climate change refers to the build-up of man-made gases in the atmosphere that trap the sun's heat, causing changes in weather patterns on a global scale. These gases arise from human activities, particularly those associated with burning of fossil fuels (coal, oil and natural gas), agriculture and land clearing. The greenhouse gases of most concern are carbon dioxide, methane, and nitrous oxides. The effects include changes in rainfall patterns, sea level rise, potential droughts, habitat loss, and heat stress.

A co-ordinated regional, state, national and international response is required if action to reduce greenhouse gas emissions is to be effective. Three types of response are likely to be required, including:

- producing energy from less greenhouse gas intensive fuel sources;
- consuming less energy for the same socio-economic outcomes; and
- responding/adapting to potential impacts posed by climate change.

9.1.1 Future climate in the Namoi Region

The CSIRO (2006) suggests that the future climate for the Namoi Region is likely to be warmer and drier. The number of days above 35°C and 40°C is likely to increase under projected climate scenarios for 2030 and 2070. Key impacts potentially arising from current climate change scenarios which may impact on activities and assets in the Namoi Region are summarised in Table 35.

This trend also has the potential to increase evaporation, extreme heat events, extreme winds, extreme rainfall events and greater fire risk. Temperatures in the Namoi Region have warmed by about 0.8°C since 1950, a trend likely to be at least partly attributable to human activities. Rainfall trends across the region have been highly variable with some areas experiencing trends toward increasing rainfall, while others have experienced decreasing trends.

Table 35: Current and Projected Climate Change in the Namoi Region (CSIRO, 2006).

	Present	Projected Change	
		2030	2070
Temperature			
Average	Gunnedah 16-32°C Tamworth 16-32°C Walgett 17-35°C	0.2 - 2.1°C	0.7 – 6.4°C
No. days below 0°C	Gunnedah 3 Walgett 13	Gunnedah 1 - 3 Walgett 4 - 11	Gunnedah 0 - 2 Walgett 0 - 8
No. days below 35°C	Gunnedah 19 Walgett 56	Gunnedah 22 - 40 Walgett 61 - 87	Gunnedah 290 - 103 Walgett 71 - 153
No. days below 40°C	Gunnedah 0 Walgett 13	Gunnedah 1 - 3 Walgett 10 - 23	Gunnedah 2 - 26 Walgett 16 - 38
Rainfall			
Annual average	Gunnedah 636 Tamworth 673 Walgett 475	-13 – 7%	-40 – 20%
Extreme rainfall		3%	10%
Evaporation		2 – 13%	2 – 40%
No. droughts per decade	2	2 - 4	1 - 8
Extreme winds		-5 – 8%	-16 – 24%

Table 36: Potential climate change impacts upon key assets in the Namoi Region.

Assets	Climate Change Impacts/Risks
<i>Water</i>	<ul style="list-style-type: none"> ▪ Less water for streams and rivers, presenting downstream consequences for water storages (-) ▪ Water users may face long-term reductions in water allocations and increasing costs for water transfers. (-) ▪ Water quality issues such as nutrients, algal blooms and turbidity may be exacerbated by lower flows (-) ▪ Reduction in extent and function of freshwater wetlands due to decreases in runoff (-)
<i>Farms</i>	<ul style="list-style-type: none"> ▪ Dryland cropping and grazing may benefit from longer growing seasons and higher CO2 levels that increase efficiency with which pasture and crops such as wheat use water(+) ▪ Benefits to plant productivity may not be sufficient to offset large reductions in rainfall or extreme temperatures (-). ▪ Warmer temperatures may increase heat stress for livestock ▪ Increases in frequency, intensity and length of drought events may have significant consequences for dryland farming activities (-). ▪ Direct and indirect impacts for irrigated crops (e.g. higher temperatures will result in inadequate winter chilling for some fruit trees) (-). ▪ Changes in distribution and impact of pests, weeds and wildfires.

Assets	Climate Change Impacts/Risks
<i>Biodiversity</i>	<ul style="list-style-type: none"> ▪ Further degradation of natural assets (-) ▪ Changes in distribution of native plant and animal species (-) ▪ Potential impacts on iconic species such as Brush Tailed Rock Wallaby ▪ Reductions in stream flows have negative impact on aquatic biodiversity, including wetland ecosystems ▪ Lack of suitable habitat for migration may leave some plants and animals stranded in isolated climate zones (-) ▪ More frequent droughts and fires likely to increase stress on plant and animal communities (-)
<i>Forests</i>	<ul style="list-style-type: none"> ▪ May increase in productivity with higher temperatures and increased CO₂ (+) ▪ Changes in composition of tree species, increased invasion by weeds and changes to habitat these areas provide for local plants and animals
<i>Communities</i>	<ul style="list-style-type: none"> ▪ Warmer winters likely to reduce cold related illnesses (+) ▪ Warmer summers increase risk of heat related health problems (-) ▪ Vulnerability in built environment to climate change (e.g. Austroads (2004) found that climate change would increase road maintenance costs by up to 25% by 2010 (-) ▪ Risk of property loss due to bushfire likely to increase (-) ▪ Insurance risks premiums may increase as a result of increases in frequency and intensity of extreme events (e.g. floods) (-)

9.2 Pressures

9.2.1 Greenhouse gas emissions

Emissions data for the Namoi Region was available for agriculture⁷, residential and business energy use and waste⁸. GHG emissions from these sources are estimated to be 2,479,491 tonnes CO₂e. These sources are considered to be significant emission sources within the Region. A breakdown of the GHG contribution from these sources is shown in Figure 47. GHG emissions from agriculture, household and business energy use and waste for 2008/09 are 1,528,188 tonnes, 347,322 tonnes 460,351 tonnes and 143,630 tonnes of CO₂e respectively. It is not possible to compare emissions to last year as the 2008/09 data includes waste data for all LGAs, whereas 2007/08 included data for three LGAs only.

9.3 LGA context

Climate change is a significant issue for all constituent councils in the Namoi Region. Although it will be difficult to determine projected impacts associated with climate change it is likely that natural and man made assets across the Region will become increasingly vulnerable to risks posed by climate change. For example, predicted increases in the frequency and intensity of bushfires may impact on the Regions protected area network.

⁷ Agricultural emissions calculated using ABS data for sheep and cattle numbers and agriculture GHG emissions calculator developed by University of Melbourne.

⁸ Waste emissions calculated from Council waste data for municipal solid waste, construction and demolition and commercial and industrial.

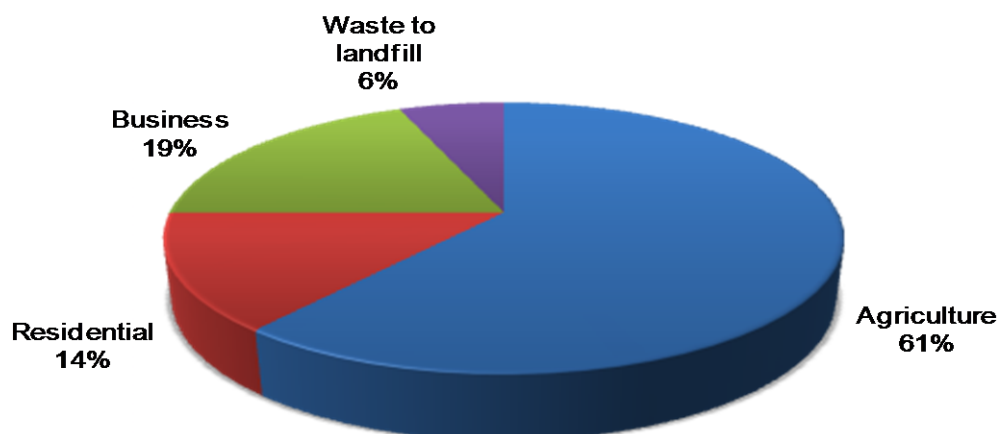


Figure 47: Key sources of GHG emissions for Namoi Region.

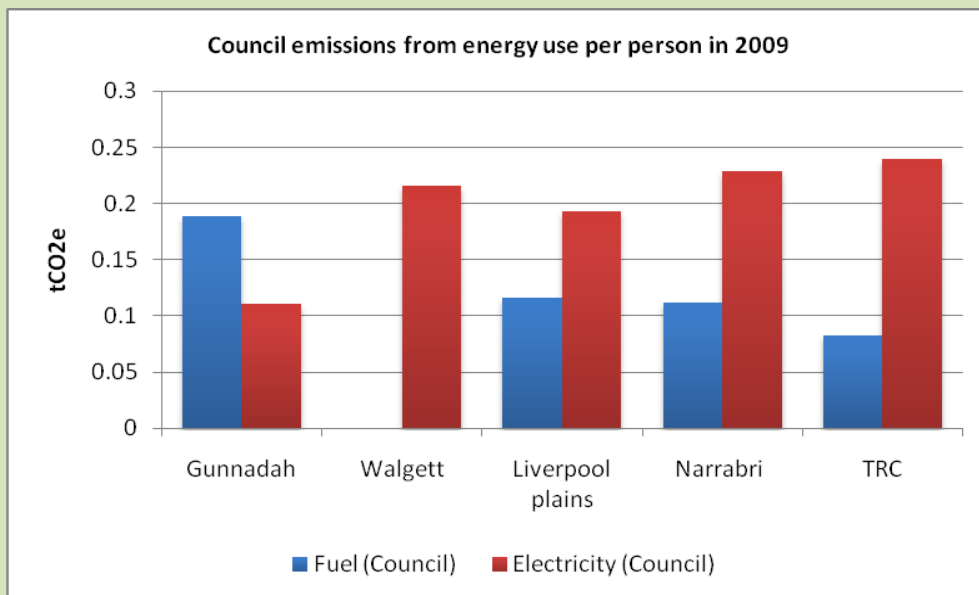
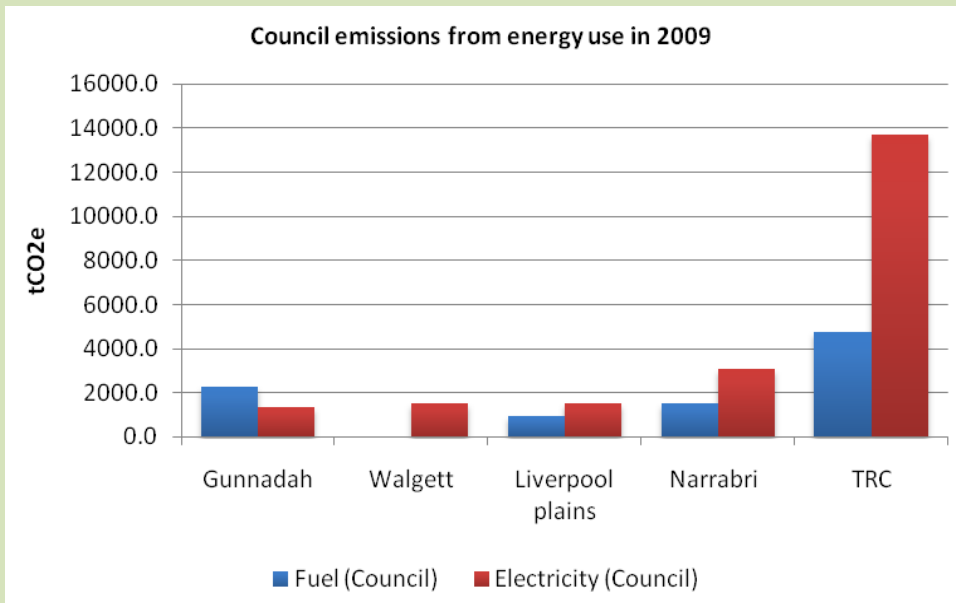
The Regional energy consumption and CO₂ emissions per sector (business and residential) is presented in Table 37. Narrabri has the greatest per capita CO₂ emissions (which is based on the total for each LGA), with Tamworth Regional having the lowest. The overall CO₂ emissions in the Region have increased by less than 1% between 2007/08 and 2008/09, which is due to an increase in the business rather than residential sector.

Table 37: Energy consumption and CO₂ emissions per sector for 2008/09.

LGA	Business MWh	Residential MWh	Total MWh	Business CO ₂ t	Residential CO ₂ t	Total CO ₂ t
Regional Total (2008/09)	434,293	327,662	761,955	460,351	347,322	807,672
Regional Total (2007/08)	438,050.8	313,612.7	751,663.5	466,086.1	333,683.9	799,769.9

Box 6: Carbon Footprint – Gunnedah, Walgett, Liverpool Plains, Narrabri, Tamworth Regional

GHG emissions from council energy use (fuel and electricity) for Gunnedah, Walgett, Liverpool Plains, Narrabri and TRC is shown below. The figure shows total emissions are 3,599 tCO₂-e, 1,529 tCO₂-e, 2,433 tCO₂-e, 4,601 tCO₂-e and 18,439 tCO₂-e respectively. Although TRC has the highest level of absolute emissions it should be noted that it provides services for the largest council population in the Region. Furthermore, when comparing council per capita emissions from electricity use TRC has a similar per person emissions profile to the other Councils.



9.4 Stakeholder roles and responsibilities

The effective management of land requires a coordinated approach between government, regional organisations and landholders. All groups have a shared responsibility to ensure the sustainable management of natural resources and to address the potential impacts and risks posed by climate change in the Namoi Region. The roles and responsibilities of stakeholders are listed in Table 38.

Table 38: Stakeholder roles and responsibilities relating to climate change.

Stakeholder	Role	Responsibility
Department of Environment & Climate Change (C'wealth)	Collation of greenhouse gas emissions & energy data for States, Territories and Commonwealth	NGER Act 2007 RE Act & Renewable Energy (Electricity) Regulations 2001
Dept Water & Energy	Policy, MER	National Electricity Act (NSW) 1997
DECCW (EPA)	Implementation of air pollution laws Compliance	POEO (Clean Air) Regulation 2002
Industry	Responsibility for reporting on emissions & purchase of emissions permits	POEO (Clean Air) Regulation 2002 NGERS Act CPRS
Agricultural land managers	Management of vegetation removal	NV Act
Local government	Report on GHG emissions, implement reduction plans for GHG emissions	LG Act POEO (Clean Air) Regulation 2002 National Pollutant Inventory Measure 1998
CMA	Capacity building, funding, on-ground actions (e.g. tree planting)	

9.5 Council influence & performance indicators for direct & indirect actions

The following table identifies the areas and actions relating to the management of land where councils can have either a direct influence through their operational activities or indirect influence through advocacy and lobbying.

Table 39: Direct and indirect influences councils may have over climate change.

	Type of council influence	Performance indicator
Direct	Planning and development controls	Planning instruments include energy efficiency & climate change considerations DA procedure considers energy & climate change impacts
	On-ground management actions (e.g. energy efficient appliances, tree planting)	Number of management actions implemented Estimated reduction in energy & GHG emissions
	Develop a climate change plan/ strategy & identify reduction targets	Plan developed, communicated & implementation initiated
Indirect	Liaison with DWE, Country Energy regarding renewable energy investment in the Region	Number of issues liaised on
	Community education: promoting energy efficiency & GHG reduction measures to developers & the community	Number of education programs; number of stakeholders targeted; estimated reduction in energy and GHG emissions
	Liaison with Namoi CMA regarding needs for bio-sequestration activities., etc	Number of issues liaised on

9.6 Response to the issue

A number of projects are being implemented in the Namoi Region that aim to reduce greenhouse gas emissions, including *Regenesis* (LPSC) and *Green is the New Black* (Namoi ROC). For details of these projects refer to Box 3 and 7, respectively.

TRC is currently the only council in the Region with a climate change impact mitigation strategy in place. This action plan has been developed under the “Cities for Climate Protection” program. TRC is currently at milestone 5 in the program and has number of greenhouse reduction initiatives in place to reduce electricity, fuel, water and waste.

Box 7: Green is the New Black Project

Funded by the NSW Environmental Trust under their Urban Sustainability grants program, *Green is the New Black* is a new two million dollar project set to commence in the Namoi Region in 2009. The project is managed by the Namoi ROC group of councils and will include involvement from Namoi CMA and Northern Inland Regional Waste, as well as the five Namoi ROC member council's: Narrabri Shire, Gunnedah Shire, Liverpool Plains Shire, Walcha and Tamworth Regional Council. The project will implement environmentally sustainable outcomes across the Namoi region.



Working with priorities from the Namoi Catchment Sustainability Plan, *Green is the New Black* will commence with capacity building of the Namoi ROC member councils. Activities will include training, auditing/eco-foot printing, implementation of initiatives with high environmental benefit, and integration of planning and policy frameworks to support sustainable outcomes.

Green is the New Black will also implement a range of activities across industry, businesses and householders in the region, and will build community capacity to identify, understand and respond to sustainability issues. Innovative, practical and cost-effective actions to reduce energy and water usage, increase use of renewable energy, improve waste management and improve urban riverine environments will be promoted and implemented.

Priority environmental outcomes for the project include reduction in greenhouse emissions, improved water management and restored riverine environments.

9.7 Linkages to targets

The targets and priorities relating to climate change identified for the Region are presented in Table 40.

Table 40: Plan targets and priorities relevant to land.

Plan	Target or priority
National Strategy for Ecologically Sustainable Development 1992	<p>Objective 8.1: to limit harmful emissions arising from energy production and distribution wherever economically efficient, and to promote alternative energy sources.</p> <p>Objective 8.2: to improve energy efficiency of residential buildings and domestic appliances; and to influence householders to become more economical in their use of energy, and to switch to energy sources with lower GHG emissions.</p> <p>Objective 8.3: to influence industries and businesses to adopt behaviour, practices, technology and equipment that make them minimise their energy use; or lead them to switch to energy sources with lower greenhouse gas emissions.</p>
NSW State Plan 2006	<p>Priority E2: a reliable electricity supply with increased use of renewable energy.</p> <p>Priority E3: Cleaner air and progress on greenhouse gas reductions.</p> <ul style="list-style-type: none"> ▪ By 2010, 10% of electricity consumed in NSW will be from renewable sources, rising to 15% by 2020. ▪ Clean air target – we will meet national air quality targets as identified in the National Environment Protection Measure for Ambient Air Quality. ▪ Greenhouse Gas Target – we will achieve a 60% cut in GHG emissions by 2050 and a return to year 2000 greenhouse levels by 2025.

10 Issue 7: Increasing Number of Threatened Species

Summary information

Condition Indicator	Data source/ custodian	P/ S/ R	Data confidence	Trend
Number of threatened species ^{1,2}	DECCW	S	Low/ medium	☹
Number and extent endangered ecological communities ¹	DECCW	S	Low/ medium	☹
Key threatening processes ¹	DECCW	P	High	☹
Number of threatened species actions implemented (e.g. PAS, recovery plans) ⁴	Councils	R	Low	☺
Overall trend: increasing number of threatened species				☹

10.1 Description of the issue

Numbers of threatened species, populations and ecological communities provide a simple measure of the status of biodiversity. In New South Wales, as at August 2009, 942 native species, 42 populations and 90 ecological communities were listed as threatened with extinction under schedules 1 and 2 of the NSW *Threatened Species Conservation Act 1995* (TSC Act). These figures represent an increase on numbers listed in 2008.

The 942 native species listed on the NSW TSC Act schedules is comprised of over 600 plant species, over 300 animal species, one alga and five fungi. To break this down further, 40 animal species and 34 plant species are presumed extinct, 94 animal species and 364 plant species are classified as endangered, and 170 animal species and 230 plant species are listed as vulnerable.

Further, of the species listed as threatened under the NSW TSC Act, 14 amphibians, 16 reptiles, 42 birds, 40 mammals, 6 invertebrates and almost 350 plants are also listed as threatened under the Commonwealth's *Environment Protection and Biodiversity Conservation Act 1999*.

Threatened species data was obtained from the following sources:

- NPWS Wildlife Atlas (amphibians, reptiles, mammals, birds and plants); and
- BioNet (fish).

The number of species listed as threatened in the Namoi Region for each participating council for 2009 is shown in Table 41. The number of threatened species listed in the Namoi region increased in all LGAs in 2009 with the exception of Walgett Shire (change in the number of species based on 2008 and 2009 data only). These increases are due to the new listing of three bird species in the Region. Complete lists of all threatened species for each LGA are provided in Appendix A. Species newly listed in 2009 are marked with an asterisk.

Table 41: Threatened species recorded in each LGA.

	Local Government Area (LGA)														
	Gunnedah Shire			Liverpool Plains Shire			Tamworth Regional Council			Walgett Shire			Narrabri Shire		
Year	2006 /07	2008	2009	2005	2008	2009	2006 /07	2008	2009	2005	2008	2009	2005	2008	2009
Amphibians	N/A	0	0	N/A	0	0	2	2	2	N/A	0	0	1	2	2
Birds	N/A	18	19	10	13	15	25	19	21	24	25	25	30	30	31
Mammals	N/A	11	11	15	19	19	14	15	15	11	12	12	19	19	19
Reptiles	N/A	3	3	N/A	1	1	3	2	2	2	2	2	3	3	3
Fish	N/A	1	1	N/A	1	1	3	1	1	N/A	1	1	3	1	1
<i>Total animals</i>	<i>N/A</i>	<i>33</i>	<i>34</i>	<i>25*</i>	<i>34</i>	<i>36</i>	<i>44**</i>	<i>39</i>	<i>41</i>	<i>37</i>	<i>40</i>	<i>40</i>	<i>56</i>	<i>55</i>	<i>56</i>
Plants	N/A	3	3	8	3	3	20	25	25	5	6	6	22	15	15
TOTAL TS	N/A	36	37	33	37	39	64	64	66	42	46	46	78	70	71

*2005 SoE did not include reptiles, amphibians and fish.

**2006/07 SoE included frogs but not amphibians as a class.

Box 8: How do species become listed as threatened?

The *NSW Threatened Species Conservation Act, 1995* provides for the identification, conservation and recovery of all threatened species and their populations and ecological communities in NSW (with the exception of fish and marine plants). The Act is administered by NSW DECCW.

There are three schedules under the TSC Act:

- Schedule 1 lists threatened species, populations and ecological communities and species that are endangered or presumed extinct;
- Schedule 2 lists vulnerable species; and
- Schedule 3 lists key threatening processes.

The Act defines 'presumed extinct' as a species that has not been located in nature during the preceding 50 years despite the searching of known and likely habitats. A species, population or ecological community is defined as 'endangered' if it is considered they are likely to become extinct or are in immediate danger of extinction. Species are classified as 'vulnerable' if they are likely to become endangered unless the circumstances and factors threatening their survival or evolutionary development cease to operate.

The NSW Scientific Committee is an independent committee of 10 scientists who are responsible for the listing of threatened species, populations and ecological communities under the TSC Act. Anyone can make a nomination to the Scientific Committee to list or de-list a species, population or ecological community. The Scientific Committee considers all nominations for listing and makes a preliminary determination that is published for public comment. Once submissions are reviewed the Scientific Committee then makes a final determination to list, de-list or vary the status of a species, population or ecological community. The NSW Scientific Committee does not make decisions about threatened fish and marine plants; this is the responsibility of the NSW Fisheries Scientific Committee.

Box 9: The vulnerability of birds to threatening processes

When it comes to members of the animal kingdom, bird species are particularly vulnerable to threatening processes. In much of the world, many of the familiar bird species that we value are in decline. In 2008 one in eight of all bird species globally were considered to be threatened with extinction (BirdLife International, 2008).

So why are birds particularly susceptible to pressures? There are a number of threatening processes driving declines in bird populations. Expanding and intensifying agriculture and forestry cause habitat destruction, degradation and fragmentation. The spread of invasive species, pollution and over-exploitation of wild birds are also major threats. Human-induced climate change represents an emerging and increasingly serious threat to species; one that often exacerbates existing threats. Exotic diseases such as *Psittacine circovirus*, a disease that affects the parrot family, are also causing declines. These threats can cause direct mortality or reduced reproductive success ultimately causing a drop in numbers.

Some bird families are more susceptible to decline than others. There are particularly high proportions of threatened species among albatrosses, cranes, parrots, pheasants and pigeons. Overall, larger-bodied species and those with low reproductive rates (owing to small clutch sizes) are more likely to be threatened.



Figure 48: Little lorikeet

The increase in the number of threatened species in the Namoi region in 2009 is due to the new listing of three bird species in the region:

- The Little Lorikeet (*Glossopsitta pusilla*) has been listed as vulnerable in all LGAs except Walgett Shire. It is an endemic Australian parrot species measuring 16–19 cm in length, making it the smallest of the Australian Lorikeets. Its body is bright green in colour and the head is green with red forehead and throat patches. Major threats to Little Lorikeets are loss of breeding sites and food resources from ongoing land clearing.

- The Osprey (*Pandion haliaetus*) has been listed as vulnerable in Tamworth Regional LGA. It is a large, water-dependent bird of prey, distinctive in flight due to its bowed wings that are dark brown above, barred underneath, and with white underwing coverts. Major pressures on the Osprey are the decline of nest sites owing to removal of large trees near the coast, disturbance to water quality that increase turbidity in feeding areas, and ingestion of fish containing discarded fishing tackle.



Figure 49: Osprey (Image: Matthew Jones)



Figure 50: Bush Stone-curlew (Image: Matthew Jones)

- The Bush Stone-curlew (*Burhinus grallarius*) has been newly listed as endangered in Liverpool Plains LGA. The Bush Stone-curlew stands about 55 cm tall. It has a grey to light brown back, marked with black blotches, and a streaked rump. The main threats to the Bush Stone-curlew are thought to be predation by foxes and cats, trampling of eggs by cattle, loss of habitat from clearing for agriculture and development, introduction of exotic pasture grasses, grazing and frequent fires.

(Sources: BirdLife International, 2008a & 2008b; DECCW, 2009b; DECCW, 2009c).

Ecological communities listed as endangered or vulnerable (Endangered Ecological Communities (EEC)) are recorded in the NSW NPWS Wildlife Atlas according to CMA area. In the Namoi CMA region a total of twelve EECs were listed in 2009, as shown in Table 42. The Ribbon Gum, Mountain Gum, Snow Gum Grassy Forest/Woodland of the New England Tableland Bioregion EEC has been listed since 2008.

Table 42: EEC in the Namoi CMA region.

Scientific Name	Common Name	Known or predicted to occur
Artesian Springs Ecological Community	Artesian Springs Ecological Community	Predicted
Brigalow within the Brigalow Belt South, Nandewar and Darling Riverine Plains Bioregions	Brigalow Community	Known
Cadellia pentastylis (Ooline) community in the Nandewar and Brigalow Belt South Bioregion	Ooline Community	Known
Carbeen Open Forest community in the Darling Riverine Plains and Brigalow Belt South Bioregions	Carbeen Open Forest community in the Darling Riverine Plains and Brigalow Belt South Bioregions	Known
Coolibah-Black Box woodland of the northern riverine plains in the Darling Riverine Plains and Brigalow Belt South bioregions	Coolibah-Black Box woodland of the northern riverine plains in the Darling Riverine Plains and Brigalow Belt South Bioregions	Predicted
Fuzzy Box on alluvials of South West Slopes, Darling Riverine Plains & the Brigalow Belt South	Fuzzy Box on alluvials of South West Slopes, Darling Riverine Plains & the Brigalow Belt South	Predicted
Inland Grey Box Woodland in the Riverina, NSW South Western Slopes, Cobar Penepplain, Nandewar and Brigalow Belt South Bioregions	Inland Grey Box Woodland	Known
Myall Woodland in the Darling Riverine Plains, Brigalow Belt South, Cobar Penepplain, Murray-Darling Depression, Riverina and NSW South western Slopes Bioregions	Myall Woodland in the Darling Riverine Plains, Brigalow Belt South, Cobar Penepplain, Murray-Darling Depression, Riverina and NSW South western Slopes Bioregions	Known
Native Vegetation on Cracking Clay Soils of the Liverpool Plains	Native Vegetation on Cracking Clay Soils of the Liverpool Plains	Known
Semi-evergreen Vine Thicket in the Brigalow Belt South and Nandewar Bioregions	Semi-evergreen Vine Thicket	Known
White Box Yellow Box Blakely's Red Gum Woodland	Box-Gum Woodland	Predicted
**Ribbon Gum, Mountain Gum, Snow Gum Grassy Forest/Woodland of the New England Tableland Bioregion	Ribbon Gum, Mountain Gum, Snow Gum Grassy Forest/Woodland of the New England Tableland Bioregion	Known

** listed since 2008.

10.2 LGA context

The issue of increasing numbers of threatened species is relevant to all constituent councils in the region however, the extent of the problem is greater in some regions than others. For example, Walgett Shire which makes up 40% of the Region has a total of 46 threatened species, while Narrabri which comprises 23% of the Region has 71 listed species.

10.3 Pressures

The specific pressures or impacts on a particular species or ecological community varies. The DECCW has identified a total of 31 **Key Threatening Processes** (KTPs) under the TSC Act. Some of these KTPs are not relevant to the Namoi Region such as anthropogenic debris on marine and estuarine environments. Others can be grouped according to the following:

- Habitat loss/change (9): includes large-scale land clearing and loss of native vegetation, alteration of river flows, climate change and altered fire regimes.
- Introduced species: includes pest animals (13) and weeds (4). Introduced animal species can compete with, and prey upon, native animals, as well as degrade natural habitats. Weeds compete with native plants for resources such as light and nutrients. They can aggressively invade areas, displacing native plants and animals.
- Diseases (3): exotic fungal infections, viruses and other pathogens can weaken and kill native species.

10.4 Stakeholder roles and responsibilities

The key stakeholders and their specific role and responsibility in the management of threatened species in the Region are presented in Table 43.

Table 43: Stakeholder roles and responsibilities in relation to the management of threatened species.

Stakeholder	Role	Responsibility
DECCW	Policy, strategy, coordination & compliance with legislation Implementation of KTP management programs MER – threatened species & fauna	TSC Act PAS NSW MER Strategy
I&I (Fisheries)	Policy, strategy & compliance with legislation	FM Act
Local government	Plans of management for land that comprises a recovery plan or threat abatement plan ⁹ . Assessment of development applications	LG Act (section 36B) LG Act/ EP&A Act/ TSC Act
CMA	Develop & implement strategies & actions	Threatened species CAP target

⁹ "Recovery plan" under Part 4 of the TSC Act or Division 5 of Part 7A of the FM Act. "Threat abatement plan" under Part 5 of the TSC Act or Division 5 of Part 7A of the FM Act.

10.5 Council influence & performance indicators for direct & indirect actions

The following table identifies the areas and actions relating to the management of threatened species where councils can have either a direct influence through their operational activities or indirect influence through advocacy and lobbying.

Table 44: Direct and indirect influences councils may have over threatened species issues.

	Type of council influence	Performance indicator
Direct	Development assessment process that effectively addresses threatened species requirements.	Process developed; relevant staff trained.
	Plans of management for community land under their care, control & management that comprises a recovery plan or threat abatement plan.	Identification & development of appropriate plans of management (number &/or percentage of required plans developed). Implementation of actions identified in plans of management (number &/or percentage of actions).
	Inclusion of PAS priority actions, recovery strategies & threat abatement strategies (see below) in council projects & programs.	Number & type of PAS priority actions, recovery strategies & threat abatement strategies addressed.
Indirect	Liaison with DECC regarding threatened species MER, management advice., etc.	Number & type of issues liaised on.
	Community education: ensuring developers & the community are aware of, and comply with, threatened species legislative & planning requirements.	Number of education programs; number of stakeholders targeted; incidence of non-compliance with legislation &/or planning controls.
	Liaison/ partnerships with Namoi CMA regarding on-ground management actions threatened species.	Number of actions/ partnerships.

DECCW has prepared a Priorities Action Statement (PAS) to promote the recovery of threatened species and the abatement of KTPs in NSW. The PAS identifies a number of broad strategies to help the recovery of threatened plants and animals. Each of these strategies have more specific priority actions within them. They cover:

- surveys to clarify the distribution of a species;
- weed and pest management programs;
- guidelines for threatened species issues in development assessments;
- research into factors influencing the survival of threatened species; and
- community education programs to raise awareness of a species or threat in a particular area.

The number of priority actions, recovery and threat abatement strategies for each LGA in the Namoi Region are presented in Table 45. There was an increase in the number of medium priority actions for threatened species, populations and communities for all LGAs in the Namoi region in 2009. However, the number of high priority actions decreased for all LGAs except TRC. Table 45: Threatened species priority actions and recovery and treat abatement strategies for each LGA.

	Local Government Area (LGA)									
	Gunnedah Shire		Liverpool Plains Shire		Tamworth Regional Council		Walgett Shire		Narrabri Shire	
	2008	2009	2008	2009	2008	2009	2008	2009	2008	2009
Priority actions	287	287	279	279	415	418	317	317	445	445
High	111	109	103	101	181	181	123	121	180	178
Medium	150	152	148	150	178	181	164	166	220	222
Low	26	26	28	28	56	56	30	30	45	45
Recovery strategies	21	21	21	21	22	22	21	21	22	22
Threat abatement strategies	4	4	4	4	4	4	6	6	6	6

(Source: DECCW, 2009d)

10.6 Response to the issue

Of the five councils in the Region, Tamworth Regional and Liverpool Plains have a current biodiversity plan or strategy in place. None of the councils implemented any programs or actions to protect, manage or conserve native fauna in 2009.

10.7 Linkages to targets

The targets and priorities relating to threatened species identified for the Region are presented in Table 46.

Table 46: Plan targets and priorities relevant to threatened species.

Plan	Target or priority
NSW State Plan 2006	Priority E4: Better outcomes for native vegetation, biodiversity, land rivers and coastal waterways.
	<ul style="list-style-type: none"> ▪ By 2015 there is an increase in the recovery of threatened species, populations and ecological communities.
	<ul style="list-style-type: none"> ▪ By 2015 there is an increase in the number of sustainable populations of a range of native fauna species.
Namoi CAP	CTB: From 2006, there will be an improvement in the extent and condition of native plants and animals, and the environment in which they live, within each Interim Bio-Regional Assessment (IBRA) sub-region of the Namoi.
	MTB2: From 2006, support the recovery of priority fauna populations and Threatened Species, Populations and Communities

11 Issue 8: Waste Generation

Summary information

Condition Indicator	Data source/ custodian	P/ S/ R	Data confidence	Trend
Solid waste disposal ^{1, 4}	Council	S	Medium	⊖
Waste recycling ^{1, 4}	Council	R	Medium,	⊖
Overall trend: Waste generation				⊖

11.1 Description of the issue

Achieving a reduction in waste generation and turning waste into recoverable resources is a priority for NSW. The key legislation for waste management in NSW is the *Waste Avoidance and Resource Recovery Act 2001* (WARR Act) administered by DECCW. In 2003 the NSW Government introduced the NSW Waste Avoidance and Resource Recovery Strategy 2003 to meet the challenge of reducing waste and making better use of resources. This has since been superseded by the NSW Waste Avoidance and Resource Recovery Strategy 2007 (DECC, 2007).

The amount of domestic waste generated by households has increased as a result of increased consumption, increased packaging, a reduced lifetime of goods and population growth and economic growth. However, the percentage of waste going to landfill has declined as a result of recycling.

11.2 LGA context

Table 47 and Figure 51 show the amount of waste generated in the Tamworth Regional, Gunnedah, Walgett, Narrabri and Liverpool Plains LGAs according to the category of waste. For these councils the total waste generated was 122,639.66 tonnes. Walgett LGA generated the most waste in 2008/2009 with the average of 2.52 tonnes of waste generated for capital.

While the total waste generated in Gunnedah LGA has been decreased from previous year by 16%, total waste generated in the Tamworth Regional LGA increased by 15%.

Table 47: Waste generation by category.

LGA	Waste category			TOTAL (tonnes)
	A. Municipal solid waste (MSW) (tonnes)	B. Commercial and industrial waste (CNI) (tonnes)	C. Construction and demolition waste (C&D) (tonnes)	
Gunnedah	5,641.08	#	2,071.7	7,712.78
Liverpool Plains	13,988	0	10	13,998
Tamworth Regional	36,568	30,821	7,777	75,166
Walgett	17,872.04	1,683.26	2,207.36	21,762.66
Narrabri	4,000			4,000

included in A.

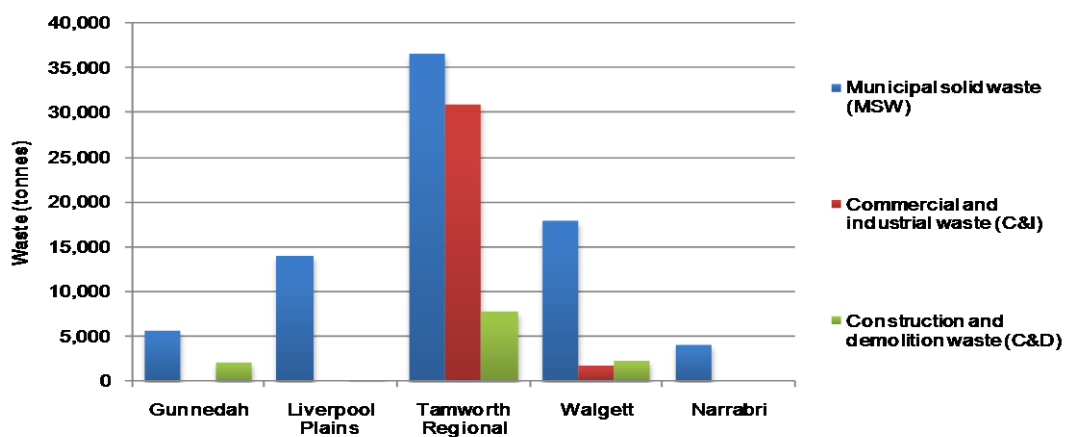


Figure 51: Waste generated by category.

11.3 Stakeholder roles & responsibilities

The key stakeholders and their specific role and responsibility in the management of waste in the Region are presented in Table 48.

Table 48: Stakeholder roles and responsibilities in relation to the management waste.

Stakeholder	Role	Responsibility
DECCW	Regulatory & policy framework	POEO Act WARR Act
Northern Inland Regional Waste (NIRW)	Facilitates collaboration between councils on waste issues, co-ordinates regional and sub-regional waste management programs.	Voluntary collaboration auspiced by DECCW
Council	Collection, disposal, recycling, facilities management Education	POEO Act WARR Act
Community (including industry and businesses)	Reducing, reusing and recycling	
Environment Protection and Heritage Council (Federal)	Used Packaging Materials	

11.4 Council influence & performance indicators for direct & indirect actions

The following table identifies the areas and actions relating to the management of waste management where councils can have either a direct influence through their operational activities or indirect influence through advocacy and lobbying.

Table 49: Direct and indirect influences councils may have over waste management issues.

	Type of council influence	Performance indicator
Direct	Increase the range of materials able to be recycled (e.g. new processes or sharing facilities with other councils)	New materials able to be recycled; decrease in landfill
	Increased number of recycling collection facilities	Increase in the number of recycling facilities
	Actively participate in NIRW as a means to deliver regionally effective and sustainable waste management programs	Number of meetings with NIRW representatives
Indirect	Education: reduce, reuse, recycle	Number of education program implemented; number of household/ businesses/ etc targeted; estimates of waste reduction (volume/ weight)
	Lobbying/ support for: Container deposit system for beverage containers for NSW & nationally The revision of the National Packaging Covenant to establish targets for recovery of packaging / containers, to increase them substantially from their current rates Extended Producer Responsibility (EPR)	Number of actions undertaken (e.g. written submissions)

11.5 Response to the issue

Of the constituent councils in the Region all except Walgett are members of Northern Inland Regional Waste (NIRW), and through this involvement participate in a range of programs. Walgett is a member of NetWaste. Most of the councils, except Narrabri, have a waste management strategy or plan in place¹⁰.

Table 50 indicates the number of recycling facilities in each LGA. The recycling centre at the Gunnedah Waste Management Facility takes recycling from all seven rural facilities. The amount of waste recycled by material class is shown in Figure 52. Some LGAs do not have the facilities to recycle some types of waste. Data was not received for Narrabri and Walgett. Figure 52 shows that recycling collection in Tamworth Region has declined by 18% from a previous year. This is due to the figure for 2007/08 including all materials collected from kerbside and commercial collections, as well as the materials dropped off at the Material Recovery Facility, while in 2008/09 represents the materials collected from kerbside. Data was not available for Liverpool Plains, Walgett and Narrabri in 2008.

Table 50: Number of recycling facilities in each LGA.

	Gunnedah	LPSC	Tamworth Regional	Walgett	Narrabri
Number of waste facilities with recycling services	1 + (7)	9	13	2	5

¹⁰ Tamworth Regional Council have a draft plan completed and awaiting approval.

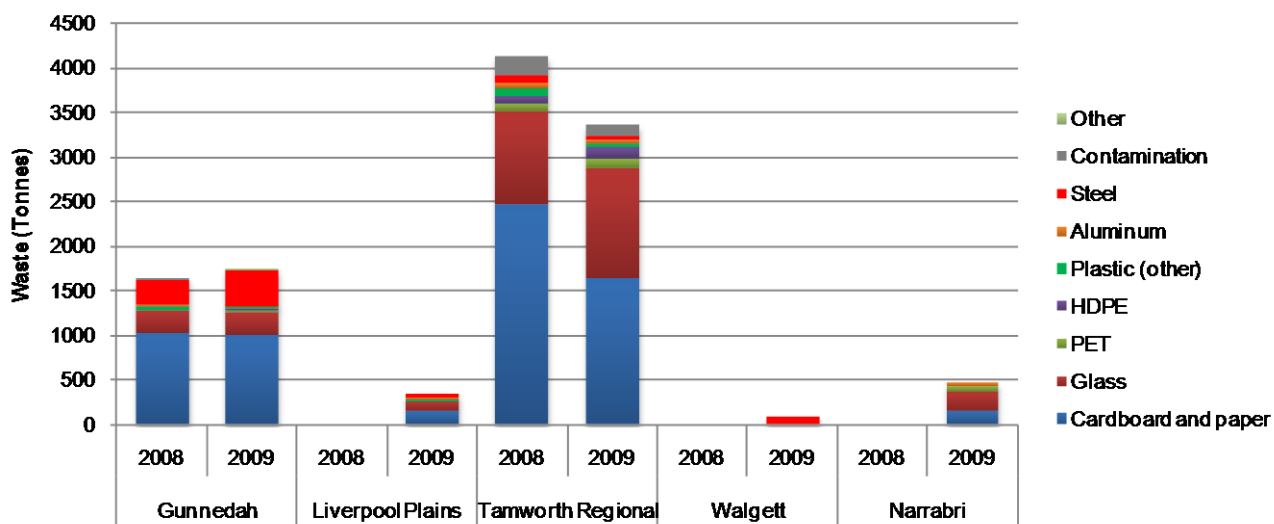


Figure 52: Weight of recycling collected from kerbside and drop-off (tonnes).

The range of waste programs implemented by each council is shown in Table 51. In comparison to 2007/08 when the focus of many council programs was community education, most of the programs implemented in 2008/09 by councils involved collection and recycling programs. In addition to these programs the Namoi CMA partnered with NIRW on a Sustainable On Farm Waste Management project during 2008/2009. The objectives of this campaign were:

- Diversion of waste from the rural environment;
- Encourage the remediation of eroded gullies and surrounding land;
- Provide the farming community with education on sustainable waste management practices; and
- Reduce the likelihood of rural lands and waterways becoming contaminated through correct management of waste.

Table 51: Waste projects implemented by councils in the Namoi Region in 2008.

LGA	Program Name	Focus and Outcomes
Northern Inland Regional Waste	Metal waste and wet cell battery collections	All LGAs except Walgett participate in these programs
	Greenwaste processing	
	DrumMUSTER	
	Used oil collections	
Tamworth Regional	Annual Household & Rural Chemical Collection Program	Entire region
	Printer toner cartridge recycling	Entire region
	Clean Up Australia Day	Entire region
	Mobile Muster	Entire region
	Coledale Community Cleanup Day	4,000 households
	Don't Waste Tamworth Anti Litter and Recycling Program	100,000 people
	National Recycling Week	Entire region
Narrabri	Kerbside recycling	3,677 households

Gunnedah	Chemical collection	all shire – 3,725 households
	Sharps disposal bin installation	Gunnedah
	Computer and TV recycling	all shire -3,725 households
	Mobile phone collection	all shire -3,725 households
	Fluorescent light collection	all shire -3,725 households
	Primary School Waste Education	all shire -3,725 households
	Bower Bird Shop	all shire -3,725 households
	Kerbside recycling and greenwaste collection	Gunnedah and Curlewis
LPSC	Recycling objectives	2,700 households
Walgett	Drum muster facility	2 sites
	Oil recycling facility	2 sites
	Battery collection	2 sites
	Metal collection	2 sites

11.6 Linkages to targets

The targets and priorities relating to waste identified for the Region are presented in Table 52.

Table 52: Plan targets and priorities relevant to waste.

Plan	Target or priority
NSW Waste Avoidance and Resource Recovery Strategy 2007 (DECC, 2007)	NSW Government resource recovery (recycling) targets
	▪ Municipal: Target recovery rate (2014) 66% (current recovery rate 26%)
	▪ Commercial and industrial: Target recovery rate (2014) 63% (current recovery rate 28%)
	▪ Construction and demolition: Target recovery rate (2014) 76% (current recovery rate 65%)

12 Issue 9: Aboriginal and Non-Aboriginal Heritage

Summary Information

Condition Indicator	Data source/ custodian	P/ S/ R	Data confidence	Trend
Aboriginal				
Type and number of Aboriginal sites ^{1, 4}	DECCW	S	High	😊
Inclusion in planning controls and instruments ¹	Council	R	High	😊
Extent of liaison with Aboriginal communities ¹	Council	R	Low/ medium	?
Management plan/ strategy in place ¹	Council	R	High	😊
Number management actions/ responses	Council	R	Medium	😊
Non-Aboriginal				
Number of heritage sites registered with National Estate ^{1, 4}	DEWHA ¹¹	S	High	😊
Number of items in the State Heritage register of NSW ^{1, 4}	Heritage Council NSW	S	High	😊
Number of local heritage items in council's LEP ^{1, 4}	Council	S	High	😊
Number of actions to identify & protect non-Aboriginal heritage (including management plans)	Council	R		?
Overall trend: knowledge & management of non-Aboriginal heritage				😊

12.1 Aboriginal Heritage

12.1.1 Description of the issue

Aboriginal heritage includes not only sites of burials, rock art, carved trees and stone artefacts; it is a living, ongoing thing which includes attributes such as dreaming stories and cultural learning, and is deeply linked to the environment. Aboriginal heritage links Aboriginal people with who they are and where they belong - it is a central element to their spirituality and customary law. It also represents the physical and cultural history of our country for all Australians.

The following legislation applies to the management and protection of Aboriginal heritage in NSW:

¹¹ Following amendments to the *Australian Heritage Commission Act 1975*, the Register of the National Estate (RNE) was frozen on 19 February 2007. The Register will continue until February 2012 to allow for states, territories, local and the Australian Government to transfer places to appropriate heritage registers and to amend legislation that refers to the RNE as a statutory list.

- Commonwealth *Aboriginal and Torres Strait Islander Protection Act 1984*: aims to preserve and protect areas and objects that are of particular significance to Aboriginal people.
- NSW *National Parks and Wildlife Act 1974* (NPW Act): specifies that a licence is required for works which could impact on Aboriginal heritage objects or places.

The effective protection of Aboriginal heritage requires both knowledge of Aboriginal artefacts and sites and the development and implementation of strategies and processes to manage them. As there is overlap in these issues they have been considered collectively in the following section.

Management of Aboriginal heritage refers to the identification, protection and conservation of relevant sites and artefacts. A number of options are available to councils to promote effective management, including: preparation of a management plan or strategy, conducting surveys, addressing heritage issues in planning instruments such as LEPs and DCPs, community education and maintaining an up-to-date database.

The accumulation of knowledge of Aboriginal artefacts and sites requires processes to ensure the assessment and consideration of Aboriginal heritage when assessing a development and a system to store and readily retrieve information that is collected. This is primarily facilitated by legislation (NPW Act) and planning instruments. Under the standard Local Environmental Plan (LEPs) template all councils are required to map heritage items and sites. Furthermore, DECCW maintains an information system (AHIMS - Aboriginal Heritage Information Management System) to manage cultural heritage information and assist stakeholders (private landholders, community groups, local councils and government agencies) to locate, identify, conserve and interpret Aboriginal heritage values, sites and objects.

12.1.2 LGA context

Table 53 gives a breakdown of the current number of known Aboriginal site features within each LGA in the Region from the AHIMS database managed by DECCW. It is essential to note that information from AHIMS does not necessarily represent a comprehensive list of all Aboriginal objects or Aboriginal places in each LGA. AHIMS reports list recorded sites only. In each LGA there may be a number of undiscovered and/or unrecorded Aboriginal objects.

Of the recorded Aboriginal sites in the Namoi Region, Walgett Shire contains the greatest number of known Aboriginal site features and Liverpool Plains Shire contains the least.

Table 53: Number of Aboriginal Site Features in each LGA in the Namoi Region (DECCW, 2009e)

Aboriginal Site Feature	Gunnedah Shire	Liverpool Plains Shire	Tamworth Regional	Walgett Shire	Narrabri Shire
Aboriginal Resource and Gathering	4	0	2	16	12
Aboriginal Ceremony and Dreaming	1	1	2	10	8
Art (Pigment or Engraved)	0	2	31	2	9
Artefact	121	47	334	176	349
Burial	3	3	5	21	9
Ceremonial Ring (Stone or Earth)	0	1	7	8	1
Conflict	0	1	0	0	0
Earth Mound	0	0	0	3	0
Fish Trap	0	0	0	0	0

Aboriginal Site Feature	Gunnedah Shire	Liverpool Plains Shire	Tamworth Regional	Walgett Shire	Narrabri Shire
Grinding Groove	49	21	9	8	42
Habitation Structure	1	0	1	0	17
Hearth	0	1	0	6	5
Non-Human Bone and Organic Material	0	0	0	0	0
Ochre Quarry	1	1	0	0	4
Potential Archaeological Deposit (PAD)	1	0	0	3	1
Shell	0	0	0	8	2
Stone Arrangement	7	2	4	1	0
Stone Quarry	2	1	10	19	1
Modified Tree (Carved or Scarred)	98	39	43	430	183
Water Hole	1	0	0	3	5
Total Number of Features	289	120	448	714	648

12.1.3 Stakeholder roles and responsibilities

The following table identifies the stakeholders who have a role in the management of Aboriginal heritage in the Region.

Table 54: Stakeholder roles and responsibilities with respect to Aboriginal heritage.

Stakeholder	Role	Responsibility
DECCW	Legislative MER & information management	Manage NPW Act Maintains site register
Local government	Survey and document	LEP, DCP, EP&A Act
Developers & community	Identify & consider Aboriginal heritage likely to be impacted by development	EP&A Act
CMA	Consider Aboriginal heritage in property vegetation plans (PVP) Engagement with local Aboriginal communities in CAP process	

12.1.4 Council influence over the issue & performance indicators

The following table identifies the areas and actions relating to the management of Aboriginal heritage where councils can have either a direct influence through their operational activities or indirect influence through advocacy and lobbying.

Table 55: Direct and indirect influences councils may have over Aboriginal heritage issues.

	Type of council influence	Performance indicator
Direct	Planning and development controls: LEP and development assessment.	LEP finalised; DA procedure addresses Aboriginal heritage.
	Aboriginal heritage plan or strategy: including goals, targets and management actions.	Aboriginal heritage plan or strategy developed.
	On-ground management actions: survey, protection of sites, etc.	Number of management actions implemented.
	Liaison with, and support of, Aboriginal groups	Extent of liaison with Aboriginal community (% of representative groups, number of interactions).
	Ensuring AHIMS database is updated with local information	Procedure in place or responsibility allocated to ensure database is updated.
Indirect	Liaison with DECCW regarding needs for survey, protection of sites, support tools, etc.	Number of issues liaised on.
	Community education: ensuring developers and the community are aware of, and comply with, legislative and planning requirements.	Number of education programs; number of stakeholders targeted; incidence of non-compliance with legislation and/or planning controls.
	Liaison with Namoi CMA regarding needs for survey, protection of sites, support tools, etc	Number of issues liaised on.

12.1.5 Response to the issue

A management plan covering Aboriginal heritage issues is currently being prepared by Gunnedah. Other LGAs in the Region identified that they did not have a plan in place.

12.1.6 Linkages to targets

The management of Aboriginal heritage is not specifically addressed as either a NSW State Plan target or Namoi CAP target.

12.2 Non-Aboriginal Heritage

12.2.1 Description of the issue

Non-aboriginal heritage consists of those places and objects that we as a community have inherited from the past and want to hand on to future generations. Such places or items gives us a sense of living history and provide a physical link to the work and way of life of earlier generations, helping us to understand who we are today. Non-aboriginal heritage in NSW is diverse and includes buildings, objects, monuments, gardens, bridges, landscapes, shipwrecks, relics, streets, industrial structures and conservation precincts.

There are three levels of statutory listing for non-aboriginal heritage items in NSW. A place or item is formally recognised as being of heritage significance if it is listed:

- in the heritage schedule of a local council's local environmental plan (LEP) or a regional environmental plan (REP). These are heritage places or objects that are important for the community in a LGA and managed by the local council;
- on the State Heritage Register, a register of places and items of particular importance to the people of NSW and the state's history; and
- on the National Heritage List established by the Australian Government to list places of outstanding heritage significance to Australia.

The following legislation applies to the management and protection of Non-aboriginal heritage in NSW:

- *NSW Heritage Act 1977* (amended 1998): administered by the Heritage Council, the Act advises the Minister for Planning in relation to the placing of Heritage Orders on sites of heritage significance. If a place is subject to a heritage order, it is illegal to demolish or damage it without making an application to the Heritage Council.
- *NSW Environmental Planning and Assessment Act 1979*.

Places/items on the National Heritage List are protected under the *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act). The EPBC Act establishes a formal mechanism for the preparation of priority assessment lists (formal work plans) for the Council's assessments of places for the National Heritage List and Commonwealth Heritage List.

As with Aboriginal heritage, the effective protection of non-Aboriginal heritage requires both knowledge of structures and sites, and development and implementation of strategies to manage these. As there is overlap in these issues they have been considered collectively in the following section.

The legislative frameworks outlined above ensure the accumulation of knowledge of non-Aboriginal items and sites, and provide the registers for stakeholders to store and retrieve this information when undertaking activities that may impact on such heritage sites.

Management and conservation of non-Aboriginal heritage items and sites generally relies on initiatives by the owner, or advisory and financial support from external bodies such as the NSW Heritage Branch. Local council initiatives for management of non-Aboriginal heritage within their LGA may include: the development of management plans or strategies, local heritage assistance funds and undertaking heritage studies.

12.2.2 LGA context

The number of non-aboriginal heritage sites/items listed on statutory local government, state and national heritage schedules in each LGA in the Namoi Region in 2008/09 are presented in Table 56. These listings have not changed from 2007/08.

Table 56: Number of Non-aboriginal heritage listings for each LGA in the Namoi Region 2008/09.

Listing	Gunnedah	Liverpool Plains	Tamworth Regional	Walgett	Narrabri
National Estate [#]	10	11	55	13	11
NSW Heritage Act [*]	1	3	9	0	1
LEP [*]	27	7	271	0	23

[#] Source: DEWHA, 2009

^{*} Source: Heritage Branch, 2009

12.2.3 Stakeholder roles and responsibilities

The following table identifies the stakeholders who have a role in the management of non-Aboriginal heritage in the Region.

Table 57: Stakeholder roles and responsibilities with respect to non-Aboriginal heritage.

Stakeholder	Role	Responsibility
Heritage Council NSW	Establishes Heritage Orders	Heritage Act 1977
Local Government	Identify & list items of local heritage significance in LEP	EP&A Act
Developers & community	Compliance with legislation	Heritage Act 1977 EP&A Act/ LEP

12.2.4 Council influence over the issue & performance indicators

Most powers of control are vested in local councils, which consider various criteria when they determine building and development applications. Councils adopt Local Environmental Plans (LEPs) and Development Control Plans (DCPs), which usually contain a schedule of properties of identified heritage significance. The following table identifies the areas and actions relating to the management of non-Aboriginal heritage where councils can have either a direct influence through their operational activities or indirect influence through advocacy and lobbying.

Table 58: Direct and indirect influences councils may have over non-Aboriginal heritage issues.

	Type of council influence	Performance indicator
Direct	Planning and development controls: LEP and development assessment.	LEP finalised; DA procedure addresses non-Aboriginal heritage.
	Non-Aboriginal heritage plan or strategy: including goals, targets and management actions.	Non-Aboriginal heritage plan or strategy developed.
	On-ground management actions: survey, protection of sites, etc.	Number of management actions implemented.
	Liaison with, and support of, heritage groups	Extent of liaison with heritage groups (% of representative groups, number of interactions).
	Ensuring heritage database is updated with local information	Procedure in place or responsibility allocated to ensure database is updated.

	Type of council influence	Performance indicator
Indirect	Liaison with DECC regarding needs for survey, protection of sites, support tools, etc.	Number of issues liaised on.
	Community education: ensuring developers and the community are aware of, and comply with, legislative and planning requirements.	Number of education programs; number of stakeholders targeted; incidence of non-compliance with legislation and/or planning controls.
	Liaison with Namoi CMA regarding needs for survey, protection of sites, support tools, etc	Number of issues liaised on.

12.2.5 Response to the issue

Local councils play an important role in heritage management by identifying, assessing and managing heritage places and objects in their local area. Table 59 below indicates LGAs which have a plan or strategy in place for the management of non-Aboriginal heritage items and sites. The number of sites listed in relevant LEPs are also shown. Tamworth Regional is currently in the process of preparing a new LEP based on the standard template which identifies: 174 items in Barraba, Manilla and Nundle community-based heritage study (2008); 226 items identified in Parry community-based heritage study (2002) and 20 European archaeological sites and structures of environmental heritage in Schedule 2 of the Tamworth City Council LEP.

Table 59: Non- Aboriginal heritage management activities in each LGA.

	Number of sites in each LGA				
	Gunnedah Shire	Liverpool Plains Shire	Tamworth Regional Council	Walgett Shire	Narrabri Shire
Management plan/ strategy	No*	Yes	Yes	Yes	No
Number of non-Aboriginal local heritage items in LEP	25	14	271	N/A [#]	29

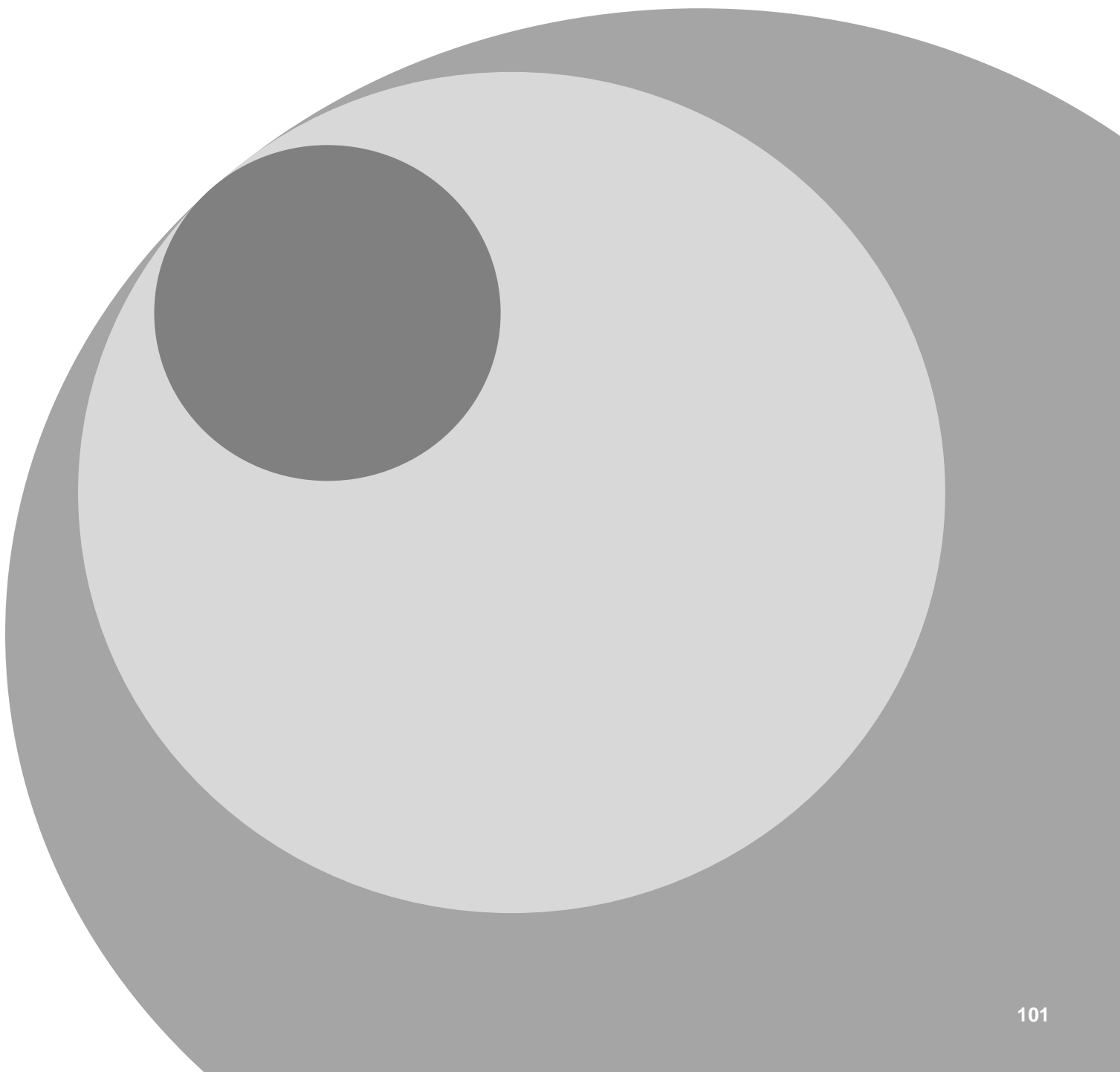
* currently being prepared.

[#] till operating under an Interim Development Order gazetted in 1968.

12.2.6 Linkages to targets

The management of non-Aboriginal heritage is not specifically addressed as either a NSW State Plan target or Namoi CAP target.

PART 3 – CONCLUSIONS, REFERENCES & APPENDICIES



1 Conclusions

Table 60 provides a summary of the overall condition trends for the priority environmental issues identified for the Namoi Region. As evident the trend appears to be worsening for most of the issues. This assessment is primarily based on the trend associated with the condition indicators, so although the overall trend for a particular environmental issue may be a decline in condition, there may be an improvement in some of the indicators.

One of the problems associated with reporting on changes in environmental state or condition is that it is usually detectable over longer timeframes (10 - 50 years). As a result it is not possible to determine if a trend is due human influences or if it is a result of natural variations (e.g. declining water quantity as a result of climatic conditions). This is particularly true in this instance as regional SoE reporting has only been in place for the past 2 years. Longer term trends based on previous SoE reporting for individual councils could not be assessed as often different indicators were used. Monitoring the performance of environmental management programs is often detectable over a much shorter timeframe.

Table 60: Summary of trends for the environmental issues.

Environmental issue	Trend	Comment
Declining water quantity	Worsening	Although dam capacities have increased as a result of improved climatic conditions, the pressures on groundwater and surface water usage have increased.
Increasing number, distribution and density of invasive species	Worsening	The numbers of new and emerging evasive plants and emerging invasive animals has increased. The extent of infestations is unknown.
Decreasing extent and condition of native vegetation	Worsening	The area of native vegetation being lost is greater than the area being protected and replanted. The trend in condition is unknown.
Declining surface water quality	Worsening	High levels of exceedences of accepted values for most water quality parameters.
Land degradation	Worsening	Increasing trends in most of the pressures contributing to land degradation. Information on trends in agricultural land management practices which has a significant impact is not available.
Climate change (human induced)	Worsening	The data indicates a slight increase in the amount of GHG emissions.
Increasing number of threatened species	Worsening	This assessment is primary based on the increased number of threatened species and EECs.
Waste generation	Worsening	Waste generated increased while recycling decreased.
Heritage	Improving	Increasing heritage items are being discovered or listed, and managed through inclusion in plans and planning instruments

The monitoring of the indicators which are linked to council activities (e.g. water consumption, implementation of actions) is only effective when agreed and consistent collection of data by participating councils is established, as this enables information to be aggregated and compared. Due to the timeframe for preparing the initial Namoi Regional SoE in 2008 councils did not have the opportunity to put in place systems to collect environmental data. As a result there were significant gaps in the information councils were able to provide and the presentation of information at a regional level was only possible for a limited number of indicators. Prior to the compilation of this report councils were consulted regarding the appropriate indicators and the format for collecting data, which resulted in far more data was available from the 2009 report. Where gaps in indicator data still exist, it is recommended that the relevant councils put processes in place to collect the data for 2010.

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Appendix A: Threatened Species

Gunnedah: Threatened species: Animals

Birds	Scientific Name	Common Name
Acanthizidae	<i>Pyrrholaemus saggitatus</i>	Speckled Warbler
Accipitridae	<i>Hamirostra melanosternon</i>	Black-breasted Buzzard
	<i>Lophoictinia isura</i>	Square-tailed Kite
Anatidae	<i>Stictonetta naevosa</i>	Freckled Duck
Burhinidae	<i>Burhinus grallarius</i>	Bush Stone-curlew
Cacatuidae	<i>Calyptorhynchus lathami</i>	Glossy Black-Cockatoo
Climacteridae	<i>Climacteris picumnus</i>	Brown Treecreeper
Estrildidae	<i>Stagonopleura guttata</i>	Diamond Firetail
Megapodiidae	<i>Leipoa ocellata</i>	Malleefowl
Meliphagidae	<i>Grantiella picta</i>	Painted Honeyeater
	<i>Melithreptus gularis gularis</i>	Black-chinned Honeyeater (eastern subspecies)
	<i>Xanthomyza phrygia</i>	Regent Honeyeater
Petroicidae	<i>Melanodryas cucullata</i>	Hooded Robin
Pomatostomidae	<i>Pomatostomus temporalis temporalis</i>	Grey-crowned Babbler (eastern subspecies)
Psittacidae	<i>Lathamus discolor</i>	Swift Parrot
	<i>Glossopsitta pusilla</i> *	Little Lorikeet*
	<i>Neophema pulchella</i>	Turquoise Parrot
Strigidae	<i>Ninox connivens</i>	Barking Owl
Tytonidae	<i>Tyto novaehollandiae</i>	Masked Owl
Mammals	Scientific Name	Common Name
Burramyidae	<i>Cercartetus nanus</i>	Eastern Pygmy-possum
Dasyuridae	<i>Dasyurus maculatus</i>	Spotted-tailed Quoll
Emballonuridae	<i>Saccolaimus flaviventris</i>	Yellow-bellied Sheath-tail-bat
Macropodidae	<i>Macropus dorsalis</i>	Black-striped Wallaby
Molossidae	<i>Mormopterus norfolkensis</i>	Eastern Freetail-bat
Muridae	<i>Pseudomys pilligaensis</i>	Pilliga Mouse
Petauridae	<i>Petaurus norfolcensis</i>	Squirrel Glider
Phascolarctidae	<i>Phascolarctos cinereus</i>	Koala
Vespertilionidae	<i>Chalinolobus dwyeri</i>	Large-eared Pied Bat
	<i>Chalinolobus picatus</i>	Little Pied Bat
	<i>Nyctophilus timoriensis</i>	Eastern Long-eared Bat
Reptiles	Scientific Name	Common Name
Elapidae	<i>Hoplocephalus bitorquatus</i>	Pale-headed Snake
Gekkonidae	<i>Underwoodisaurus sphyrurus</i>	Border Thick-tailed Gecko
Pygopodidae	<i>Aprasia parapulchella</i>	Pink-tailed Legless Lizard
Fish	Scientific Name	Common Name
Terapontidae	<i>Bidyanus bidyanus</i>	Silver Perch

* new listing

Gunnedah: Threatened species: Plants

Plants	Scientific Name	Common Name
Poaceae	<i>Digitaria porrecta</i>	Finger Panic Grass
Proteaceae	<i>Hakea pulvinifera</i>	Lake Keepit Hakea
Surianaceae	<i>Cadellia pentastylis</i>	Ooline

Liverpool Plains: Threatened species: Animals

Birds	<i>Scientific Name</i>	Common Name
Acanthizidae	<i>Pyrrholaemus saggitatus</i>	Speckled Warbler
Accipitridae	<i>Erythrotriorchis radiatus</i>	Red Goshawk
Burhinidae	<i>Burhinus grallarius*</i>	Bush Stone-curlew*
Cacatuidae	<i>Calyptorhynchus lathami</i>	Glossy Black-Cockatoo
Climacteridae	<i>Climacteris picumnus</i>	Brown Treecreeper
Estrildidae	<i>Stagonopleura guttata</i>	Diamond Firetail
Meliphagidae	<i>Melithreptus gularis gularis</i>	Black-chinned Honeyeater (eastern subspecies)
	<i>Xanthomyza phrygia</i>	Regent Honeyeater
Petroicidae	<i>Melanodryas cucullata</i>	Hooded Robin
Pomatostomidae	<i>Pomatostomus temporalis temporalis</i>	Grey-crowned Babbler (eastern subspecies)
Psittacidae	<i>Glossopsitta pusilla*</i>	Little Lorikeet*
	<i>Lathamus discolor</i>	Swift Parrot
	<i>Neophema pulchella</i>	Turquoise Parrot
Strigidae	<i>Ninox strenua</i>	Powerful Owl
Tytonidae	<i>Tyto novaehollandiae</i>	Masked Owl
Mammals	<i>Scientific Name</i>	Common Name
Dasyuridae	<i>Dasyurus geoffroii</i>	Western Quoll
	<i>Dasyurus maculatus</i>	Spotted-tailed Quoll
Emballonuridae	<i>Saccolaimus flaviventris</i>	Yellow-bellied Sheath-tail-bat
Macropodidae	<i>Lagorchestes leporides</i>	Eastern Hare-wallaby
	<i>Onychogalea fraenata</i>	Bridled Nailtail Wallaby
	<i>Petrogale penicillata</i>	Brush-tailed Rock-wallaby
Muridae	<i>Conilurus albipes</i>	White-footed Tree-rat
	<i>Pseudomys australis</i>	Plains Rat
	<i>Pseudomys gouldii</i>	Gould's Mouse
	<i>Rattus villosissimus</i>	Long-haired Rat
Peramelidae	<i>Perameles bougainville fasciata</i>	Western Barred Bandicoot (mainland)
Petauridae	<i>Petaurus australis</i>	Yellow-bellied Glider
	<i>Petaurus norfolcensis</i>	Squirrel Glider
Phascolarctidae	<i>Phascolarctos cinereus</i>	Koala
Potoroidae	<i>Bettongia penicillata penicillata</i>	Brush-tailed Bettong (South-East Mainland)
Vespertilionidae	<i>Chalinolobus dwyeri</i>	Large-eared Pied Bat
	<i>Chalinolobus picatus</i>	Little Pied Bat
	<i>Miniopterus schreibersii oceanensis</i>	Eastern Bentwing-bat
	<i>Vespadelus troughtoni</i>	Eastern Cave Bat
Reptiles	<i>Scientific Name</i>	Common Name
Gekkonidae	<i>Underwoodisaurus sphyrurus</i>	Border Thick-tailed Gecko
Fish	<i>Scientific Name</i>	Common Name
Terapontidae	<i>Bidyanus bidyanus</i>	Silver Perch

* new listing

Liverpool Plains: Threatened species: Plants

Plants	<i>Scientific Name</i>	Common Name
Fabaceae (Faboideae)	<i>Swainsona murrayana</i>	Slender Darling Pea
Poaceae	<i>Digitaria porrecta</i>	Finger Panic Grass
Santalaceae	<i>Thesium australe</i>	Austral Toadflax

Tamworth Regional: Threatened species: Animals

Amphibians	<i>Scientific Name</i>	Common Name
Hylidae	<i>Litoria booroolongensis</i>	Booroolong Frog
	<i>Litoria daviesae</i>	Davies' Tree Frog
Birds	<i>Scientific Name</i>	Common Name
Acanthizidae	<i>Pyrrholaemus saggitatus</i>	Speckled Warbler
Accipitridae	<i>Lophoictinia isura</i>	Square-tailed Kite
	<i>Pandion haliaetus</i> *	Osprey*
Cacatuidae	<i>Calyptorhynchus lathamii</i>	Glossy Black-Cockatoo
Ciconiidae	<i>Ephippiorhynchus asiaticus</i>	Black-necked Stork
Climacteridae	<i>Climacteris picumnus</i>	Brown Treecreeper
	<i>Climacteris picumnus victoriae</i>	Brown Treecreeper (eastern subspecies)
Estrildidae	<i>Stagonopleura guttata</i>	Diamond Firetail
Meliphagidae	<i>Grantiella picta</i>	Painted Honeyeater
	<i>Melithreptus gularis gularis</i>	Black-chinned Honeyeater (eastern subspecies)
	<i>Xanthomyza phrygia</i>	Regent Honeyeater
Pachycephalidae	<i>Pachycephala olivacea</i>	Olive Whistler
Petroicidae	<i>Melanodryas cucullata</i>	Hooded Robin
Pomatostomidae	<i>Pomatostomus temporalis temporalis</i>	Grey-crowned Babbler (eastern subspecies)
Psittacidae	<i>Glossopsitta pusilla</i> *	Little Lorikeet*
	<i>Lathamus discolor</i>	Swift Parrot
	<i>Neophema pulchella</i>	Turquoise Parrot
Strigidae	<i>Ninox connivens</i>	Barking Owl
	<i>Ninox strenua</i>	Powerful Owl
Tytonidae	<i>Tyto novaehollandiae</i>	Masked Owl
	<i>Tyto tenebricosa</i>	Sooty Owl
Mammals	<i>Scientific Name</i>	Common Name
Dasyuridae	<i>Dasyurus maculatus</i>	Spotted-tailed Quoll
Emballonuridae	<i>Saccolaimus flaviventris</i>	Yellow-bellied Sheath-tail-bat
Macropodidae	<i>Onychogalea fraenata</i>	Bridled Nailtail Wallaby
	<i>Petrogale penicillata</i>	Brush-tailed Rock-wallaby
Molossidae	<i>Mormopterus norfolkensis</i>	Eastern Freetail-bat
Muridae	<i>Pseudomys australis</i>	Plains Rat
Petauridae	<i>Petaurus australis</i>	Yellow-bellied Glider
	<i>Petaurus norfolcensis</i>	Squirrel Glider
Phascolarctidae	<i>Phascolarctos cinereus</i>	Koala
Pteropodidae	<i>Pteropus poliocephalus</i>	Grey-headed Flying-fox
Vespertilionidae	<i>Chalinolobus dwyeri</i>	Large-eared Pied Bat
	<i>Falsistrellus tasmaniensis</i>	Eastern False Pipistrelle
	<i>Miniopterus schreibersii oceanensis</i>	Eastern Bentwing-bat
	<i>Nyctophilus timoriensis</i>	Eastern Long-eared Bat
	<i>Scoteanax rueppellii</i>	Greater Broad-nosed Bat
Reptiles	<i>Scientific Name</i>	Common Name
Chelidae	<i>Eseya belli</i>	Bell's Turtle
Gekkonidae	<i>Underwoodisaurus sphyrurus</i>	Border Thick-tailed Gecko
Fish	<i>Scientific Name</i>	Common Name
Terapontidae	<i>Bidyanus bidyanus</i>	Silver Perch

* new listing

Tamworth Regional: Threatened species: Plants

Plants	Scientific Name	Common Name
Apocynaceae	<i>Cynanchum elegans</i>	White-flowered Wax Plant
	<i>Tylophora linearis</i>	
Brassicaceae	<i>Stenopetalum velutinum</i>	Velvet Thread-petal
Fabaceae (Mimosoideae)	<i>Acacia pubifolia</i>	Velvet Wattle
Haloragaceae	<i>Haloragis exalata</i> subsp. <i>velutina</i>	Tall Velvet Sea-berry
Myrtaceae	<i>Eucalyptus mckieana</i>	McKie's Stringybark
	<i>Eucalyptus nicholii</i>	Narrow-leaved Black Peppermint
	<i>Eucalyptus oresbia</i>	Small-fruited Mountain Gum
	<i>Eucalyptus rubida</i> subsp. <i>barbigerorum</i>	Blackbutt Candlebark
	<i>Homoranthus bornhardtiensis</i>	Barraba Homoranthus
	<i>Homoranthus prolixus</i>	Granite Homoranthus
	<i>Syzygium paniculatum</i>	Magenta Lilly Pilly
Orchidaceae	<i>Chiloglottis platyptera</i>	Barrington Tops Ant Orchid
	<i>Diuris pedunculata</i>	Small Snake Orchid
Poaceae	<i>Dichanthium setosum</i>	Bluegrass
	<i>Digitaria porrecta</i>	Finger Panic Grass
Proteaceae	<i>Hakea pulvinifera</i>	Lake Keepit Hakea
Rutaceae	<i>Asterolasia</i> sp. "Dungowan Creek"	Dungowan Starbush
	<i>Boronia ruppilii</i>	Rupp's Boronia
Santalaceae	<i>Thesium australe</i>	Austral Toadflax
Scrophulariaceae	<i>Euphrasia arguta</i>	
	<i>Euphrasia ciliolata</i>	Polblue Eyebright
	<i>Euphrasia ruptura</i>	
Winteraceae	<i>Tasmannia glaucifolia</i>	Fragrant Pepperbush
	<i>Tasmannia purpurascens</i>	Broad-leaved Pepperbush

* new listing

Walgett: Threatened species: Animals

Birds	<i>Scientific Name</i>	Common Name
Acanthizidae	<i>Pyrrholaemus saggitatus</i>	Speckled Warbler
Accipitridae	<i>Erythrotriorchis radiatus</i>	Red Goshawk
	<i>Hamirostra melanosternon</i>	Black-breasted Buzzard
Anatidae	<i>Oxyura australis</i>	Blue-billed Duck
	<i>Stictonetta naevosa</i>	Freckled Duck
Anseranatidae	<i>Anseranas semipalmata</i>	Magpie Goose
Ardeidae	<i>Botaurus poiciloptilus</i>	Australasian Bittern
Burhinidae	<i>Burhinus grallarius</i>	Bush Stone-curlew
Cacatuidae	<i>Cacatua leadbeateri</i>	Major Mitchell's Cockatoo
	<i>Calyptorhynchus banksii</i>	Red-tailed Black-Cockatoo
	<i>Calyptorhynchus lathami</i>	Glossy Black-Cockatoo
Ciconiidae	<i>Ephippiorhynchus asiaticus</i>	Black-necked Stork
Climacteridae	<i>Climacteris picumnus</i>	Brown Treecreeper
Estrildidae	<i>Stagonopleura guttata</i>	Diamond Firetail
Falconidae	<i>Falco hypoleucos</i>	Grey Falcon
Gruidae	<i>Grus rubicunda</i>	Brolga
Meliphagidae	<i>Melithreptus gularis gularis</i>	Black-chinned Honeyeater (eastern subspecies)
Otididae	<i>Ardeotis australis</i>	Australian Bustard
Petroicidae	<i>Melanodryas cucullata</i>	Hooded Robin
Pomatostomidae	<i>Pomatostomus temporalis temporalis</i>	Grey-crowned Babbler (eastern subspecies)
Psittacidae	<i>Neophema pulchella</i>	Turquoise Parrot
	<i>Polytelis swainsonii</i>	Superb Parrot
Rostratulidae	<i>Rostratula benghalensis australis</i>	Painted Snipe (Australian subspecies)
Scolopacidae	<i>Limosa limosa</i>	Black-tailed Godwit
Strigidae	<i>Ninox connivens</i>	Barking Owl
Mammals	<i>Scientific Name</i>	Common Name
Dasyuridae	<i>Antechinomys laniger</i>	Kultarr
	<i>Dasyurus maculatus</i>	Spotted-tailed Quoll
	<i>Sminthopsis macroura</i>	Stripe-faced Dunnart
Emballonuridae	<i>Saccolaimus flaviventris</i>	Yellow-bellied Sheathtail-bat
Muridae	<i>Pseudomys apodemoides</i>	Silky Mouse
	<i>Rattus villosissimus</i>	Long-haired Rat
Peramelidae	<i>Perameles bougainville fasciata</i>	Western Barred Bandicoot (mainland)
Phascolarctidae	<i>Phascolarctos cinereus</i>	Koala
Potoroidae	<i>Bettongia tropica</i>	Northern Bettong
Vespertilionidae	<i>Chalinolobus picatus</i>	Little Pied Bat
	<i>Nyctophilus timoriensis</i>	Eastern Long-eared Bat
	<i>Vespadelus baverstocki</i>	Inland Forest Bat
Reptiles	<i>Scientific Name</i>	Common Name
Elapidae	<i>Hoplocephalus bitorquatus</i>	Pale-headed Snake
Scincidae	<i>Anomalopus mackayi</i>	Five-clawed Worm-skink
Fish	<i>Scientific Name</i>	Common Name
Terapontidae	<i>Bidyanus bidyanus</i>	Silver Perch

* new listing

Wallgett: Threatened species: Plants

Plants	Scientific Name	Common Name
Brassicaceae	<i>Lepidium monoplocoides</i>	Winged Peppercross
Convolvulaceae	<i>Ipomoea diamantinensis</i>	Desert Cow-Vine
Cyperaceae	<i>Cyperus conicus</i>	
Euphorbiaceae	<i>Phyllanthus maderaspatanus</i>	Phyllanthus maderaspatensis
Fabaceae (Faboideae)	<i>Desmodium campylocaulon</i>	Creeping Tick-trefoil
	<i>Swainsona murrayana</i>	Slender Darling Pea

Narrabri: Threatened species: Animals

Amphibians	<i>Scientific Name</i>	Common Name
Hylidae	<i>Litoria booroolongensis</i>	Booroolong Frog
Myobatrachidae	<i>Crinia sloanei</i>	Sloane's Froglet
Birds	<i>Scientific Name</i>	Common Name
Acanthizidae	<i>Pyrrholaemus saggitatus</i>	Speckled Warbler
Accipitridae	<i>Hamirostra melanosternon</i>	Black-breasted Buzzard
	<i>Lophoictinia isura</i>	Square-tailed Kite
Anatidae	<i>Oxyura australis</i>	Blue-billed Duck
	<i>Stictonetta naevosa</i>	Freckled Duck
Anseranatidae	<i>Anseranas semipalmata</i>	Magpie Goose
Ardeidae	<i>Botaurus poiciloptilus</i>	Australasian Bittern
Burhinidae	<i>Burhinus grallarius</i>	Bush Stone-curlew
Cacatuidae	<i>Calyptorhynchus banksii</i>	Red-tailed Black-Cockatoo
	<i>Calyptorhynchus lathami</i>	Glossy Black-Cockatoo
Ciconiidae	<i>Ephippiorhynchus asiaticus</i>	Black-necked Stork
Climacteridae	<i>Climacteris picumnus</i>	Brown Treecreeper
	<i>Climacteris picumnus victoriae</i>	Brown Treecreeper (eastern subspecies)
Estrildidae	<i>Stagonopleura guttata</i>	Diamond Firetail
Gruidae	<i>Grus rubicunda</i>	Brolga
Megapodiidae	<i>Alectura lathami</i>	Australian Brush-turkey population in the Nandewar and Brigalow Belt South Bioregions
	<i>Leipoa ocellata</i>	Malleefowl
Meliphagidae	<i>Certhionyx variegatus</i>	Pied Honeyeater
	<i>Grantiella picta</i>	Painted Honeyeater
	<i>Melithreptus gularis gularis</i>	Black-chinned Honeyeater (eastern subspecies)
	<i>Xanthomyza phrygia</i>	Regent Honeyeater
Otididae	<i>Ardeotis australis</i>	Australian Bustard
Petroicidae	<i>Melanodryas cucullata</i>	Hooded Robin
Pomatostomidae	<i>Pomatostomus temporalis temporalis</i>	Grey-crowned Babbler (eastern subspecies)
Psittacidae	<i>Glossopsitta pusilla</i> *	Little Lorikeet*
	<i>Neophema pulchella</i>	Turquoise Parrot
	<i>Polytelis swainsonii</i>	Superb Parrot
Rostratulidae	<i>Rostratula benghalensis australis</i>	Painted Snipe (Australian subspecies)
Strigidae	<i>Ninox connivens</i>	Barking Owl
Tytonidae	<i>Tyto capensis</i>	Grass Owl
	<i>Tyto novaehollandiae</i>	Masked Owl
Mammals	<i>Scientific Name</i>	Common Name
Burramyidae	<i>Cercartetus nanus</i>	Eastern Pygmy-possum
Dasyuridae	<i>Dasyurus maculatus</i>	Spotted-tailed Quoll
	<i>Sminthopsis macroura</i>	Stripe-faced Dunnart
Emballonuridae	<i>Saccolaimus flaviventris</i>	Yellow-bellied Sheath-tail-bat
Macropodidae	<i>Lagorchestes leporides</i>	Eastern Hare-wallaby
	<i>Macropus dorsalis</i>	Black-striped Wallaby
	<i>Petrogale penicillata</i>	Brush-tailed Rock-wallaby
Muridae	<i>Leporillus conditor</i>	Greater Stick-nest Rat
	<i>Pseudomys pilligaensis</i>	Pilliga Mouse

Petauridae	<i>Petaurus norfolcensis</i>	Squirrel Glider
Phascolarctidae	<i>Phascolarctos cinereus</i>	Koala
Potoroidae	<i>Aepyprymnus rufescens</i>	Rufous Bettong
Pteropodidae	<i>Pteropus poliocephalus</i>	Grey-headed Flying-fox
Vespertilionidae	<i>Chalinolobus dwyeri</i>	Large-eared Pied Bat
	<i>Chalinolobus picatus</i>	Little Pied Bat
	<i>Miniopterus australis</i>	Little Bentwing-bat
	<i>Miniopterus schreibersii oceanensis</i>	Eastern Bentwing-bat
	<i>Nyctophilus timoriensis</i>	Eastern Long-eared Bat
	<i>Vespadelus troungtoni</i>	Eastern Cave Bat
Reptiles	<i>Scientific Name</i>	Common Name
Elapidae	<i>Hoplocephalus bitorquatus</i>	Pale-headed Snake
Gekkonidae	<i>Underwoodisaurus sphyrurus</i>	Border Thick-tailed Gecko
Scincidae	<i>Anomalopus mackayi</i>	Five-clawed Worm-skink
Fish	<i>Scientific Name</i>	Common Name
Terapontidae	<i>Bidyanus bidyanus</i>	Silver Perch

* new listing

Narrabri: Threatened species: Plants

Plants	<i>Scientific Name</i>	Common Name
Brassicaceae	<i>Lepidium aschersonii</i>	Spiny Peppercross
Cyperaceae	<i>Cyperus conicus</i>	
Euphorbiaceae	<i>Bertya</i> sp. A Cobar-Coolabah	Coolabah <i>Bertya</i>
Fabaceae (Faboideae)	<i>Swainsona murrayana</i>	Slender Darling Pea
Haloragaceae	<i>Haloragis exalata</i>	
Malvaceae	<i>Sida rohlenae</i>	Shrub Sida
Orchidaceae	<i>Pterostylis cobarensis</i>	Greenhood Orchid
Poaceae	<i>Dichanthium setosum</i>	Bluegrass
	<i>Digitaria porrecta</i>	Finger Panic Grass
Polygalaceae	<i>Polygala linariifolia</i>	Native Milkwort
Proteaceae	<i>Hakea pulvinifera</i>	Lake Keepit Hakea
Rhamnaceae	<i>Pomaderris queenslandica</i>	Scant Pomaderris
Rutaceae	<i>Philotheca ericifolia</i>	
Sterculiaceae	<i>Rulingia procumbens</i>	
Surianaceae	<i>Cadellia pentastylis</i>	Ooline

Appendix B: Noxious Weeds Lists

Legal requirements

Class	Legal requirements
1	The plant must be eradicated from the land and the land must be kept free of the plant
2	The plant must be eradicated from the land and the land must be kept free of the plant
3	The plant must be fully and continuously suppressed and destroyed
4	The growth and spread of the plant must be controlled according to the measures specified in a management plan published by the local control authority and the plant may not be sold, propagated or knowingly distributed
5	The requirements in the Noxious Weeds Act 1993 for a notifiable weed must be complied with

Noxious weeds listed for all NSW

Weed	Class
African feathergrass (<i>Pennisetum macrourum</i>)	5
African turnipweed (<i>Sisymbrium runcinatum</i>)	5
African turnipweed (<i>Sisymbrium thellungii</i>)	5
Anchored water hyacinth (<i>Eichhornia azurea</i>)	1
Annual ragweed (<i>Ambrosia artemisiifolia</i>)	5
Arrowhead (<i>Sagittaria montevidensis</i>)	5
Artichoke thistle (<i>Cynara cardunculus</i>)	5
Athel pine (<i>Tamarix aphylla</i>)	5
Athel tree (<i>Tamarix aphylla</i>)	
Bear-skin fescue (<i>Festuca gautieri</i>)	5
Black knapweed (<i>Centaurea nigra</i>)	1
Blackberry (<i>Rubus fruticosus</i> aggregate species)	4
Bridal creeper (<i>Asparagus asparagoides</i>)	5
Broomrapes (<i>Orobanche</i> species)	1
Burr ragweed (<i>Ambrosia confertiflora</i>)	5
Cabomba (<i>Cabomba caroliniana</i>)	5
Cayenne snakeweed (<i>Stachytarpheta cayennensis</i>)	5
Chinese violet (<i>Asystasia gangetica</i> subspecies <i>micrantha</i>)	1
Clockweed (<i>Gaura parviflora</i>)	5
Corn sowthistle (<i>Sonchus arvensis</i>)	5
Dense waterweed, Egeria (<i>Egeria densa</i>)	
Dodder (<i>Cuscuta</i> species)	5
East Indian hygrophila (<i>Hygrophila polysperma</i>)	1
Espartillo (<i>Achnatherum brachychaetum</i>)	5
Eurasian water milfoil (<i>Myriophyllum spicatum</i>)	1
Fine-bristled burr grass (<i>Cenchrus brownii</i>)	5
Fountain grass (<i>Pennisetum setaceum</i>)	5
Gallon's curse (<i>Cenchrus biflorus</i>)	5
Glaucous starthistle (<i>Carthamus glaucus</i>)	5
Golden thistle (<i>Scolymus hispanicus</i>)	5
Harrisia cactus (<i>Harrisia</i> species)	4
Hawkweed (<i>Hieracium</i> species)	1
Horsetail (<i>Equisetum</i> species)	1

Weed	Class
Hymenachne (<i>Hymenachne amplexicaulis</i>)	1
Karoo thorn (<i>Acacia karroo</i>)	1
Kochia (<i>Bassia scoparia</i>)	1
Lagarosiphon (<i>Lagarosiphon major</i>)	1
Lantana (<i>Lantana species</i>)	5
Leafy elodea (<i>Egeria densa</i>)	5
Long-leaf willow primrose (<i>Ludwigia longifolia</i>)	5
Mexican feather grass (<i>Nassella tenuissima</i>)	1
Mexican poppy (<i>Argemone mexicana</i>)	5
Miconia (<i>Miconia species</i>)	1
Mimosa (<i>Mimosa pigra</i>)	1
Mossman River grass (<i>Cenchrus echinatus</i>)	5
Onion grass (<i>Romulea species</i>)	5
Oxalis (<i>Oxalis species and varieties</i>)	5
Parthenium weed (<i>Parthenium hysterophorus</i>)	1
Pond apple (<i>Annona glabra</i>)	1
Prickly acacia (<i>Acacia nilotica</i>)	1
Prickly pear (<i>Cylindropuntia species</i>)	4
Prickly pear (<i>Opuntia species except O. ficus-indica</i>)	4
Red rice (<i>Oryza rufipogon</i>)	5
Rhus tree (<i>Toxicodendron succedaneum</i>)	4
Rubbervine (<i>Cryptostegia grandiflora</i>)	1
Sagittaria (<i>Sagittaria platyphylla</i>)	5
Sand oat (<i>Avena strigosa</i>)	5
Senegal tea plant (<i>Gymnocoronis spilanthoides</i>)	1
Siam weed (<i>Chromolaena odorata</i>)	1
Smooth-stemmed turnip (<i>Brassica barrelieri subspecies oxyrrhina</i>)	5
Soldier thistle (<i>Picnomon acarna</i>)	5
Spotted knapweed (<i>Centaurea maculosa</i>)	1
Texas blueweed (<i>Helianthus ciliaris</i>)	5
Water caltrop (<i>Trapa species</i>)	1
Water lettuce (<i>Pistia stratiotes</i>)	1
Water soldier (<i>Stratiotes aloides</i>)	1
Willows (<i>Salix species</i>)	5
Witchweed (<i>Striga species</i>)	1
Yellow burrhead (<i>Limnocharis flava</i>)	1
Yellow nutgrass (<i>Cyperus esculentus</i>)	5

*Clockweed (*Gaura lindheimeri*) was listed in 2008, but not 2009.

Noxious weeds listed for Gunnedah Shire

Weed	Class
African boxthorn (<i>Lycium ferocissimum</i>)	4
Alligator weed (<i>Alternanthera philoxeroides</i>)	2
Bathurst/Noogoora/Californian/cockle burrs (<i>Xanthium</i> species)	4
Blue heliotrope (<i>Heliotropium amplexicaule</i>)	4
Chilean needle grass (<i>Nassella neesiana</i>)	4
Columbus grass (<i>Sorghum x almum</i>)	4
Galvanised burr (<i>Sclerolaena birchii</i>)	4
Giant Parramatta grass (<i>Sporobolus fertilis</i>)	3
Golden dodder (<i>Cuscuta campestris</i>)	4
Green cestrum (<i>Cestrum parqui</i>)	3
Hemlock (<i>Conium maculatum</i>)	4
Italian bugloss (<i>Echium</i> species)	
Johnson grass (<i>Sorghum halepense</i>)	4
Lippia (<i>Phyla</i> species)	4
Long-style feather grass (<i>Pennisetum villosum</i>)	4
Mesquite (<i>Prosopis</i> species)	2
Mother-of-millions (<i>Bryophyllum</i> species and hybrids)	4
Pampas grass (<i>Cortaderia</i> species)	4
Parkinsonia (<i>Parkinsonia aculeata</i>)	2
Paterson's curse, Vipers bugloss, Italian bugloss (<i>Echium</i> species)	4
Perennial ragweed (<i>Ambrosia psilostachya</i>)	4
Salvinia (<i>Salvinia molesta</i>)	2
Serrated tussock (<i>Nassella trichotoma</i>)	4
Silk forage sorghum (<i>Sorghum</i> species hybrid cultivar)	4
Silver-leaf nightshade (<i>Solanum elaeagnifolium</i>)	3
St. John's wort (<i>Hypericum perforatum</i>)	3
Tree-of-heaven (<i>Ailanthus altissima</i>)	4
Water hyacinth (<i>Eichhornia crassipes</i>)	2
Wild radish (<i>Raphanus raphanistrum</i>)	4

Spiny burrgrass (*Cenchrus incertus*) and Spiny burrgrass (*Cenchrus longispinus*) were listed in 2008, but not 2009.

Noxious weeds listed for Liverpool Plains Shire

Weed	Class
African boxthorn (<i>Lycium ferocissimum</i>)	4
Alligator weed (<i>Alternanthera philoxeroides</i>)	2
Bathurst/Noogoora/Californian/cockle burrs (<i>Xanthium</i> species)	4
Chilean needle grass (<i>Nassella neesiana</i>)	4
Cockle burrs (<i>Xanthium</i> species)	
Columbus grass (<i>Sorghum x almum</i>)	4
English broom (<i>Cytisus scoparius</i>)	
Galenia (<i>Galenia pubescens</i>)	4
Galvanised burr (<i>Sclerolaena birchii</i>)	4
Giant Parramatta grass (<i>Sporobolus fertilis</i>)	3
Golden dodder (<i>Cuscuta campestris</i>)	4
Green cestrum (<i>Cestrum parqui</i>)	3
Italian bugloss (<i>Echium</i> species)	
Johnson grass (<i>Sorghum halepense</i>)	4
Lippia (<i>Phyla</i> species)	4
Long-style feather grass (<i>Pennisetum villosum</i>)	4
Mesquite (<i>Prosopis</i> species)	2
Mother-of-millions (<i>Bryophyllum</i> species and hybrids)	4
Nodding thistle (<i>Carduus nutans</i>)	4
Pampas grass (<i>Cortaderia</i> species)	4
Parkinsonia (<i>Parkinsonia aculeata</i>)	2
Paterson's curse, Vipers bugloss, Italian bugloss (<i>Echium</i> species)	4
Perennial ragweed (<i>Ambrosia psilostachya</i>)	4
Scotch broom (<i>Cytisus scoparius</i>)	4
Scotch, Stemless, Illyrian and Taurian thistles (<i>Onopordum</i> species)	4
Serrated tussock (<i>Nassella trichotoma</i>)	3
Silk forage sorghum (<i>Sorghum</i> species hybrid cultivar)	4
Silver-leaf nightshade (<i>Solanum elaeagnifolium</i>)	3
Spiny burrgrass (<i>Cenchrus incertus</i>)	4
Spiny burrgrass (<i>Cenchrus longispinus</i>)	4
St. John's wort (<i>Hypericum perforatum</i>)	4
Star thistle (<i>Centaurea calcitrapa</i>)	4
Sweet briar (<i>Rosa rubiginosa</i>)	4
Water hyacinth (<i>Eichhornia crassipes</i>)	2

Noxious weeds listed for Tamworth Regional Council

Weed	Class
African boxthorn (<i>Lycium ferocissimum</i>)	4
Alligator weed (<i>Alternanthera philoxeroides</i>)	2
Bathurst/Noogoora/Californian/cockle burrs (<i>Xanthium</i> species)	4
Chilean needle grass (<i>Nassella neesiana</i>)	4
English broom (<i>Cytisus scoparius</i>)	
Espartillo (<i>Achnatherum brachychaetum</i>)	5
Galenia (<i>Galenia pubescens</i>)	4
Galvanised burr (<i>Sclerolaena birchii</i>)	4
Giant Parramatta grass (<i>Sporobolus fertilis</i>)	3
Golden dodder (<i>Cuscuta campestris</i>)	4
Green cestrum (<i>Cestrum parqui</i>)	3
Lippia (<i>Phyla</i> species)	4
Mesquite (<i>Prosopis</i> species)	2
Mother-of-millions (<i>Bryophyllum</i> species and hybrids)	4
Nodding thistle (<i>Carduus nutans</i>)	4
Pampas grass (<i>Cortaderia</i> species)	4
Parkinsonia (<i>Parkinsonia aculeata</i>)	2
Perennial ragweed (<i>Ambrosia psilostachya</i>)	4
Salvinia (<i>Salvinia molesta</i>)	2
Scotch broom (<i>Cytisus scoparius</i>)	4
Scotch, Stemless, Illyrian and Taurian thistles (<i>Onopordum</i> species)	4
Serrated tussock (<i>Nassella trichotoma</i>)	3
Silver-leaf nightshade (<i>Solanum elaeagnifolium</i>)	3
St. John's wort (<i>Hypericum perforatum</i>)	4
Sweet briar (<i>Rosa rubiginosa</i>)	4
Water hyacinth (<i>Eichhornia crassipes</i>)	2

Cockle burrs (*Xanthium* species) was listed in 2008, but not 2009.

Noxious weeds listed for Walgett Shire

Weed	Class
African boxthorn (<i>Lycium ferocissimum</i>)	4
Alligator weed (<i>Alternanthera philoxeroides</i>)	2
Bathurst/Noogoora/Californian/cockle burrs (<i>Xanthium</i> species)	4
Blue heliotrope (<i>Heliotropium amplexicaule</i>)	4
Chilean needle grass (<i>Nassella neesiana</i>)	4
Cockle burrs (<i>Xanthium</i> species)	
Columbus grass (<i>Sorghum x almum</i>)	3
Galvanised burr (<i>Sclerolaena birchii</i>)	4
Golden dodder (<i>Cuscuta campestris</i>)	4
Green cestrum (<i>Cestrum parqui</i>)	3
Johnson grass (<i>Sorghum halepense</i>)	3
Mesquite (<i>Prosopis</i> species)	2
Mintweed (<i>Salvia reflexa</i>)	4
Nodding thistle (<i>Carduus nutans</i>)	4
Pampas grass (<i>Cortaderia</i> species)	4
Parkinsonia (<i>Parkinsonia aculeata</i>)	2
Salvinia (<i>Salvinia molesta</i>)	2
Serrated tussock (<i>Nassella trichotoma</i>)	4
Silk forage sorghum (<i>Sorghum</i> species hybrid cultivar)	3
Silver-leaf nightshade (<i>Solanum elaeagnifolium</i>)	4
Spiny burrgrass (<i>Cenchrus incertus</i>)	4
Spiny burrgrass (<i>Cenchrus longispinus</i>)	4
St. John's wort (<i>Hypericum perforatum</i>)	4
Sweet briar (<i>Rosa rubiginosa</i>)	4
Water hyacinth (<i>Eichhornia crassipes</i>)	2

Noxious weeds listed for Narrabri Shire

Weed	Class
African boxthorn (<i>Lycium ferocissimum</i>)	4
Alligator weed (<i>Alternanthera philoxeroides</i>)	2
Bathurst/Noogoora/Californian/cockle burrs (<i>Xanthium</i> species)	4
Blue heliotrope (<i>Heliotropium amplexicaule</i>)	4
Chilean needle grass (<i>Nassella neesiana</i>)	4
Cockle burrs (<i>Xanthium</i> species)	
Columbus grass (<i>Sorghum x almum</i>)	4
Galvanised burr (<i>Sclerolaena birchii</i>)	4
Golden dodder (<i>Cuscuta campestris</i>)	4
Green cestrum (<i>Cestrum parqui</i>)	3
Hemlock (<i>Conium maculatum</i>)	4
Johnson grass (<i>Sorghum halepense</i>)	4
Mesquite (<i>Prosopis</i> species)	2
Mother-of-millions (<i>Bryophyllum</i> species and hybrids)	4
Pampas grass (<i>Cortaderia</i> species)	4
Parkinsonia (<i>Parkinsonia aculeata</i>)	2
Perennial ragweed (<i>Ambrosia psilostachya</i>)	4
Salvinia (<i>Salvinia molesta</i>)	2
Serrated tussock (<i>Nassella trichotoma</i>)	4
Silver-leaf nightshade (<i>Solanum elaeagnifolium</i>)	3
Spiny burrgrass (<i>Cenchrus incertus</i>)	4
Spiny burrgrass (<i>Cenchrus longispinus</i>)	4
St. John's wort (<i>Hypericum perforatum</i>)	3
Water hyacinth (<i>Eichhornia crassipes</i>)	2



ANNEXURE C

PERFORMANCE OBJECTIVES

AND INDICATORS

2011/12 MANAGEMENT PLAN OBJECTIVES

ACTIVITY **GOVERNANCE**
 CO-ORDINATOR **GENERAL MANAGER**
 DATE **Jun-12**

LONG TERM STRATEGIC OBJECTIVES

- Provision of quality advice and support to Councillors to assist decision making.
- Move organisational operations towards best practice.
- Develop and implement Training Plan for Councillors.
- Review strategies and identify options for resource sharing.
- Market Council activities to broader community.
- Develop and enhance an organisational culture based on the principle of continuous improvement.

- Monitor and review Council's organisational structure to ensure it meets Council's needs within available resources.

<i>VISION</i>	<i>OBJECTIVE</i>	<i>STATEMENT OF MEANS</i>	<i>PERFORMANCE ASSESSMENT</i>	<i>PROGRESS REPORT</i>	<i>VARIANCE (COST, QUALITY AND SCHEDULE AND REASONS)</i>
CEO OFFICE - Provide for an effective structure and functionality that facilitates the role of Council in developing and maintaining high levels of service to the community supported by strategies and policies to enable effective and efficient organisational management.	Review and enhance Council's policies and directory.	Policies consistent with Vision and Mission. Ongoing review of policies. Implementation of relevant policies and monitor outcomes. Ensure awareness of policies.	New directory established. List of policy review priorities prepared. Statutory requirements met. Policies understood and complied with.	Policy Working Group meeting held. Review process determined. Next meeting scheduled for Wednesday 16 Nov 2011.	
	Review strategy on potential alliances.	Work with Namoi Councils and other Councils where resource sharing opportunities exist.	All beneficial alliances or resource sharing opportunities identified and implemented.		
	Marketing of Councillors' activities.	Promote positive Council achievements along with the Mayor.	Community aware of positive initiatives.		
	Ensure Council's human resources are appropriate to meet organisational needs subject to available resources.	Review and adapt human resources to maximise organisational needs.	Staff resources, subject to available resources, meet organisational need.	Organisational needs met and ongoing.	

2011/12 MANAGEMENT PLAN OBJECTIVES

ACTIVITY **EXECUTIVE SUPPORT**
 CO-ORDINATOR **GENERAL MANAGER**
 DATE **Jun-12**

LONG TERM STRATEGIC OBJECTIVES

- Provision of quality advice and support to Councillors to assist decision making.
- Co-ordinate and facilitate civic receptions and other significant community based events.
- Obtain optimum benefit through relationships with other Councils.
- Provide leadership in the facilitation of long term strategies and asset management plans.

VISION	OBJECTIVE	STATEMENT OF MEANS	PERFORMANCE ASSESSMENT	PROGRESS REPORT	VARIANCE (COST, QUALITY AND SCHEDULE AND REASONS)
EXECUTIVE SUPPORT Provide administrative and professional support and advice to enable efficient meetings, informed decisions, policy and long term strategy formulation along with statutory compliance.	Assist with the update of information on Council's website.	Regular review of information on Council's website. Refer areas that need updating to appropriate employees. Update areas to ensure currency of information where possible.		<i>Relevant sections of website updated as required. Taken ownership of: www.gunnedah.nsw.gov.au, www.visitgunnedah.com.au, www.thecivic.com.au. Portal has been developed for www.infogunnedah.com.au currently at management consultation level. Soon to be workshopped with staff and Councillors. Templates being sourced for Council, tourism and civic websites.</i>	
	Provide secretarial and professional support to General Manager and Councillors.	Complete correspondence on behalf of GM and Councillors. Book travel, accommodation and registration for conferences and seminars. Liaise with other Councillors where required. Undertake research as required.	Professional support timely and of high quality.	<i>Ongoing</i>	
	Organise civic receptions when required.	Organise invitation and where required events. Manage budgets for receptions. Co-op and organise assistance. Ensure effective promotion where required.	Civic receptions successful.	<i>Civic reception for Lauren Robertson and Jack Hickey on 28/11/11.</i>	
	Assist with the development of Councillor training.	Liaise with Councillors, training providers and HR.	Training program established and program facilitated.	<i>Effective Meeting and Chairing Skills training conducted on 4 Nov 2011.</i>	

2011/12 MANAGEMENT PLAN OBJECTIVES

ACTIVITY **ELECTED MEMBERS**
 CO-ORDINATOR **GENERAL MANAGER**
 DATE **Jun-12**

LONG TERM STRATEGIC OBJECTIVES

- Provide effective policies and practice to enable optimum decisions by Council consistent with organisation's Vision and Mission.
- Provide for the effective representation of community interests.
- Promote, enhance and sustain links between Council and the community.
- Continuously improve the quality of life for existing and future community members.
- Ensure decisions and actions are compliant with legislation.

VISION	OBJECTIVE	STATEMENT OF MEANS	PERFORMANCE ASSESSMENT	PROGRESS REPORT	VARIANCE (COST, QUALITY AND SCHEDULE AND REASONS)
ELECTED MEMBERS - Discharge of Council's charter by the conduct of efficient meetings and	Quarterly review of Management Plan and Estimates.	Comprehensive consultation with staff. Review progress on achievement of objectives. Review budgetary compliance.		<i>September quarterly management plan and budget review presented to Council on 16 Nov 2011.</i>	
	Annual Report	Annual report prepared and adopted.	Report adopted and forwarded to Division of Local Government.	<i>Annual Report presented to Council on 16 Nov 2011.</i>	
	Strategic planning and reporting.	Consult community on long term strategies and asset management plans. Prepare resource plans where required.	Strategic plans adopted which reflect community and Council determined direction.	<i>Commenced through the Integrated Planning and Reporting implementation schedule.</i>	
	Provide communication conduit between Council and the community.	Make representation on behalf of the community. Communicate and be bound by Council's decisions and policies. Promote a positive image of Council.	Communication timely, appropriate and accurate. Positive image of Council maintained. Community awareness	<i>Ongoing.</i>	

2011/12 MANAGEMENT PLAN OBJECTIVES

ACTIVITY **ELECTIONS**
 CO-ORDINATOR **GENERAL MANAGER**
 DATE **Jun-12**

LONG TERM STRATEGIC OBJECTIVES

Provide high quality support to election process.
Co-ordinate appropriate venues.
Monitor and measure costs incurred by Council.

<i>VISION</i>	<i>OBJECTIVE</i>	<i>STATEMENT OF MEANS</i>	<i>PERFORMANCE ASSESSMENT</i>	<i>PROGRESS REPORT</i>	<i>VARIANCE (COST, QUALITY AND SCHEDULE AND REASONS)</i>
ELECTIONS - Provide administrative and professional support to ensure elections are conducted in a fair, equitable and cost-effective manner.	Assist Electoral Commission in conducting bi-election if required.	Assist with venue selection. Provide administrative support where possible.	Quality support provided with no oversights.	A report on the 2012 Local Government Elections presented to Council on 16 November 2011.	
	Provide a venue for pre-poll.	Select appropriate venue. Provide pre-poll assistance if required.	Venue provided.	A report on the 2012 Local Government Elections presented to Council on 16 November 2011.	
	Negotiate election costs up front.	Minimise cost of elections. Negotiate with State Government on the costs and processes for elections.	Costs minimised and impacts communicated.	A report on the 2012 Local Government Elections presented to Council on 16 November 2011.	

2011/12 MANAGEMENT PLAN OBJECTIVES

ACTIVITY **HUMAN RESOURCES**
 CO-ORDINATOR **MANAGER HUMAN RESOURCES**
 DATE **Jun-12**

LONG TERM STRATEGIC OBJECTIVES

Implement, monitor and review HR procedures and practices that establish equity and fairness.
 Implement, monitor and review core processes that control OHS systems to align to high performance and continuous improvement.
 Design and execute training plan through comprehensive skills needs analysis and matrix.
 Monitor and execution of the HR strategic plan to ensure alignment to the Council strategic plan.
 Track and control job evaluation process for currency in position descriptions.
 Design and execute labour force plan to ensure adequacy in terms of talent attraction and retention.

VISION	OBJECTIVE	STATEMENT OF MEANS	PERFORMANCE ASSESSMENT	PROGRESS REPORT	VARIANCE (COST, QUALITY AND SCHEDULE AND REASONS)
HUMAN RESOURCES - to provide quality people management policies, processes and advice	Review position descriptions.	Manage process of reviewing position descriptions to ensure on time and quality execution at development and assessment reviews.	All position descriptions reviewed by 30 November 2012.	<i>Undertaken in conjunction with performance assessments.</i>	
	Manage staff training.	Execute needs analysis, training matrix and training plan with key stakeholders.	Training plan developed incorporating training providers, cost, potential dates.	<i>Undertaken in conjunction with performance assessments.</i>	
	Monitor, evaluate and update organisational training plans.	Provide quarterly training report concerning training executed, associated cost and associated requirements ensuring training is value based through cost benefit reviews (feedback documentation on quality of learning experience, how training has been articulated into action).	Scorecard developed exhibiting execution of training plan.	<i>New system in place - HR Training Switchboard to minimise lag time and report to Manex on training completion.</i>	
	Maintain workers compensation premiums within industry standards.	Half yearly peer review or internal audit and claims review to ensure all possible claims are finalised to limit claims and reduce financial impact on the Shire.	Claims reviews quarterly. On-time delivery of execution items from peer review. Rehabilitation programs are tracked and executed accordingly.	<i>OHS Audit carried out by Statecover for 2011/12 and a rebate for OHS Incentive payment is expected.</i>	
	Conduct progressive safety audits and hazard inspections.	Monthly safety activity score (SAS) completion against balanced score card measures (BSC).	95% compliance various component non-negotiable.	<i>Safety Activity Scores monthly. Continuing positive trend.</i>	
	Review induction process.	Process map induction protocol to ensure core processes are carried out and underpinning knowledge is exhibited by new starters.	Action items closed off as per project charter.	<i>Process map completed for presentation to Manex.</i>	
	Labour Force Plan	Align workforce capabilities to strategic needs of the business through: Attraction/retention programs, skills capabilities as per training plan, succession planning and	Benchmark set for employee engagement survey through profiling best in class and employee engagement survey (EES) lead process towards 10% improvement. Internal	<i>Awaiting feedback from Councillors.</i>	
	Review recruitment procedures.		Action items closed off as per project charter.	<i>Expected to commence in November 2012 including behavioural based recruitment for higher end positions.</i>	

2011/12 MANAGEMENT PLAN OBJECTIVES

ACTIVITY

CORPORATE SUPPORT SERVICES

CO-ORDINATOR

DIRECTOR CORPORATE SERVICES

DATE

Jun-12

LONG TERM STRATEGIC OBJECTIVES

Organisation operating in accordance with vision and mission.

Continuous improvement in organisational functionality and governance.

Promote, enhance and sustain internal and external communication.

Promote, enhance and sustain performance management across the organisation.

VISION	OBJECTIVE	STATEMENT OF MEANS	PERFORMANCE ASSESSMENT	PROGRESS REPORT	VARIANCE (COST, QUALITY AND SCHEDULE AND REASONS)	ISSUES/COMMENTS
ADMINISTRATION AND GOVERNANCE SERVICES - provide administrative support and sound governance to enable functions and services to be undertaken efficiently, effectively and safely with a quality customer focus on continuous improvement and ensure compliance	Undertake competency assessments of Corporate Services staff.	Co-ordinator assessment dates utilising qualified assessors in line with award requirements.	Assessments completed.	Completed		
	Preparation of IP&R Plan for 2012/13.	Implement IP&R framework and preparation schedule. Review vision, mission, values and strategic activity visions. Establish objectives. Establish budget to achieve objectives.	Schedule approved. Consultations. Management Plan adopted.	Schedule approved. Consultations conducted. Plans adopted.		
	Quarterly review of Management Plan and Estimates.	Consult staff. Review progress on achievement of objectives. Review budgetary compliance.	Objectives met.	Review complete as and when required.		
	Annual Report 2010/11	Collate data. Prepare report. Implement changes to requirements.	Report completed and forwarded to Department of Local Government.	Annual report completed and adopted by Council as required.		
	Ensure statutory obligations achieved.	Implement legislative changes. Educate Council and staff on new legislation.	Legislative changes implemented.	As required.		
	Review external and internal communication.	Review and implement communication policy.	Policy applied.	Review complete. Policy to be adopted November 2012.		
	Implement Audit Committee.	Develop framework, composition and scope of Audit Committee.	Health check established. Council secure.	In progress. Enterprise risk management framework established and Audit Committee charter to Council in December 2012.		
	Governance Working Group to continue implementation of Department of Local Government Best Practice.	Review best practice tasks. Monitor and record implementation of best practice strategy. Co-opt assistance.	Strategy implemented. Priorities achieved.	Audit completed and best practice schedule on target.		

2011/12 MANAGEMENT PLAN OBJECTIVES

ACTIVITY **FINANCE**
 CO-ORDINATOR **MANAGER FINANCE**
 DATE **Jun-12**

LONG TERM STRATEGIC OBJECTIVES

- To maintain legislative and financial audit compliance.**
- To implement and maintain systems to provide effective financial reporting and control.**
- To develop a comprehensive long term financial plan for all of Council's operations.**
- To incorporate the latest technology and systems into all financial processes.**
- To achieve long term financial sustainability.**

VISION	OBJECTIVE	STATEMENT OF MEANS	PERFORMANCE ASSESSMENT	PROGRESS REPORT	VARIANCE (COST, QUALITY AND SCHEDULE AND REASONS)
FINANCIAL SERVICES - ensure compliance with statutory and auditor requirements incorporating timely, accurate, transparent reporting and to maintain facility stability.	Provide accurate external financial reports in accordance with legislative and auditors requirements.	Schedule of actions to complete financial reporting requirements.	Financial reports completed in accordance with statutory deadlines.	Close of financial year completed. Construction of financial statements has begun. Auditors scheduled for September for audit of the statements. Report to Council in November 2012.	
	Provide timely and accurate internal financial reports to ensure effective monitoring of annual budget.	Adherence to Council's policy. Performance measurement of budget estimates.	Reports provided, budget monitored in accordance with Council policy. Major variations reported to Council. Full budget review presented to Council quarterly.	Final QBR for 2011/12 presented to November Council. Monthly budget files sent to all responsible officers. Installation of budget management software, Powerbudget, complete.	
	Revise procedures for financial services.	Increased automation of Financial Statements preparation process. Redevelop the Financial Statements supporting documentation files.	Statements process further automated. Statements systems and files further improved.	Further automation of spreadsheets being completed in the statement construction process. Lead time has been significantly reduced.	
	Undertake competency assessment of finance staff.	Complete assessment in line with award requirements.	Assessments completed by end of August 2011.	Assessments complete.	
	Development of a Standard Procedure Manual.	Map current procedures. Co-ordinate staff. Collate information into manuals.	Process reviewed. Standard Procedure Manuals created.	Draft Standard Procedure Manual complete.	
	Periodic Reporting on major projects budget to Finance Committee.	Export data on major projects. Report on monthly and quarterly reviews.	Reports produced. Timely financial information available.	Finance Working Group meetings convened as required.	
	Begin the process to develop a Long Term Financial Plan.	Assess, purchase and install software. Begin the collation of required information. Revise budget processes in-line with long term data requirements.	Purchase and successful installation and population of software. Budget work papers revised. Collection of data started.	IP&R process complete and Long Term Financial Plan implemented.	

2011/12 MANAGEMENT PLAN OBJECTIVES

ACTIVITY **FINANCE**
 CO-ORDINATOR **MANAGER FINANCE**
 DATE **Jun-12**

LONG TERM STRATEGIC OBJECTIVES

- To maintain legislative and financial audit compliance.
- To implement and maintain systems to provide effective financial reporting and control.
- To develop a comprehensive long term financial plan for all of Council's operations.
- To incorporate the latest technology and systems into all financial processes.
- To achieve long term financial sustainability.

VISION	OBJECTIVE	STATEMENT OF MEANS	PERFORMANCE ASSESSMENT	PROGRESS REPORT	VARIANCE (COST, QUALITY AND SCHEDULE AND REASONS)
	Facilitate the development of the 2011/12 - 2014/15 budget estimates for adoption with legislative timeframes.	Maintain worksheets and templates. Revision of process and continuous improvement. Develop management plan preparation schedule. Co-ordinate managers and collate data. Liaise with elected members. Present drafts to Council and display to the public.	All legislative requirements adhered to and management plan adopted prior to 30 June 2012.	<i>Now included as part of the IP & R process.</i>	

2011/12 MANAGEMENT PLAN OBJECTIVES

ACTIVITY **RATES REVENUE**
 CO-ORDINATOR **MANAGER FINANCE**
 DATE **Jun-12**

LONG TERM STRATEGIC OBJECTIVES

- To maintain audit and legislative requirements.**
- To maintain equity in the rating structure.**
- Minimise outstanding rates debt.**

VISION	OBJECTIVE	STATEMENT OF MEANS	PERFORMANCE ASSESSMENT	PROGRESS REPORT	VARIANCE (COST, QUALITY AND SCHEDULE AND REASONS)
RATES REVENUE - provide optimum level of funding from rating, in order to maintain financial stability. Ensure equity in rating and compliance with legislative and auditing requirements.	Review rating structure	Investigate alternative rating options. Assess impacts of any major change in the rating category mix. Production of rates models.	Rating structure and revenue policy adopted.	Review complete.	
	Making and levying of rates in-line with legislative requirements.	Complete statement of compliance. Making of the rates and charges. Rate levy condcuted and notice file sent to mailing house.	Rates levied and sent on time.	Rates levied in accordance with legislation.	
	Successful audit and lodgement of annual pensioner rebate claim.	Completion of pensioner return. Return successfully audited. Lodge with the Department.	Receipt of rebate claim amount.	Submitted as required.	
	Minimise outstanding rates debt amount.	Continual follow-up of outstanding accounts. Debt recovery action implemented where required. Arrangements made with hardship accounts.	Reduction of outstanding debt percentage.	Significant reduction in outstanding rates and charges. Successful completion of sale of land auction in November 2011. New debt recovery agency engaged.	

2011/12 MANAGEMENT PLAN OBJECTIVES

ACTIVITY **GENERAL PURPOSE REVENUE**
 CO-ORDINATOR **MANAGER FINANCE**
 DATE **Jun-11**

LONG TERM STRATEGIC OBJECTIVES

- To maintain audit and legislative compliance.
- Maximise Council's investment portfolio.
- To continuously review Councils' financial assistance grant return processes.

VISION	OBJECTIVE	STATEMENT OF MEANS	PERFORMANCE ASSESSMENT	PROGRESS REPORT	VARIANCE (COST, QUALITY AND SCHEDULE AND REASONS)
GENERAL PURPOSE REVENUE - provide optimum level of funding from grants and investment sources in order to maintain financial stability. Ensure compliance with legislative and auditing requirements.	Maximise funds available for investment.	Closely monitor cash-flow. Apply investments in-line with Council policy and legislative requirements.	Maximise investment amount. Maximise investment returns in the prevailing climate.	<i>Cash flow analysis being employed to maximise funds on investment. Commitment system facilitating this. Investing inline with councils policy to best effect for returns</i>	
	Review Financial Assistance Grant return process.	Investigate new disability factors to include in the return. Capture data which can be utilised in supporting the return.	Maximise Council's percentage of total financial assistance grant funding. Increase FAG amount received above the average increase.		

2011/12 MANAGEMENT PLAN OBJECTIVES

ACTIVITY **LOANS**
 CO-ORDINATOR **MANAGER FINANCE**
 DATE **Jun-12**

LONG TERM STRATEGIC OBJECTIVES

To maintain audit and legislative compliance.

To maintain loan liability at a level to ensure financial sustainability.

To utilise loan funding for major capital works where required to establish intergenerational equity.

VISION	OBJECTIVE	STATEMENT OF MEANS	PERFORMANCE ASSESSMENT	PROGRESS REPORT	VARIANCE (COST, QUALITY AND SCHEDULE AND REASONS)
LOANS - to utilise loans in the most optimum way to fund specific assets and facilities whilst ensuring liability is managed to maintain financial stability and in accordance with legislative and auditing requirements.	Review loan portfolo in line with current economic climate.	Investigate alternative options and refinancing. Negotiate with lending authorities to maximise the benefit to Council.	Loan portfolio reviewed.	<i>No changes to loan portfolio identified</i>	
	Review for necessity and options for new loans.	Identify potential funding options/structures. Negotiate terms and conditions to benefit Council. Facilitate intergenerational equity.	Loan funding utilised where appropriate.	<i>No new loans proposed</i>	

2011/12 MANAGEMENT PLAN OBJECTIVES

ACTIVITY **STORES PURCHASING**
 CO-ORDINATOR **MANAGER FINANCE**
 DATE **Jun-11**

LONG TERM STRATEGIC OBJECTIVES

Ensure best practice with resof procurement practices.

Maintain stock levels at the optimum level of adequately service operations whilst maintaining holding cost.

Manage Council's fleet to adequately meet required service delivery levels and simultaneously minimise the total cost of ownership to Council.

Automate tender process utilising web based technolgy.

VISION	OBJECTIVE	STATEMENT OF MEANS	PERFORMANCE ASSESSMENT	PROGRESS REPORT	VARIANCE (COST, QUALITY AND SCHEDULE AND REASONS)
STORES / PURCHASING - provide high quality customer service and communication to all clients (including both internal and external) ensuring optimal procurement and contract management.	Management of vehicles.	Review of existing and new models for fleet cost efficiencies. Vehicle changeover to obtain best value for Council. Keep updated on "environmentally friendly green" options as the technology matures.	Obtain best pricing for purchase and swap over of vehicles with consideration of market and environmental factors.	<i>Vehicle change-out ongoing.</i>	
	Management of contract register.	Keep an up-to-date register of Council's leases, licenses and contracts for management of tasks eg renewals, extensions, public liability insurance. Identify agreements on Council and Crown land.	Provide a register that is up-to-date and provides a source of information for business units while enabling scheduled tasks to be completed in a timely manner.	<i>Purchasing Contracts >\$150k are on the GIPPA register. Remaining relating to Land, Licencing & Leases Register currently held in excel.</i>	
	Support public facilities area with the set up of a Crown land users onto agreements.	Identification and placement of Crown land users onto appropriate agreements in line with each reserve management plan as signed off to the Department of lands.	Creation and sign off of agreements in a timely manner to support public facilities unit.	<i>Draft plans of management report to Council in November 2012.</i>	
	Review stores operations taking advantage of new technology.	Review and develop annual stock taking procedures for first annual stock take under Civica system. Identify and implement efficiencies available with Civica.	Provision of stock take procedures and identification of any risks and measures to improve future stock takes.	<i>First stocktake undertaken under Civica and completed successfully. Reviewing WHS requirements within the stores operation.</i>	

2011/12 MANAGEMENT PLAN OBJECTIVES

ACTIVITY **HACC MULTI SERVICE OUTLET**
 CO-ORDINATOR **MANAGER COMMUNITY SERVICES**
 DATE **Jun-12**

LONG TERM STRATEGIC OBJECTIVES

To assist frail aged people, people with a disability and their carers by the provision of neighbour aid, volunteer social support and respite services.

Provide respite, group support, social support and centre based care to assist clients and carers, in particular carers of people with dementia to continue in their caring role.

To promote the development of community care services in the Shire in partnership with service providers and the community.

VISION	OBJECTIVE	STATEMENT OF MEANS	PERFORMANCE ASSESSMENT	PROGRESS REPORT	VARIANCE (COST, QUALITY AND SCHEDULE AND REASONS)
AGED AND DISABLED SERVICES - GUNNEDAH HACC MSO - to provide service to frail aged people, people with a disability and their carers that will allow them to live independently in their own homes and the community if that is their choice.	To ensure that management systems, processes and workforce development are in place to effectively manage the project.	Review policies and processes, and evaluate the effectiveness of service delivery. Regularly review risk management processes and procedures. Paid and unpaid staff have access to relevant training, supervision and support. Maintain and provide all records and reports to comply with Government funding agreements and service guidelines. Develop and monitor project budget to achieve a break-even outcome.	Review and update Policy Manual. Risk management issues, duty of care and client safety issues reported. Supervision and support records, training records. Compliance with government funding guidelines and reporting timeframes. Break-even budget achieved by regular monitoring of financial records.	Supervision and support delivered. Venue risk assessment completed, budget reviewed. Incident accident reports completed on time. Volunteers roster and clients program completed. Social support shopping service running at full capacity. Lawn Mowing planning and coordination maintained	
	To provide efficient and effective HACC MSO services and programs.	Regularly review the care needs of current clients. Undertake survey of clients and stakeholders and hold by-annual planning day with clients and key stakeholders. Plan the overall service provision of the project to maintain consistency and reliability in service provision taking into account the local demographics, feedback from clients and unmet need. Undertake integrated monitoring framework (IMF) audit.	Clients reviewed at least once every twelve months. Strategic and operational plans are developed in line with funding body guidelines, HACC National Standards and local demographics.	Client review ongoing. Service delivery maintained in all areas. Staff attended Advanced Group Work Leadership training with Alzheimer's Australia 4,5/6/12. Volunteer Meeting held 13 attended 23/6/12. Volunteer Bus trip to Tamworth 13 attended dinner and show "Class of 59" 23/6/12.	

2011/12 MANAGEMENT PLAN OBJECTIVES

ACTIVITY **HACC MULTI SERVICE OUTLET**
 CO-ORDINATOR **MANAGER COMMUNITY SERVICES**
 DATE **Jun-12**

LONG TERM STRATEGIC OBJECTIVES

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To promote the development of community care services in the Shire in partnership with service providers and the community.

VISION	OBJECTIVE	STATEMENT OF MEANS	PERFORMANCE ASSESSMENT	PROGRESS REPORT	VARIANCE (COST, QUALITY AND SCHEDULE AND REASONS)
	To enhance community development networks.	Enhance community understanding and awareness of the aims and objectives of HACC MSO. Conduct appropriate promotion and publicity regarding HACC MSO service provision. Work collaboratively with other groups to identify gaps in service provision and generate possible solutions.	Attendance and participation in interagency meetings, case conferences and community care meetings. Evidence of different methods of publicity and promotion. Participation in regional HACC planning forums, including HACC MSO representation on advisory committees and working parties.	Working collaboratively with HNEAH G.A.N.G Judy Coates a questionnaire from our information day at the Mens Shed has lead to us holding a (6) six week strength and balance education exercise program at the Jacaranda Centre. 9 Men attended our first day. We are hoping to have both mens and womens classes running sustainable (3) three days a week in the future.	

2011/12 MANAGEMENT PLAN OBJECTIVES

ACTIVITY **COMMUNITY SERVICES ADMINISTRATION**
 CO-ORDINATOR **MANAGER COMMUNITY SERVICES**
 DATE **Jun-12**

LONG TERM STRATEGIC OBJECTIVES

To ensure the diversity of community needs for information and services are catered for in the Shire.
Facilitate flexible and responsive service planning to incorporate changing needs in the Shire.
Promote cross departmental collaboration and strategic planning in addressing social and economic concerns.
Attract appropriate resources to Gunnedah Shire to address identified needs.

<i>VISION</i>	<i>OBJECTIVE</i>	<i>STATEMENT OF MEANS</i>	<i>PERFORMANCE ASSESSMENT</i>	<i>PROGRESS REPORT</i>	<i>VARIANCE (COST, QUALITY AND SCHEDULE AND REASONS)</i>
COMMUNITY SERVICES ADMINISTRATION - to promote, enhance and sustain the quality of life in Gunnedah Shire through balanced economic and social management in partnership with the people.	Ensure efficient and effective service delivery across community service projects.	Ensure compliance with relevant contractual obligations and GSC policies and procedures. Increased collaboration across projects. Provide supervision and support sessions with individual managers. Facilitate monthly staff meetings. Ensure access to important information by all staff. Undertake competency assessments for staff.	Continuation of projects. Positive feedback from funding bodies, clients. Increased number of clients from rural areas. Positive feedback from staff.		
	Develop consultative networks within the Shire.	Improve networks within Gunnedah Shire Council LG area in relation to critical areas eg crime prevention. Develop and implement a place management approach of service planning and delivery to the outlying villages. Develop and maintain opportunities for volunteering. Facilitate community events such as International Womens Day, Seniors Week, NAIDOC Week, Youth Week, Volunteers Week.	Increased participation by representative individuals in Council planning processes. Positive feedback from residents. Increase in the number of volunteers. Increased community participation and inclusion.		
	To facilitate implementation of the Social and Community Planning.	Facilitate implementation of recommendations contained in the gunnedah Social Plan, Disability Action Plan and the Crime Prevention Plan. Investigate funding to compliment the objectives contained in the Gunnedah Shire Council Plans Work in partnership with other organisations to achieve objectives of the plans.	Improved social, crime prevention and disability outcomes for residents fo the Shire. Number of projects developed. Number of recommendations implemented.		

2011/12 MANAGEMENT PLAN OBJECTIVES

ACTIVITY **COMMUNITY SERVICES ADMINISTRATION**
 CO-ORDINATOR **MANAGER COMMUNITY SERVICES**
 DATE **Jun-12**

LONG TERM STRATEGIC OBJECTIVES

To ensure the diversity of community needs for information and services are catered for in the Shire.
 Facilitate flexible and responsive service planning to incorporate changing needs in the Shire.
 Promote cross departmental collaboration and strategic planning in addressing social and economic concerns.
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VISION	OBJECTIVE	STATEMENT OF MEANS	PERFORMANCE ASSESSMENT	PROGRESS REPORT	VARIANCE (COST, QUALITY AND SCHEDULE AND REASONS)
	Provide support to Committees of Council and other community committees.	Resource Crime Prevention, Section 356, Community Scholarship Fund, Cultural Precinct Committee and NRCC Project Advisory Committee. Co-ordinate meetings of the New England Managers Group attached to the Premiers Department. Maintain and resource the Gunnedah Indigenous Service Delivery Interagency, Domestic Violence and Child Protection Interagency, Youth Interagency and Gunnedah Liquor Accord.	Reports delivered on time. Positive feedback from community. Attendance at meetings. Interagency meetings taking place. Ensure timely dispatch of reports and agendas. Attend meetings. Action recommendations.		
	Respond to critical areas identified for community development in Gunnedah.	Maintain networks with regional bodies, DoCS, Premiers Department New England, FaCS, DADHC, Department of Housing. Raise awareness of the changing needs in Gunnedah. Improve Gunnedah's access to resources in community services area.	Increased resources in Gunnedah in under resourced areas. Improved reflection of Gunnedah in regional planning.		
COMMUNITY SERVICES ADMINISTRATION - to promote, enhance and sustain the quality of life in Gunnedah Shire through balanced economic and social management in partnership with the people.	To improve access to services for the indigenous community in Gunnedah.	Provision of an Aboriginal Elders Project in Gunnedah. Establish and encourage community development projects in partnership with Aboriginal organisations. Resource the Gunnedah Indigenous Service Delivery Interagency meetings. Support NAIDOC Week Committee meetings and co-ordinate program. Work collaboratively with Aboriginal groups in Gunnedah to identify gaps in service provision and generate possible solutions. All service planning to include a specific indigenous component.	Services provided to eligible clients in a culturally appropriate, efficient and cost effective manner. Number of projects developed. Participation in Aboriginal HACC planning forums, GISDI meetings, Healthy for Life and other meetings as required. NAIDOC Week committee meetings and program are co-ordinated and delivered. Statistical increase in number of indigenous service users.		

2011/12 MANAGEMENT PLAN OBJECTIVES

ACTIVITY **NORTHWEST REGIONAL COMMUNITY CARE**
 CO-ORDINATOR **MANAGER COMMUNITY SERVICES**
 DATE **Jun-12**

LONG TERM STRATEGIC OBJECTIVES

To assist frail aged people, people with disabilities and their carers to remain independent, in their home across the six LGA's of Gunnedah Shire, Moree Plains, Narrabri Shire and Tamworth Regional Councils and part of Liverpool Plains and Gwydir Shire Councils.

Facilitate provision of flexible alternative services to frail aged people, people with a disability and their carers when mainstream services are unavailable or inappropriate.

To promote the development of community care services across the NRCC catchment by working in participation with services providers and the community.

VISION	OBJECTIVE	STATEMENT OF MEANS	PERFORMANCE ASSESSMENT	PROGRESS REPORT	VARIANCE (COST, QUALITY AND SCHEDULE AND REASONS)
NORTHWEST REGIONAL COMMUNITY CARE - to promote, enhance and sustain the quality of life of frail aged people, people with disabilities and their carers with complex needs to live a life of their choice, at home and in the community.	To efficiently and effectively manage and allocate NRCC resources.	Conduct regular meetings of the NRCC Project Advisory Committee. Plan the overall service provision of the project taking into account such factors as geographic characteristics, feedback from consumers and unmet need. Maintain and provide all records and reports to comply with Government funding agreements and service guidelines. Develop and monitor project budget to achieve a break-even outcome. All staff have access to adequate supervision support and training.	Four NRCC Project Advisory Committee meetings per year. Integrated Monitoring Framework Action Plan developed and implemented. Compliance with all government funding guidelines and reporting timeframes. Break-even budget achieved by regular monitoring of financial records. Compliance with all HR requirements.	NRCC PAC postponed due to a lack of quorum. Budget monitored on a regular basis. Compliance with funding requirements. Statistics submitted as required (Quarterly MDS & 1/2 yearly NRCP not due until July, Compacts & Packaged care due monthly)	
	To enhance community development networks.	Enhance community understanding and awareness of the aims and objectives of NRCC. Conduct appropriate promotion and publicity regarding NRCC service provision. Work collaboratively with other groups to identify gaps in service provision and generate possible solutions.	Attendance and participation in interagency meetings, case conferences and community care meetings. Evidence of different methods of publicity and promotion. Participation in regional HACC planning forums, including NRCC representation on advisory committees and working parties.	Relevant Meetings Attended. Participation in CMSS Working Group.	

2011/12 MANAGEMENT PLAN OBJECTIVES

ACTIVITY **NORTHWEST REGIONAL COMMUNITY CARE**
 CO-ORDINATOR **MANAGER COMMUNITY SERVICES**
 DATE **Jun-12**

LONG TERM STRATEGIC OBJECTIVES

To assist frail aged people, people with disabilities and their carers to remain independent, in their home across the six LGA's of Gunnedah Shire, Moree Plains, Narrabri Shire and Tamworth Regional Councils and part of Liverpool Plains and Gwydir Shire Councils.

Facilitate provision of flexible alternative services to frail aged people, people with a disability and their carers when mainstream services are unavailable or inappropriate.

To promote the development of community care services across the NRCC catchment by working in participation with services providers and the community.

VISION	OBJECTIVE	STATEMENT OF MEANS	PERFORMANCE ASSESSMENT	PROGRESS REPORT	VARIANCE (COST, QUALITY AND SCHEDULE AND REASONS)
	To participate in, and contribute to, quality management and continuous improvement principles.	Review policies and evaluate the effectiveness of the project. Regularly review the community care needs of current clients. Regularly review current risk management processes and procedures. Maintain consistency and reliability in service provision. Undertake integrated monitoring framework (IMF) audit. Review contractual arrangements with brokered service providers.	Review and update policy manual. Client files reflect that clients are formally reviewed at a minimum of six months (case conference, home visit). Risk management issues reported to in agreed format. Case managers follow agreed work practices. IMF action plan developed and implemented. Contracts reviewed and renewed.	Risk Management issues reported and monthly OH&S discussions held as required.	

2011/12 MANAGEMENT PLAN OBJECTIVES

ACTIVITY **NORTHWEST REGIONAL COMMUNITY CARE**
 CO-ORDINATOR **MANAGER COMMUNITY SERVICES**
 DATE **Jun-12**

LONG TERM STRATEGIC OBJECTIVES

To assist frail aged people, people with disabilities and their carers to remain independent, in their home across the six LGA's of Gunnedah Shire, Moree Plains, Narrabri Shire and Tamworth Regional Councils and part of Liverpool Plains and Gwydir Shire Councils.

Facilitate provision of flexible alternative services to frail aged people, people with a disability and their carers when mainstream services are unavailable or inappropriate.

To promote the development of community care services across the NRCC catchment by working in participation with services providers and the community.

VISION	OBJECTIVE	STATEMENT OF MEANS	PERFORMANCE ASSESSMENT	PROGRESS REPORT	VARIANCE (COST, QUALITY AND SCHEDULE AND REASONS)
	To achieve optimum outcomes for consumers.	Offer choice and plan support options that promote independence, and take into account personal goals and abilities. Also, to support and encourage client participation in all decisions and development of care support plans. Regularly review Care Support Plans and confirm client agreement to the plan. Provide information, advocacy and assistance that maintains clients' rights and responsibilities. Regularly ask for feedback while maintaining the client's rights and responsibilities. Regularly ask for feedback while maintaining the client's right to have grievances, criticism or complaints dealt with fairly promptly confidentially and without prejudice. Respect the rights, dignity, privacy, confidentiality, culture, family, religion and social relationships of the client. Take reasonable steps to protect clients, where possible, from abuse, neglect and exploitation.	Care support plans reflect client's personal goals and choices. Current care support plan on file signed and agreed to by client. Clients receive client information handbook on NRCC services and standards. Client notes reflect that Case Managers regularly ask for client feedback and any formal complaints are recorded in NRCC complaint register and actioned as required. Access to culturally appropriate staff, compliance with government legislation. Duty of care and client safety issues reported in agreed format.	<p>Case Managers have regular contact with clients/carers on a formal and informal basis.</p> <p>Case Managers will continue to receive training to assist clients/carers to develop appropriate support options to reach their goals.</p> <p>Representation on CMSS Working party to ensure software is sustainable and relevant to meet client need.</p>	

2011/12 MANAGEMENT PLAN OBJECTIVES

ACTIVITY **NORTHWEST REGIONAL COMMUNITY CARE**
 CO-ORDINATOR **MANAGER COMMUNITY SERVICES**
 DATE **Jun-12**

LONG TERM STRATEGIC OBJECTIVES

To assist frail aged people, people with disabilities and their carers to remain independent, in their home across the six LGA's of Gunnedah Shire, Moree Plains, Narrabri Shire and Tamworth Regional Councils and part of Liverpool Plains and Gwydir Shire Councils.

Facilitate provision of flexible alternative services to frail aged people, people with a disability and their carers when mainstream services are unavailable or inappropriate.

To promote the development of community care services across the NRCC catchment by working in participation with services providers and the community.

VISION	OBJECTIVE	STATEMENT OF MEANS	PERFORMANCE ASSESSMENT	PROGRESS REPORT	VARIANCE (COST, QUALITY AND SCHEDULE AND REASONS)
NORTHWEST REGIONAL COMMUNITY CARE - to promote, enhance and sustain the quality of life of frail aged people, people with disabilities and their carers with complex needs to live a life of their choice, at home and in the community.	To provide a service that is accessible and equitable to consumers.	Give highest priority to those clients most in need of case management and advocacy. Ensure NRCC clients are appropriate and meet criteria (and continue to if circumstances change). Take active steps to ensure access by the HACCC identified disadvantaged groups.	Use of NRCC assessment tool for prioritising and determining individual need. Demonstrated use of NRCC entry and exit procedures. Quarterly reports reflect access to NRCC services by special needs groups (ATSI, financially disadvantaged, rural and remote, CALD).	<p>Ongoing Needs Identifier (ONI) tool is used to ensure eligibility.</p> <p>Participation in ADHC Clinical Forum meetings to ensure all types of disability are being catered for in service options.</p> <p>Participation in ADHC S2S Meetings to ensure fair dissemination of respite hours for carers and care recipients.</p> <p>Participation in Aboriginal Interagency Meetings.</p>	

2011/12 MANAGEMENT PLAN OBJECTIVES

ACTIVITY **COMMUNITY TRANSPORT SERVICES**
 CO-ORDINATOR **MANAGER COMMUNITY SERVICES**
 DATE **Jun-12**

LONG TERM STRATEGIC OBJECTIVES

To assist frail aged people, people with disabilities and their carers and also transport disadvantaged people to maintain their independence and to live the life of their independence and to live the life of their choice in their homes and community by the provision of flexible, efficient and cost effective community transport services in Gunnedah LGA.

To assist frail aged people, people with disabilities and their carers and also transport disadvantaged people to maintain their independence and to live the life of their independence and to live the life of their choice in their homes and community by the provision of flexible, efficient and cost effective community transport services and neighbour aid services in Tambar Springs, Premer and Mullaley areas.

VISION	OBJECTIVE	STATEMENT OF MEANS	PERFORMANCE ASSESSMENT	PROGRESS REPORT	VARIANCE (COST, QUALITY AND SCHEDULE AND REASONS)
AGED AND DISABLED SERVICES - COMMUNITY TRANSPORT SERVICES - to promote, enhance and sustain the quality of the life of the people of Gunnedah Shire by improving the quality and scope of community transport services.	To ensure that management systems, processes and workforce development are in place to effectively manage the project.	Review policies and procedures. Regularly review current administrative / risk management processes and procedures. All staff and volunteers have access to adequate supervision support and training. Maintain and provide all records and reports, as required, to comply with Government funding agreements and service guidelines. Develop and monitor project budget to achieve a break-even outcome.	Review and update policy manual. Risk management issues reported in agreed format. Supervision and support records, training records. Compliance with government funding guidelines and reporting timeframes (deadlines). Break-even budget achieved by regular monitoring of financial records.	Budgets monitored on a monthly basis. End of year balancing and adjustments will be made.	

2011/12 MANAGEMENT PLAN OBJECTIVES

ACTIVITY **COMMUNITY TRANSPORT SERVICES**
 CO-ORDINATOR **MANAGER COMMUNITY SERVICES**
 DATE **Jun-12**

LONG TERM STRATEGIC OBJECTIVES

To assist frail aged people, people with disabilities and their carers and also transport disadvantaged people to maintain their independence and to live the life of their independence and to live the life of their choice in their homes and community by the provision of flexible, efficient and cost effective community transport services in Gunnedah LGA.

To assist frail aged people, people with disabilities and their carers and also transport disadvantaged people to maintain their independence and to live the life of their independence and to live the life of their choice in their homes and community by the provision of flexible, efficient and cost effective community transport services and neighbour aid services in Tambar Springs, Premer and Mullaley areas.

<i>VISION</i>	<i>OBJECTIVE</i>	<i>STATEMENT OF MEANS</i>	<i>PERFORMANCE ASSESSMENT</i>	<i>PROGRESS REPORT</i>	<i>VARIANCE (COST, QUALITY AND SCHEDULE AND REASONS)</i>
	To achieve optimum outcomes for consumers of the Gunnedah Community Transport Service.	Offer choice and support plans with options that promote independence and regularly review clients transport needs. Provide information, advocacy and assistance that maintains client's rights and responsibilities. Clients' complaints dealt with promptly confidentially and without prejudice. Respect the rights, dignity, privacy, confidentially, culture, family, religion and social relationships of the client. Review the Community Transport needs of current clients as required. Undertake survey of clients and stakeholders and hold a planning day with clients and key stakeholders. Take steps to ensure clients safety while using Community Transport. Participate in joint activities with other HACC services.	Care support plans that reflect client's needs and choices. Clients receive client information handbook on Gunnedah Community Transport Services. Formal complaints recorded in Gunnedah Community Transport complaints register and actioned as required. Access to culturally appropriate staff, compliance with government legislation (Privacy, EEO). Transport special needs sheets reflect individual needs and preference. Planning day to be held August 2009. Duty of care and client safety issues reported in agreed format. Quarterly reports reflect access to Community transport services by special needs groups (ATSI, financially disadvantaged, rural and remote).	No complaints received. New clients receive community transport handbook Planning day to be held later this year.	

2011/12 MANAGEMENT PLAN OBJECTIVES

ACTIVITY **COMMUNITY TRANSPORT SERVICES**
 CO-ORDINATOR **MANAGER COMMUNITY SERVICES**
 DATE **Jun-12**

LONG TERM STRATEGIC OBJECTIVES

To assist frail aged people, people with disabilities and their carers and also transport disadvantaged people to maintain their independence and to live the life of their independence and to live the life of their choice in their homes and community by the provision of flexible, efficient and cost effective community transport services in Gunnedah LGA.

To assist frail aged people, people with disabilities and their carers and also transport disadvantaged people to maintain their independence and to live the life of their independence and to live the life of their choice in their homes and community by the provision of flexible, efficient and cost effective community transport services and neighbour aid services in Tambar Springs, Premer and Mullaley areas.

<i>VISION</i>	<i>OBJECTIVE</i>	<i>STATEMENT OF MEANS</i>	<i>PERFORMANCE ASSESSMENT</i>	<i>PROGRESS REPORT</i>	<i>VARIANCE (COST, QUALITY AND SCHEDULE AND REASONS)</i>
	To enhance community development networks.	Enhance community understanding and awareness of the aims and objectives of Gunnedah Community Transport. Participation in Regional Transport Forums. Conduct appropriate promotion and publicity regarding Gunnedah Community Transport service provision. Work collaboratively with other groups to identify gaps in service provision and generate possible solutions.	Attendance and participation in interagency meetings, case conferences and community care meetings. Attendance at quarterly Regional Transport Forums. Evidence of different methods of publicity and promotion. Participation in regional HACC planning forums. New England representation on Community Transport Organisation (CTO) State Board.	staff attended interagency meetings.	
	To co-ordinate Seniors Week activities in Gunnedah.	Apply for appropriate funding and ensure program runs according to Senior's Week grant and within guidelines. Apply to Council for monies set aside in the GSC budget for Seniors Week activities. Encourage extended participation by representatives of Community Groups in the Seniors Week Committee. Organise appropriate publicity. Plan activities for the week that promote community participation. Provide appropriate activities in which people will participate and enjoy.	Funding secured from DADHC. Funding secured from Gunnedah Shire Council. Community representation on Senior's Week committee. Use of local media for promotion. Program of events developed and distributed. Positive feedback from participants.	Allocated fund for next years seniors week in the 12 - 13 Operational Plan	

2011/12 MANAGEMENT PLAN OBJECTIVES

ACTIVITY **COMMUNITY TRANSPORT SERVICES**
 CO-ORDINATOR **MANAGER COMMUNITY SERVICES**
 DATE **Jun-12**

LONG TERM STRATEGIC OBJECTIVES

To assist frail aged people, people with disabilities and their carers and also transport disadvantaged people to maintain their independence and to live the life of their independence and to live the life of their choice in their homes and community by the provision of flexible, efficient and cost effective community transport services in Gunnedah LGA.

To assist frail aged people, people with disabilities and their carers and also transport disadvantaged people to maintain their independence and to live the life of their independence and to live the life of their choice in their homes and community by the provision of flexible, efficient and cost effective community transport services and neighbour aid services in Tambar Springs, Premer and Mullaley areas.

<i>VISION</i>	<i>OBJECTIVE</i>	<i>STATEMENT OF MEANS</i>	<i>PERFORMANCE ASSESSMENT</i>	<i>PROGRESS REPORT</i>	<i>VARIANCE (COST, QUALITY AND SCHEDULE AND REASONS)</i>
AGED AND DISABLED SERVICES - COMMUNITY TRANSPORT SERVICES - to promote, enhance and sustain the quality of the life of the people of Gunnedah Shire by improving the quality and scope of community transport services.	To provide Neighbour Aid Services in Tambar Springs, Premer and Mullaley.	Provide MOW, Home Visits, Social Support, Transport and Shopping to HACC target group and transport disadvantaged. Enhance community understanding and awareness of the aims and objectives of Tambar Springs Neighbour Aid Services. Conduct appropriate promotion and publicity regarding Tambar Spring Neighbour Aid service provision. Work collaboratively with other groups to identify gaps in service provision and generate possible solutions. Work collaboratively with CTC Centre during Seniors Week. Develop and monitor project budget to achieve a break-even outcome.	Services provided to eligible clients in an efficient and cost effective manner. Attendance and participation in meetings and case conferences. Evidence of different methods of publicity and promotion. Participation in local HACC planning forums. CTC submission written and joint projects held during Seniors Week. Break-even budget achieved by regular monitoring of financial records.	budget monitored on a regular basis. Bingo held in Mullaley during June 12. Increased shopping bus usage to eligible clients	

2011/12 MANAGEMENT PLAN OBJECTIVES

ACTIVITY

INFORMATION TECHNOLOGY

CO-ORDINATOR

MANAGER INFORMATION SERVICES

DATE

Jun-12

LONG TERM STRATEGIC OBJECTIVES

- Development and enhancement of Council's intranet and internet sites.
- Implement cost effective and up to date software/hardware.
- Development of systems to allow remote communications and connection to Council's IT networks.
- Development of the new financial system CIVICA Authority.
- Development and enhancement of Council's phone and communications systems.

VISION	OBJECTIVE	STATEMENT OF MEANS	PERFORMANCE ASSESSMENT	PROGRESS REPORT	VARIANCE (COST, QUALITY AND SCHEDULE AND REASONS)
INFORMATION TECHNOLOGY - provide quality and timely information electronically and otherwise to enhance decision making and monitoring, public relations enabling effective and efficient delivery of services and community information resources.	Development to CIVICA Authority financial software.	Workshops are conducted to analyse the current organisational requirements. Outcomes are costed and reported to Manex/Council.	Two groups have been established to review performance and set objectives - Working Group and Module Owners. Development is also occurring within Civica for DA's and Cemetary modules.	<i>Civica upgrade installed, staff trained as required and project completed successfully.</i>	
	Undertake performance assessments of information technology staff.	Complete performance in line with award requirements.	Performance assessments are completed by 30 Septemeber 2010.	<i>Assessments completed.</i>	
	Organisational structure changes.	Adjust information technology resources to assist the change required to roll out the new organisational structure.	Virtual folder paths have been designed and are in process of being changed to better reflect the org. structure. Data workflows are also being reviewed to accommodate changes.	<i>Network folder structure reflects revised organisational structure. Restructure of the Community and Corporate Services Directorate commenced in August 2011 and completed in December 2011, this resulted in projects being held in abeyance pending allocation of responsibility to new department areas within the Directorate. Information Services now incorporates Information Technology, Records Management, Geographical Information Systems (GIS), Land and Property Information (LIS). Following confirmation of structure and associated responsibilities, review of workflows has commenced.</i>	

2011/12 MANAGEMENT PLAN OBJECTIVES

ACTIVITY

RECORDS MANAGEMENT

CO-ORDINATOR

MANAGER INFORMATION SERVICES

DATE

Jun-12

LONG TERM STRATEGIC OBJECTIVES

Organisation operating in accordance with vision and mission.

Continuous improvement in record keeping, accessibility and use.

Promote, enhance and sustain internal and external communications.

VISION	OBJECTIVE	STATEMENT OF MEANS	PERFORMANCE ASSESSMENT	PROGRESS REPORT	VARIANCE (COST, QUALITY AND SCHEDULE AND REASONS)
RECORDS MANAGEMENT - provide records management to enable functions and services to be undertaken efficiently, effectively and safely with a quality customer focus and ensure compliance with statutory requirements.	Undertake competency assessment of records staff.	Co-ordinate assessment dates utilising qualified assessors in line with award requirements.	Performance assessments are completed by 1 June 2010.	Assessments completed.	
	Undertake collection and production of 2011/12 Management Plan, Management Plan Quarterly Reviews and Annual Report.	Collate information from all Departments. Produce document in appropriate format. Send out in accordance with timeframe. Collate submissions.	2011/12 Management Plan produced. Quarterly reviews collated and presented to Council. Annual Report prepared and produced and forwarded to Department of Local Government.	Reports completed. Review documents layout/formatting/appearance etc. inline with overall IP&R objectives.	
	Job rotation strategy.	Determine most critical factors in employees roles. Draft roster to ensure appropriate training occurs. Monitor workloads to enable tasks and training to be completed.	Additional skills obtained. Backup for certain positions.	Restructure of the Community and Corporate Services Directorate commenced in August 2011 and completed in December 2011, this resulted in projects being held in abeyance pending allocation of responsibility to new department areas within the Directorate. Information Services now incorporates Information Technology, Records Management, Geographical Information Systems (GIS), Land and Property Information (LIS). Following confirmation of structure and associated responsibilities, specific projects in relation to records management have commenced.	
	Ensure statutory obligations achieved.	Implement legislative changes. Educate Council and staff on new legislation.	Legislative changes implemented.	Records Archiving procedure training attended and archiving review can now proceed. First 100 years of Council minute books transferred as State Archives.	

2011/12 MANAGEMENT PLAN OBJECTIVES

ACTIVITY **RECORDS MANAGEMENT**
 CO-ORDINATOR **MANAGER INFORMATION SERVICES**
 DATE **Jun-12**

LONG TERM STRATEGIC OBJECTIVES

Organisation operating in accordance with vision and mission.
 Continuous improvement in record keeping, accessibility and use.
 Promote, enhance and sustain internal and external communications.

<i>VISION</i>	<i>OBJECTIVE</i>	<i>STATEMENT OF MEANS</i>	<i>PERFORMANCE ASSESSMENT</i>	<i>PROGRESS REPORT</i>	<i>VARIANCE (COST, QUALITY AND SCHEDULE AND REASONS)</i>
	Records Management Strategic Plan.	Review draft plan and complete. Present plan to Manex.	Records Management Strategic Plan adopted.	<i>Draft stage - currently under review.</i>	
	Electronic records management system (Dataworks).	Ensure electronic records management protocols are adhered to. Review use of electronic records management system. Review folder structure in accordance with organisational restructure. Review workflows and update as required in accordance with organisational restructure.	Dataworks utilised throughout the organisation. Folder structure reviewed and altered as required. Workflows reviewed and altered as required.	<i>Complete review to be undertaken in line with Directorate review as detailed above.</i>	

2011/12 MANAGEMENT PLAN OBJECTIVES

ACTIVITY

CUSTOMER SERVICE AND ADMINISTRATION

CO-ORDINATOR

MANAGER INFORMATION SERVICES

DATE

Jun-12

LONG TERM STRATEGIC OBJECTIVES

Customer services delivered efficiently and effectively in accordance with vision and mission.

Team approach to continuous improvement in the delivery of customer service to the organisation.

Promote, enhance and sustain internal and external communication.

Improve customer services delivery through GIS/records management/intranet.

VISION	OBJECTIVE	STATEMENT OF MEANS	PERFORMANCE ASSESSMENT	PROGRESS REPORT	VARIANCE (COST, QUALITY AND SCHEDULE AND REASONS)
CUSTOMER SERVICES AND ADMINISTRATION provide accurate, up to date, consistent information and high quality administrative support and services to internal and external customers.	Undertake competency assessment of records staff.	Co-ordinate assessment dates utilising qualified assessors in line with award requirements.	Performance assessments are completed by 1 June 2010.	Assessments completed	
	Customer service review of external and internal communication.	Workshop communication issues across the organisation. Review and implement communication policy.	Policy under review - involvement in IP&R workshops and internal processes at draft stage.	Restructure of the Community and Corporate Services Directorate commenced in August 2011 and completed in December 2011, this resulted in projects being held in abeyance pending allocation of responsibility to new department areas within the Directorate. As a result, dedicated Customer Service and Communication Department created, with Manager to commence in July/August 2012. Following confirmation of structure and associated responsibilities, review of internal and external customer service processes, policies and strategies has commenced.	
	Development of systems to improve the delivery of information to assist customer service.	Workshops are conducted to analyse how the current GIS/records management/intranet system can be developed. Outcomes are scheduled and costed. Promotion of Dataworks/Exponare/intranet software functionality to required staff. Customer service processes are workshopped and documented.	Customer service delivery via the Intranet continuing to improve. Greater access to information internally via the Intranet and Dataworks users. Workflows requiring modifications have been identified.	See above.	

2011/12 MANAGEMENT PLAN OBJECTIVES

ACTIVITY **CUSTOMER SERVICE AND ADMINISTRATION**
 CO-ORDINATOR **MANAGER INFORMATION SERVICES**
 DATE **Jun-12**

LONG TERM STRATEGIC OBJECTIVES

Customer services delivered efficiently and effectively in accordance with vision and mission.
 Team approach to continuous improvement in the delivery of customer service to the organisation.
 Promote, enhance and sustain internal and external communication.
 Improve customer services delivery through GIS/records management/intranet.

<i>VISION</i>	<i>OBJECTIVE</i>	<i>STATEMENT OF MEANS</i>	<i>PERFORMANCE ASSESSMENT</i>	<i>PROGRESS REPORT</i>	<i>VARIANCE (COST, QUALITY AND SCHEDULE AND REASONS)</i>
	Job rotation strategy.	Determine most critical factors in employees roles. Draft roster to ensure appropriate training occurs. Monitor workloads to enable tasks and training to be completed.	Rotation strategy functioning well. Senior customer service role to deliver objectives/levels of expected service in draft documents	See above.	
	Measure client satisfaction.	Audit customer request records. Work with customer services. Undertake mystery shopper activities.	Produce statistical report for customer request records.	Statistics and associated reports undertaken on a monthly basis from October 2011. As per above, Manager Customer Service and Communication appointed and these statistics will be reviewed with a strategy prepared to measure client satisfaction.	

2010/11 MANAGEMENT PLAN OBJECTIVES

ACTIVITY **STRATEGIC PLANNING AND ASSET MANAGEMENT**
 CO-ORDINATOR **MANAGER CORPORATE STRATEGIC PLANNING**
 DATE **Jun-12**

LONG TERM STRATEGIC OBJECTIVES

Strategic plan for entire organisation.
Benchmark processes with leading Councils and organisations.

VISION	OBJECTIVE	STATEMENT OF MEANS	PERFORMANCE ASSESSMENT	PROGRESS REPORT	VARIANCE (COST, QUALITY AND SCHEDULE AND REASONS)	ISSUES/COMMENTS
STRATEGIC PLANNING - provide a structure and function that will facilitate the role of Council in developing and maintaining a vision for the Shire as well as strategies and policies which support this vision, whilst ensuring a co-ordinated approach to as	Review and enhance Council's policies and directory in line with long term strategy.	Policies correspond to Vision and Mission. Education process on direction. Implementation of revised policies.	New directory established. Meet FOI requirements.	<i>IP&R process complete, including long term strategic asset management plan. Vision work for the process of naming and promoting the CSP.</i>		
	Long term Strategic Plan.	Review long term financial indicators. Relate objectives to Mission and Vision. Review and implement long term objectives. Establish budget incorporating capital priorities. Co-opt assistance both internal and external.	Development of long term strategy plans for all functional areas.	<i>IP&R process complete, including long term strategic asset management plan. Vision work for the process of naming and promoting the CSP.</i>		
	Review and enhance Council's approach to asset management.	Establish a working group on asset management. Convert asset data into CIVICA assets module. Utilise data to develop refined asset management strategies.	Efficient asset management. Total asset management system.	<i>Long term Strategic Asset Management Plan complete.</i>		
	Commence long term strategy plans for functional areas.	Review long financial indicators. Relate objectives to Mission and Vision. Review and implement long term objectives. Establish budget incorporating capital priorities. Co-opt assistance both internal and external. Commence preparation of long term strategic plan.	Strategies commenced.	<i>IP&R process complete, including long term strategic asset management plan. Vision work for the process of naming and promoting the CSP.</i>		

2011/12 MANAGEMENT PLAN OBJECTIVES

ACTIVITY **ECONOMIC DEVELOPMENT**
 CO-ORDINATOR **MANAGER ECONOMIC DEVELOPMENT AND TOURISM**
 DATE **Jun-12**

LONG TERM STRATEGIC OBJECTIVES

Gunnedah Saleyards to be leading saleyard in north west NSW and within top three in NSW.
Saleyard compliance with all legislative and licensing requirements.
Maintain NLIS in accordance with industry standard.
Ten year Strategic Plan developed.

VISION	OBJECTIVE	STATEMENT OF MEANS	PERFORMANCE ASSESSMENT	PROGRESS REPORT	VARIANCE (COST, QUALITY AND SCHEDULE AND REASONS)
SALEYARDS - to continue to implement best practice and develop a stock selling centre that is a leader in country NSW.	Market Gunnedah Saleyards as a leading stock selling centre to increase throughput.	Utilise free publicity. Utilise grower, vendor and buyer organisations to promote yards. Join with Agents in concentrated TV promotion.	Percentage increase in throughput numbers.	Largest numbers seen for Jan/Feb. Catching up for low spring numbers.	
	Review effluent disposal system.	Effluent disposal strategy implemented. Recording done in accordance with license.	License requirements met.	On going testing up to date for May end of year	
	Review the need to Gain QA accreditation.	Maintain analysis on market requirement. Complete final audit to gain accreditation and meet further audit requirements.	Accreditation obtained if required by saleyards market..	Reviewed and accreditation not currently required by market.	
	Undertake competency assessment of saleyards staff.	Complete assessments in line with Award requirements.	Assessments completed by 1 June 2010.	Completed	
	Maintain EU status.	Ensure appropriate measures are in place to meet EU requirements.	EU status maintained.	Completed - expect review in April 11	
	Maintain NLIS status.	Liaise with Agents Association. Review procedure in line with best practice.	NLIS maintained to satisfactory level.	Completed	
	Ten year plan reviewed.	All stakeholders consulted. Plan updated and strategic direction applied.	Plan completed.	Being completed in accordance with IP&R schedule.	
	Road train access.	Lobby State Government. Submission revised.	Road train access granted.	Ongoing	

2011/12 MANAGEMENT PLAN OBJECTIVES

ACTIVITY **EVENTS**
 CO-ORDINATOR **MANAGER ECONOMIC DEVELOPMENT AND TOURISM**
 DATE **Mar-11**

LONG TERM STRATEGIC OBJECTIVES

Recognised in the region as a leader for developing successful, sustainable events.
Attain wide community and business support for such events.
To have a proud and vibrant community through its support and involvement in the events.
Increase tourist spending through events.
Become a regional conference centre.

VISION	OBJECTIVE	STATEMENT OF MEANS	PERFORMANCE ASSESSMENT	PROGRESS REPORT	VARIANCE (COST, QUALITY AND SCHEDULE AND REASONS)
EVENTS - to promote, enhance and sustain the quality of community life through the co-ordination and promotion of special events to ensure optimum community participation and enjoyment, and the attraction of additional visitation to the Shire.	Effectively co-ordinate events and festivals such as the Week of Speed, Australia Day and involvement with Ag-Quip and Gunnedah Show.	Develop and implement plans. Co-ordinate appropriate people for Committees. Provide support to Committees.	Week of Speed, Australia Day, Ag-Quip and Gunnedah Show events achieved.	Achieved.	
	Provide support to establish a Food and Wine event which will showcase local and regional produce.	Assist groups where possible. Liaison with organisational Committees/individuals.	Supported Annual Porchetta Day.	Successful event.	
	Attract conference/sporting event and maximise associated visitation.	Identify and bid for suitable conference/events. Promote the Council's support and facilities to local organisations and sporting clubs. Utilise a conference co-ordinator. Use or encourage opportunities to upgrade/improve conference/sporting facilities.	Hosted LGSA Tourism Conference.	Successful event.	
	Co-ordinate publicity campaign to regularly inform community of such events as well as to seek new opportunities for attracting such events.	Weekly radio program. Monthly page in paper. General advertising. Place information on infogunnedah website. Encourage community to utilise the website.	Community knowledge of festivals/events/conferences through radio and newspaper. Information available on website.	Ongoing	
	Maintain events section on Council's website.	Input data on regular basis. Liaise with community groups.	Information available and current on website.	Ongoing	

2011/12 MANAGEMENT PLAN OBJECTIVES

ACTIVITY **TOURISM**
 CO-ORDINATOR **MANAGER ECONOMIC DEVELOPMENT AND TOURISM**
 DATE **Jun-12**

LONG TERM STRATEGIC OBJECTIVES

- Recognised as a prime tourism destination.
- Recognised as Koala Capital of the World.
- Utilise Gunnedah's indigenous heritage and links with Dorothea Mackellar to attract visitors.
- To achieve significant community involvement in tourism promotion.
- Provide a wide variety of quality tourist attractions and experiences.
- Annually attract significant conferences and events to Gunnedah.
- Deliver enhanced Visitor Information Centre services to customers.
- Relocate VIC to a more prominent position.

VISION	OBJECTIVE	STATEMENT OF MEANS	PERFORMANCE ASSESSMENT	PROGRESS REPORT	VARIANCE (COST, QUALITY AND SCHEDULE AND REASONS)
TOURISM - to foster an environment conducive to extensive tourism activity bringing wealth into the community.	Market Gunnedah widely and effectively as a touring destination.	Maintain information on the State Tourism Data Warehouse. Maintain membership and involvement in projects of Tourism New England/North West. Maintain membership and involvement in projects of Kamilaroi Highway Group. Regularly produce and selectively distribute Gunnedah Visitors Guide. Selectively advertise Gunnedah's tourism attributes. Develop a specific Gunnedah Tourism website.	Up to date information displayed on VisitNSW website. Membership maintained. Visitor's Guide available and distributed. Visitor numbers. 2012 Gunnedah Visitor Guide printed.	Information updated and current. Membership maintained. Guides distributed at VICs and consumer shows. Advertising achieved. Website contact developed. 9109 visitors.	
	Extend Koala Capital of the World marketing.	Seek free publicity and PR opportunities. Establish and foster links with selected koala based organisations eg Australia Koala Foundation. Refresh the Koala Capital of the World branding.	Publicity gains. Wider acknowledgement of Koala Capital status. Partnerships created. Branding recognised.	Links maintained. Sport publicity achieved.	

2011/12 MANAGEMENT PLAN OBJECTIVES

ACTIVITY **TOURISM**
 CO-ORDINATOR **MANAGER ECONOMIC DEVELOPMENT AND TOURISM**
 DATE **Jun-12**

LONG TERM STRATEGIC OBJECTIVES

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VISION	OBJECTIVE	STATEMENT OF MEANS	PERFORMANCE ASSESSMENT	PROGRESS REPORT	VARIANCE (COST, QUALITY AND SCHEDULE AND REASONS)
	Encourage, support and consolidate tourism committees eg Tambar Springs Tourism.	Provide administrative and personnel support to Tourism Committees. Attend meetings. Encourage participation and membership from the local tourism sector. Publicise the organisations. Encourage participation in Council's Management Plan process. Facilitate business alliances. Assist in identifying and securing project funding.	Council support provided. Meetings attended. Management Plan reflects Tourism Committee projects. Membership numbers. Businesses working together.	Frequent liaison with local tourism establishment. Training opportunities presented.	
	Conduct regular annual familiarisation tourist of Gunnedah's attraction for volunteers and industry.	Schedule the tours to gain maximum patronage. Advertise the tours. Obtain participate feedback.	Familiarisation tours conducted. Feedback received.	Achieved.	
	Poets Drive participation.	Participate on Poets Drive Committee. Continue to develop Poets Drive infrastructure. Promote locally and in tourism publications. Assist in securing funding.	Number of Poets Drive sites. Visitation to sites. Funding secured. Publications produced.	17 locations publicised. Brochure available and section in Visitor Guide.	
	Maintain and publicise Gunnedah Calender of Events.	Co-ordinate and refine the data collection process. Update on infogunnedah website. Include in regular radio program.	Events registered. Visitation at events. Website Calender of Events hits.	Calendar updated regularly and displayed.	

2011/12 MANAGEMENT PLAN OBJECTIVES

ACTIVITY **TOURISM**
 CO-ORDINATOR **MANAGER ECONOMIC DEVELOPMENT AND TOURISM**
 DATE **Jun-12**

LONG TERM STRATEGIC OBJECTIVES

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VISION	OBJECTIVE	STATEMENT OF MEANS	PERFORMANCE ASSESSMENT	PROGRESS REPORT	VARIANCE (COST, QUALITY AND SCHEDULE AND REASONS)
	Co-ordinate Home Hosting for Ag-Quip and other large events.	Co-ordinate using existing procedures and refine where possible. Promote Gunnedah Home Hosting. Provide enhanced registration/booking facilities.	Number of hosts registered. Number of bed/nights booked.	Achieved.	
	Increased level of tourism and general knowledge of Gunnedah to front of house employees that may deal with visitors to Gunnedah.	Distribute and maintain information kits to identified businesses. Conduct training seminars/familiarisation tourist. Write news stories and media releases on Gunnedah's tourism product.	Kits delivered. Increased knowledge. Increased tourism.	TQUAL grant successful \$16,000, Bookeasy online accommodation booking system being developed.	
	Develop and promote the Kamilaroi Highway touring route.	Active involvement in Committee. Implement existing marketing plans.	Number of enquiries. Increased visitor numbers. Level of sponsorship and grant funding.	Ongoing. 2 active volunteers.	
TOURISM - to foster an environment conducive to extensive tourism activity bringing wealth into the community.	Maintain a high quality Visitor Information Centre on a cost effective basis for the use of visitors and the community.	Ensure 7 days per week operation. Maintain a high level of motivated, trained volunteers. Ensure the Centre is stocked with current local, state and interstate information. Ensure the Centre is stocked with Gunnedah souvenirs, drinks, etc. Maintain Level 2 VIN accreditation.	Days opened. Number of visitors through the Centre. Recorded visitor comments. VIN accreditation maintained. Souvenir sales generated. Volunteers available.	ongoing - distributed regularly to Council Admin Office and Real Estate Businesses.	

2011/12 MANAGEMENT PLAN OBJECTIVES

ACTIVITY

TOURISM

CO-ORDINATOR

MANAGER ECONOMIC DEVELOPMENT AND TOURISM

DATE

Jun-12

LONG TERM STRATEGIC OBJECTIVES

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Deliver enhanced Visitor Information Centre services to customers.

Relocate VIC to a more prominent position.

VISION	OBJECTIVE	STATEMENT OF MEANS	PERFORMANCE ASSESSMENT	PROGRESS REPORT	VARIANCE (COST, QUALITY AND SCHEDULE AND REASONS)
	Development and provision of 'Welcome to Gunnedah' packages.	Liaise with property section for transfers and agents. Send packages of new residents/owners.	Number of packages distributed.	ongoing - distributed regularly to Council Admin Office and Real Estate Businesses.	
	Extension/enhancement of Visitors Information Centre.	Provide themed displays. Enhance visitors' experience at the VIC. Establishment of a second office. Beautification of VIC surrounds.	Displays developed. Office in use. Visitor comments.	Display room - preparing brief.	

2011/11 MANAGEMENT PLAN OBJECTIVES

ACTIVITY **ARTS AND CULTURAL SERVICES**
 CO-ORDINATOR **MANAGER ECONOMIC DEVELOPMENT AND TOURISM**
MANAGER COMMUNITY SERVICES
 DATE **Jun-12**

LONG TERM STRATEGIC OBJECTIVES

Continued development of Master Plan for Cultural Precinct redevelopment.

Assist museums and galleries to identify needs, to source funding, to maintain collections and to improve presentation, promotion and attendance.

VISION	OBJECTIVE	STATEMENT OF MEANS	PERFORMANCE ASSESSMENT	PROGRESS REPORT	VARIANCE (COST, QUALITY AND SCHEDULE AND REASONS)
ARTS AND CULTURAL SERVICES - To promote, enhance and sustain the quality of community life through the co-ordination and promotion of arts and cultural activities to ensure optimum community participation and enjoyment, attracting participation from outside the Shire.	Revise and update GSC Cultural Plan.	Community consultation. Cultural festivities audit. Resource database.	Present for Council review by end 2012.	Ongoing	
	Identify further commercial options/uses for cultural precinct facilities.	Revise marketing materials and promotional strategy for the Civic Centre incorporating refurbished Town Hall.	Increased usage of and income from Town Hall.	Significant increase in number of bookings as a result of refurbishment of Town Hall and ongoing strategy in relation to marketing.	
	Continue to ensure effective and sustainable cultural program through partnerships with community organisations.	Support Two Rivers Arts Council and its sub groups, particularly the development of amateur theatre, outdoor events. Support Gunnedah Music Centre subscription program at the Civic.	Increased number of live events undertaken by community cultural groups.	Assistance provided to Two Rivers Arts Council to ensure successful events and activities held in cultural precinct.	
	Assist Water Tower Museum to develop a Strategic Plan.	Assist consultation process with Museum volunteers and other stakeholders.	Water Tower Museum's Strategic Plan completed March 2013.	Ongoing	

2011/12 MANAGEMENT PLAN OBJECTIVES

ACTIVITY **CARAVAN PARKS**
 CO-ORDINATOR **MANAGER ECONOMIC DEVELOPMENT AND TOURISM**
 DATE **Jun-12**

LONG TERM STRATEGIC OBJECTIVES

Strategic plan for entire organisation.
Benchmark processes with leading Councils and organisations.

<i>VISION</i>	<i>OBJECTIVE</i>	<i>STATEMENT OF MEANS</i>	<i>PERFORMANCE ASSESSMENT</i>	<i>PROGRESS REPORT</i>	<i>VARIANCE (COST, QUALITY AND SCHEDULE AND REASONS)</i>
CARAVAN PARKS - investigate the potential for primitive camping grounds and maintain legislative requirements.	Investigate primitive camping ground status and provision.	Investigate legal requirements. Review potential options for facilities.	Primitive camping ground status determined.	<i>Primitive camping ground achieved.</i>	
	Review current status of South Street Caravan Park.	Review current status in relation to requirements of the crown. Liaise with current operators to achieve amicable outcomes.	Legal requirements met.	<i>RV's using South Street Caravan Park.</i>	

2011/12 MANAGEMENT PLAN OBJECTIVES

ACTIVITY **ECONOMIC DEVELOPMENT**
 CO-ORDINATOR **MANAGER ECONOMIC DEVELOPMENT AND TOURISM**
 DATE **Jun-12**

LONG TERM STRATEGIC OBJECTIVES

- Support and maintain existing business activity.
- Identify new business opportunities and attract new investment.
- Support the Gunnedah District Development Board in achieving its objectives.
- Achieve natural gas supply for Gunnedah.
- Achieve ethanol production in Gunnedah.
- Secure a permanent display site at Ag-Quip.
- Enhance Gunnedah's profile through marketing opportunities.
- Recognised as an aviation centre of excellence.

VISION	OBJECTIVE	STATEMENT OF MEANS	PERFORMANCE ASSESSMENT	PROGRESS REPORT	VARIANCE (COST, QUALITY AND SCHEDULE AND REASONS)
ECONOMIC DEVELOPMENT - to foster an environment conducive to the development of new, existing and expanding businesses.	Support and maintain existing business activity.	Maintain close links with the business sector. Facilitate business alliances where possible. Regularly visit local businesses. Attend business community meetings.	Businesses visited. Alliances created. Meetings cancelled.	<i>Visits to businesses ongoing. Further discussions with Aeropelican, NEVAT.</i>	
	Liaise closely with Gunnedah District Development Board in achieving its objectives.	Work with/support the GDDB with pertinent projects. Attend GDDB meetings. Establish and maintain avenues of dialogue between Council and GDDB.	Projects completed. Meetings attended reported to Council. Regular dialogue.	<i>Discussions with Chairman held.</i>	
	Identify and facilitate new business and investor opportunities.	Liaise with businesses, government departments and industry organisations. Work closely with prospective new businesses. Promote Gunnedah at relevant metropolitan trade shows. Attend Country and Regional Living Expo.	New businesses established. New investment in Gunnedah.	<i>LGL Commodities offer on Quia Road block. Displayed at Country and Regional Living Expo. Discussions with Primary Food Co, TUPS Co, PVM.</i>	
	Support natural gas supply for Gunnedah.	Maintain membership of the Central Ranges Natural Gas and Telecommunications Association. Actively work with CRNG&T Association, the CR pipeline consortium and government agencies.	Membership current. Natural gas supplied to Gunnedah. Council updated on charges.	<i>CRNG&T Association - prepared financial statements for auditing. Discussions with Santos.</i>	
	Support an ethanol bio-refinery in Gunnedah.	Work closely with Primary Energy, government and interested parties.	Ethanol produced in Gunnedah.	<i>Meetings held re Lot 11 DP1020147.</i>	

2011/12 MANAGEMENT PLAN OBJECTIVES

ACTIVITY **ECONOMIC DEVELOPMENT**
 CO-ORDINATOR **MANAGER ECONOMIC DEVELOPMENT AND TOURISM**
 DATE **Jun-12**

LONG TERM STRATEGIC OBJECTIVES

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VISION	OBJECTIVE	STATEMENT OF MEANS	PERFORMANCE ASSESSMENT	PROGRESS REPORT	VARIANCE (COST, QUALITY AND SCHEDULE AND REASONS)
	Manage the Business Partner Program.	Review Business Partner membership. Enlist GDDB input for Business Partner Program Committee representation. Provide administrative support to the Committee. Utilise Business Partner Program to attract investment and raise employment.	Partners affirmed. GDDB nominees on Business Partner Program committee. Committee operating efficiently. Investment attracted and employment increased.	<i>Update existing, vet new records.</i>	
	Maintain and enhance business and employment database.	Maintain the business database on the infogunnedah website. Review and collate all business contact information. Obtain employment data and projections from businesses.	Database updated regularly. Employment and contact information collated.	<i>Ongoing</i>	
	Maintain the Gunnedah Community Profile.	Review and amend information. Publicise the profile and display on infogunnedah website.	Information updated. Profile available on website and as hard copy.	<i>Ongoing</i>	
	Investigate funding opportunity.	Close liaison with State and Federal Governments. Participate in regional committees where appropriate.	Funding secured. Representation on Committee.	<i>Updated files on website.</i>	
	Provide relevant promotional collateral	Develop and refresh existing promotional material	Promotional collateral up-to-date and relevant.	<i>Preparation of Quia Road LISF application. Preliminary work on LISF EOI for North Gunnedah sewer ext.</i>	

2011/12 MANAGEMENT PLAN OBJECTIVES

ACTIVITY **ECONOMIC DEVELOPMENT**
 CO-ORDINATOR **MANAGER ECONOMIC DEVELOPMENT AND TOURISM**
 DATE **Jun-12**

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<i>VISION</i>	<i>OBJECTIVE</i>	<i>STATEMENT OF MEANS</i>	<i>PERFORMANCE ASSESSMENT</i>	<i>PROGRESS REPORT</i>	<i>VARIANCE (COST, QUALITY AND SCHEDULE AND REASONS)</i>
	Develop a comprehensive Economic Development Strategy for the Shire	Seek funding assistance. Select suitable consultant.	Funding achieved. Strategy presented.	<i>Produced 'Gunnedah - Discover the Facts' brochure. Distribution at Country and Regional Living Expo.</i>	

2011/12 MANAGEMENT PLAN OBJECTIVES

ACTIVITY **AERODROME**
 CO-ORDINATOR **MANAGER ECONOMIC DEVELOPMENT AND TOURISM**
 DATE **Jun-12**

LONG TERM STRATEGIC OBJECTIVES

- To provide services of a high quality.
- Ensure airport meets appropriate standards.
- Ensure airport is available for private and commercial operators.

<i>VISION</i>	<i>OBJECTIVE</i>	<i>STATEMENT OF MEANS</i>	<i>PERFORMANCE ASSESSMENT</i>	<i>PROGRESS REPORT</i>	<i>VARIANCE (COST, QUALITY AND SCHEDULE AND REASONS)</i>
AERODROME - To maintain and operate a safe, serviceable and high quality aerodrome suitable for regular passenger transport, private and commercial operation.	Maintain airport to CASA standards.	Liase with CASA requirements.	Standards met.	<i>Aiport maintained as required.</i>	
	Continue to pursue an RBT service to Sydney.	Utilise package to approach airlines to negotiate a service to Sydney. Work with AAFT to obtain a service.	Service obtained.	<i>Ongoing</i>	

2011/12 MANAGEMENT PLAN OBJECTIVES

ACTIVITY

DEVELOPMENT AND PLANNING

CO-ORDINATOR

MANAGER DEVELOPMENT AND PLANNING

DATE

Jun-12

LONG TERM STRATEGIC OBJECTIVES

Completion of Gunnedah LEP 2010.

Review of Development Control Plan.

Implementation of recommendations of Strategic Studies.

Review of Section 94 Contributions Plans.

VISION	OBJECTIVE	STATEMENT OF MEANS	PERFORMANCE ASSESSMENT	PROGRESS REPORT	VARIANCE (COST, QUALITY AND SCHEDULE, AND REASONS)
DEVELOPMENT AND PLANNING - To provide and implement planning controls suitable for the long term development and sustainability of the Gunnedah District.	Complete new Local Environmental Plan.	Obtain S65 Certificate and exhibit Draft LEP.	Exhibit Draft Gunnedah LEP 2010. Submit Draft Gunnedah LEP 2010 to Department of Planning for gazettal.	LEP 2012 was gazetted 29 June 2012.	
	Establish Development Control Plans for specific areas/activities.	Prepare new DCP consistent with new LEP, with community consultation.	DCP adopted on gazettal of Gunnedah LEP 2010.	DCPs redrafted - subject to Councillor workshop.	
	Process DA's in accordance with legislation.	Compliance with EP&A Act and statutory requirements.	Number of DA's processed and timeframe. Average time to process. Increased number of Complying Development Applications.	Increase in DAs particularly dwellings. Complying development applications increasing.	
	Monitor compliance with conditions of consent.	Analysis of compliance through inspection process and record management.	Issue of occupation certificate. Compliance rates.	Compliance improving.	
	Implement environmental initiatives to improve environmental awareness.	Work with Gunnedah Rotary Club, Gunnedah Urban Landcare Namoi CMA to undertake Riverine improvement works and apply recommendations of Open Space Strategy.	Completion of Strage I and II of Riverine Masterplan.	Stage 1 complete. Stage II in progress in conjunction with Gunnedah Rotary.	

2011/12 MANAGEMENT PLAN OBJECTIVES

ACTIVITY **ENVIRONMENTAL HEALTH**
 CO-ORDINATOR **DIRECTOR PLANNING AND ENVIRONMENTAL SERVICES**
 DATE **Jun-12**

LONG TERM STRATEGIC OBJECTIVES

To integrate environment and natural resource improvement strategies into Gunnedah LEP.

<i>VISION</i>	<i>OBJECTIVE</i>	<i>STATEMENT OF MEANS</i>	<i>PERFORMANCE ASSESSMENT</i>	<i>PROGRESS REPORT</i>	<i>VARIANCE (COST, QUALITY AND SCHEDULE, AND REASONS)</i>
ENVIRONMENTAL HEALTH - To ensure care for natural environment is balanced with social and economic considerations to secure sustainable development.	Implement Floodplain Management Plan.	Undertake House Raising, Voluntary Purchase and other Strategies. Implement Floodplain Management Plan for Blackjack Creek.	Number of properties raised or purchased. Strategies implemented. Development control of Blackjack Creek FMP adopted.	Program implemented. Two houses being raised.	

2011/12 MANAGEMENT PLAN OBJECTIVES

ACTIVITY

BUILDING CONTROL

CO-ORDINATOR

MANAGER PLANNING AND DEVELOPMENT

DATE

Jun-12

LONG TERM STRATEGIC OBJECTIVES

Implement fully computerised processing system linked to property database and GIS.

VISION	OBJECTIVE	STATEMENT OF MEANS	PERFORMANCE ASSESSMENT	PROGRESS REPORT	VARIANCE (COST, QUALITY AND SCHEDULE, AND REASONS)
BUILDING CONTROL - assess and determine applications in accordance with statutory requirements, standards and policy, promoting community awareness of these requirements.	Process all construction certificates to legislative requirements.	Meet BCA and EP&A Act standards.	Legislative standards met. Timeframe monitored. Occupation Certificates issued.	<i>Building standards being maintained.</i>	
	Process building certificates to legislative standards.	Inspection of premises undertaken and areas of non-compliance noted. Notice given to rectify building.	Legislative standards met.	<i>Legislative standards satisfied.</i>	

2011/12 MANAGEMENT PLAN OBJECTIVES

ACTIVITY

PARKING CONTROL

CO-ORDINATOR

DIRECTOR PLANNING AND ENVIRONMENTAL SERVICES

DATE

Jun-12

LONG TERM STRATEGIC OBJECTIVES

To ensure the community is aware of parking restrictions and comply with restriction standards.

<i>VISION</i>	<i>OBJECTIVE</i>	<i>STATEMENT OF MEANS</i>	<i>PERFORMANCE ASSESSMENT</i>	<i>PROGRESS REPORT</i>	<i>VARIANCE (COST, QUALITY AND SCHEDULE, AND REASONS)</i>
PARKING CONTROL - To ensure there is equitable availability of public street carparking in the CBD and school zones are safe for children.	Regulate public street parking by enforcement of legislation.	Implement regular car parking patrol regime. Liaise with Infrastructure Services on signage and compliance with statutory requirements.	Number of infringement notices issued. Number of matters referred to Court. Extent of use of public carparking areas.	<i>Ongoing</i>	

2011/12 MANAGEMENT PLAN OBJECTIVES

ACTIVITY **ANIMAL CONTROL**
 CO-ORDINATOR **DIRECTOR PLANNING AND ENVIRONMENTAL SERVICES**
 DATE **Jun-12**

LONG TERM STRATEGIC OBJECTIVES

To ensure the community has an understanding of the requirements of the Companion Animals Act.

To maintain an animal control system that addresses community expectation and legislation requirements.

<i>VISION</i>	<i>OBJECTIVE</i>	<i>STATEMENT OF MEANS</i>	<i>PERFORMANCE ASSESSMENT</i>	<i>PROGRESS REPORT</i>	<i>VARIANCE (COST, QUALITY AND SCHEDULE, AND REASONS)</i>
ANIMAL CONTROL - To ensure high level of implementation of animal control legislation whilst educating the community on animal control issues.	Ensure that dog and cat complaints are managed by enforcement of legislation.	Maintain up to date records and provisions of legislation are enforced to effectively resolve complaints. Work collaboratively with Police to improve preventative measures.	Number of dogs and cats registered. Number of complaints. Resolution of complaints. Number of penalty notices issued.	<i>Complaints addressed in accordance with legislation.</i>	
	Community education program.	Companion Animals Act education program implemented. Barking dogs program promoted. Leash free areas promoted. Dog rehoming program implemented. Regulatory requirements advertised..	Programs implemented. Enforcement of regulations.	<i>Regulatory standards enforced.</i>	

2011/12 MANAGEMENT PLAN OBJECTIVES

ACTIVITY **WASTE MANAGEMENT SERVICES**
 CO-ORDINATOR **SENIOR ENVIRONMENTAL HEALTH OFFICER**
 DATE **Jun-12**

LONG TERM STRATEGIC OBJECTIVES

Reduce waste.
Promote recycling.
Be equitable to ratepayers.

Charge for and treat waste sufficiently so as not to leave future generations with the cost and problem of today's waste.

VISION	OBJECTIVE	STATEMENT OF MEANS	PERFORMANCE ASSESSMENT	PROGRESS REPORT	VARIANCE (COST, QUALITY AND SCHEDULE, AND REASONS)
WASTE MANAGEMENT - To provide a high standard waste management service throughout the Shire, incorporating recycling and re-use to extend the life of the landfill and meet environmental criteria.	Maintain viability of recycling service.	Educate and encourage residents to reduce, reuse and recycle waste.	Number of services collected. Level of contamination.	Recycling service sustained.	
	Implement requirements of EPA license.	Cover waste, test air and groundwater quality. Only accept materials allowed by license.	Data sent to EPA to meet criteria as set out in license.	License requirements satisfied.	
	Manage recycling collection service contract.	Ensure collection is carried out in accordance with contract.	Collection of bins and number of complaints.	Minimal complaints.	
	Removal of agricultural containers.	Contract drumMUSTER to Recyclit.	Collection of drums. Complaints received.	Program maintained. No complaints.	
	Maintain high level of service at urban and rural waste facilities.	Provide tidy, manned site with adequate rubbish control, cover, removal of recycling.	Visual inspection of site and compliance with EPA license.	Waste facilities maintained in accordance with legislation.	
	Maintain quality waste and green waste collection service.	Ensure services are carried out in accordance with service.	Ensure service is provided as per contract requirements.	Contract requirements satisfied.	
	Maintain second hand shop.	Divert materials to shop suitable for sale.	Profit from sales.	Second hand shop operating.	
	Upgrade Gunnedah Waste Management Facility.	Undertake sealing of roadworks.	Completion of roadworks.	Roadworks complete.	

2011/12 MANAGEMENT PLAN OBJECTIVES

ACTIVITY

HEALTH ADMINISTRATION

CO-ORDINATOR

ENVIRONMENTAL HEALTH OFFICER

DATE

Jun-12

LONG TERM STRATEGIC OBJECTIVES

Improve public health awareness in the community.

Improve standard of commercial food premises through implementation of food standards.

Increase environmental awareness and compliance with environmental standards in the community.

VISION	OBJECTIVE	STATEMENT OF MEANS	PERFORMANCE ASSESSMENT	PROGRESS REPORT	VARIANCE (COST, QUALITY AND SCHEDULE, AND REASONS)
HEALTH ADMINISTRATION - To maintain a high level of monitoring of public health issues to ensure compliance with statutory requirements and safety of the community.	Food premises inspection.	Implement of Food Partnership with NSW Food Authority through engagement of contract food inspector.	Inspection of each at risk food premises every six months	Food inspection regime in place.	
	Maintain standard of hairdressing salons, beautificans and tatooisists.	Inspection process.	Annual inspection of each premises.	Inspection regime in place.	
	Mortuary - compliance with PH Act.	Implement PH regulatory standards.	Issue of license.	Legislation applied.	
	Maintain quality of water supplies.	Testing of public water supplies in accordance with public health standards.	Number of samples taken and analysis of water quality.	Samples taken as required by legislation.	
	Approve and monitor onsite sewerage disposal.	Maintain onsite sewerage disposal register and inspection regime.	Number of complaints and inspections of onsite sewerage disposal systems.	No complaints. Inspection on demand.	

2011/12 MANAGEMENT PLAN OBJECTIVES

ACTIVITY **BUILDINGS AND PROPERTIES**
 CO-ORDINATOR **DIRECTOR PLANNING AND ENVIRONMENTAL SERVICES**
 DATE **Jun-12**

LONG TERM STRATEGIC OBJECTIVES

To provide competitive products and services to all customers.

<i>VISION</i>	<i>OBJECTIVE</i>	<i>STATEMENT OF MEANS</i>	<i>PERFORMANCE ASSESSMENT</i>	<i>PROGRESS REPORT</i>	<i>VARIANCE (COST, QUALITY AND SCHEDULE, AND REASONS)</i>
BUILDINGS AND PROPERTIES - Ensure buildings and properties are maintained in adequate condition to service the needs of the community.	Maximise return from lease or sale of assets for the benefit of Council and the community.	Use of property agents. Promotion and negotiation with potential developers and users. Provide efficient service delivery to user groups.	Annual return on assets. User groups feedback.	<i>Leases maintained and returns maximised.</i>	
	Maintain industrial and residential properties for rental or sale.	Properties maintained within budget and marketed to ensure return on investment is maximised.	Assessment on tenancy levels and financial returns.	<i>Tenancy and occupancy levels sustained.</i>	
	Develop asset management procedure for buildings and properties.	Apply maintenance program. Effective use of resources internally/externally. Development of 15 year maintenance strategy for all buildings and structures.	Buildings adequately maintained.	<i>Asset management maintained.</i>	

2011/12 MANAGEMENT PLAN OBJECTIVES

ACTIVITY

COMMUNITY HOUSING

CO-ORDINATOR

MANAGER PUBLIC FACILITIES

DATE

Jun-12

LONG TERM STRATEGIC OBJECTIVES

Facilitate planning with Department of Housing, Office of Community Housing and the local stakeholders to maintain long term flexible approach to Community Housing in Gunnedah.

To provide improved service delivery to tenants satisfaction.

<i>VISION</i>	<i>OBJECTIVE</i>	<i>STATEMENT OF MEANS</i>	<i>PERFORMANCE ASSESSMENT</i>	<i>PROGRESS REPORT</i>	<i>VARIANCE (COST, QUALITY AND SCHEDULE, AND REASONS)</i>
COMMUNITY HOUSING - To promote, enhance and sustain the quality of life in Gunnedah Shire through facilitating low cost housing or economically disadvantaged youth.	Maintain affordable housing.	Maintenance of existing housing.	Existing housing maintained to quality standard and 80% tenancy levels achieved.els.	<i>Occupancy maintained.</i>	
	Maintain youth housing.	Existing units maintained.	80% housing tenancy levels achieved.	<i>Occupancy maintained.</i>	

2011/12 MANAGEMENT PLAN OBJECTIVES

ACTIVITY **SWIMMING POOLS**
 CO-ORDINATOR **MANAGER PUBLIC FACILITIES**
 DATE **Jul-12**

LONG TERM STRATEGIC OBJECTIVES

Develop strategic plan to upgrade the facility for long term requirements.
Research funding opportunities to implement Strategic Plan.
To provide improved service delivery and user group satisfaction.

VISION	OBJECTIVE	STATEMENT OF MEANS	PERFORMANCE ASSESSMENT	PROGRESS REPORT	VARIANCE (COST, QUALITY AND SCHEDULE, AND REASONS)
SWIMMING POOLS - Operate the pool complex using best commercial practice consistent with providing a high quality, affordable service to the community.	Maintain and operate the Memorial Pool Complex in an efficient manner.	Consult with user groups. Provide suitable plant, equipment and staffing to achieve goals and safety requirements. Provide efficient and improved service delivery to user groups.	Attendance levels. Accident levels. Customer satisfaction.	Heated pool attendance satisfactory.	
	Comply with RLSS guidelines.	Provide adequate levels of supervision. Provide safe environment. Progressively address recommendations of the RLSS audit report 2009.	RLSS audit report 2009 actioning. Number of incidents. Community feedback.	RLSS guidelines implemented.	
	Develop pool complex refurbishment and upgrade program.	Engage consultants to develop three stage process for upgrading facility.	Complete design and specifications for upgrade of facility as Stage 2. Establish implementation based on available Council funding from grants.	Application unsuccessful. Pool renewal included in four year delivery plan.	
	Water quality requirements are adhered to.	Provide regular water testing checks as per RLSS guidelines.	Water test results.	Standards maintained.	

2011/12 MANAGEMENT PLAN OBJECTIVES

ACTIVITY **HALLS AND COMMUNITY CENTRES**
 CO-ORDINATOR **DIRECTOR PLANNING AND ENVIRONMENTAL SERVICES**
 DATE **Jul-12**

LONG TERM STRATEGIC OBJECTIVES

Continued development of Master Plan for Town Hall Precinct.
Maintenance upgrade program for rural halls.

VISION	OBJECTIVE	STATEMENT OF MEANS	PERFORMANCE ASSESSMENT	PROGRESS REPORT	VARIANCE (COST, QUALITY AND SCHEDULE, AND REASONS)
HALLS AND COMMUNITY CENTRES - To promote, enhance and sustain the quality of life of the community through the provision of a high standard performing arts and cultural facility.	Consultation with relevant interest groups in implementation of the Town Hall Master Plan to ensure maximum effective cultural and commercial usage of buildings on completion of project.	Council staff. Cultural precinct management committee. Relevant cultural organisations.	Cultural and commercial users consulted before final plans executed.	<i>Tenders being invited for project.</i>	
	Develop and implement management plans on Council's halls and community centres.	Liaise with users. Maintain program. Provide efficient and improved service delivery to user Groups.	Halls maintained. User groups feedback.	<i>Maintenance standards maintained.</i>	
	Strategic Plans - 15-20 year plans.	Liaison with Strategic Planning Unit. Consultation process.	Strategy developed.	<i>Strategic Plans developed and adopted as part of the Strategic Asset Management Plan process.</i>	

2011/12 MANAGEMENT PLAN OBJECTIVES

ACTIVITY **PARKS AND RESERVES**
 CO-ORDINATOR **MANAGER PUBLIC FACILITIES**
 DATE **Jul-12**

LONG TERM STRATEGIC OBJECTIVES

- To provide user friendly parks and gardens with a high level of maintenance efficiency.
- To have Council's parks and passive recreation facilities at a premium standard.
- To provide improved service delivery and user groups satisfaction.

<i>VISION</i>	<i>OBJECTIVE</i>	<i>STATEMENT OF MEANS</i>	<i>PERFORMANCE ASSESSMENT</i>	<i>PROGRESS REPORT</i>	<i>VARIANCE (COST, QUALITY AND SCHEDULE, AND REASONS)</i>
PARKS AND RESERVES - To promote, enhance and sustain the quality of life of the community by providing passive recreation facilities to meet the needs of the community that maximises the shared usage of facilities.	Maintain parks, gardens and reserves in safe and attractive condition within financial constraints and service levels of Council.	Efficient and effective utilisation of resources.	Parks and gardens maintenance carried out on a scheduled basis within budget.	<i>Maintenance levels maintained. Kitchener Park sub surface drainage completed.</i>	
	Undertake risk assessment of all park furnishings and playground equipment.	Engage internal/external providers, playground equipment and signage audit completed.	Assessment completed and utilised to develop future works programs.	<i>Ongoing upgrade.</i>	
	Apply Open Space Strategy.	Implement recommendations of Strategy.	Plan of management reviewed. Strategies incorporated into future budgets.	<i>Strategy being applied.</i>	

2011/12 MANAGEMENT PLAN OBJECTIVES

ACTIVITY **SPORTING GROUNDS**
 CO-ORDINATOR **MANAGER PUBLIC FACILITIES**
 DATE **Jul-12**

LONG TERM STRATEGIC OBJECTIVES

- To provide user friendly sporting grounds with a high level of maintenance efficiency.
- To have Council's parks and passive recreational facilities.

VISION	OBJECTIVE	STATEMENT OF MEANS	PERFORMANCE ASSESSMENT	PROGRESS REPORT	VARIANCE (COST, QUALITY AND SCHEDULE, AND REASONS)
SPORTING GROUNDS - To promote, enhance and sustain the quality of life of the community by providing quality sporting facilities to meet the needs and the opportunities for local, regional and state events.	Maintain sporting grounds in a safe and attractive condition within financial constraints and service levels of Council.	Efficient and effective utilisation of resources.	Sporting grounds maintenance carried out on a scheduled basis within budget. Low level of complaints from users.	<i>High quality of playing surface maintained.</i>	
	Undertake risk assessment of all sporting grounds equipment.	Engage internal/external providers.	Assessment completed and utilised to develop future works programs.	<i>Ongoing risk assessment.</i>	
	Apply Open Space Strategy.	Implement recommendations of Strategy.	Plan of management reviewed. Incorporated into future budgets.	<i>Strategy applied.</i>	

2011/12 MANAGEMENT PLAN OBJECTIVES

ACTIVITY **BUILDINGS AND PROPERTIES**
 CO-ORDINATOR **DIRECTOR PLANNING AND ENVIRONMENTAL SERVICES**
 DATE **Jul-12**

LONG TERM STRATEGIC OBJECTIVES

To provide competitive products and services to all customers.

<i>VISION</i>	<i>OBJECTIVE</i>	<i>STATEMENT OF MEANS</i>	<i>PERFORMANCE ASSESSMENT</i>	<i>PROGRESS REPORT</i>	<i>VARIANCE (COST, QUALITY AND SCHEDULE, AND REASONS)</i>
BUILDINGS AND PROPERTIES - Ensure buildings and properties are maintained in adequate condition to service the needs of the community.	Maximise return from lease or sale of assets for the benefit of Council and the community.	Use of property agents. Promotion and negotiation with potential developers and users. Provide efficient service delivery to user groups.	Annual return on assets. User groups feedback.	<i>Occupancy maintained.</i>	
	Maintain industrial and residential properties for rental or sale.	Properties maintained within budget and marketed to snure return on investment is maximised.	Assessment on tenancy levels and financial returns.	<i>Occupancy maintained.</i>	
	Develop asset management procedure for buildings and properties.	Apply maintenance program. Effective used resources internally/externally. Development of 15 year maintenance strategy for all buildings and structures.	Buildings adequately maintained. Development of strategy.	<i>Strategic Asset Management Plan adopted.</i>	

2011/12 MANAGEMENT PLAN OBJECTIVES

ACTIVITY **PUBLIC CEMETERIES**
 CO-ORDINATOR **MANAGER PUBLIC FACILITIES**
 DATE **Jul-12**

LONG TERM STRATEGIC OBJECTIVES

- To maintain cemeteries to a standard that is acknowledged by the community and region.
- To allow for future expansion of Council's cemeteries as required.
- To improve service delivery, public satisfaction and minimise impact on families of the deceased.

<i>VISION</i>	<i>OBJECTIVE</i>	<i>STATEMENT OF MEANS</i>	<i>PERFORMANCE ASSESSMENT</i>	<i>PROGRESS REPORT</i>	<i>VARIANCE (COST, QUALITY AND SCHEDULE, AND REASONS)</i>
PUBLIC CEMETERIES - Manage public cemeteries effectively and efficiently to provide a high level of service in line with the community's expectations.	Provide and maintain cemeteries in a satisfactory manner.	Provide adequate resources to achieve goals.	Level of public satisfaction.	<i>Cemeteries maintained.</i>	
	Maintain burial records.	Develop GIS plans of cemeteries. Improve accuracy of information on cemetery plans.	Level of public satisfaction. Plans developed.	<i>Records maintained.</i>	

2011/12 MANAGEMENT PLAN OBJECTIVES

ACTIVITY

INFRASTRUCTURE ADMINISTRATION

CO-ORDINATOR

DIRECTOR INFRASTRUCTURE SERVICES

DATE

Jul-12

LONG TERM STRATEGIC OBJECTIVES

Comprehensive resource planning.

<i>VISION</i>	<i>OBJECTIVE</i>	<i>STATEMENT OF MEANS</i>	<i>PERFORMANCE ASSESSMENT</i>	<i>PROGRESS REPORT</i>	<i>VARIANCE (COST, QUALITY AND SCHEDULE AND REASONS)</i>
INFRASTRUCTURE ADMINISTRATION - Provide engineering advisory services to clients, management, Council and the community in proportion to infrastructure and community demands.	Implement engineering projects and programs in accordance with time, cost and quality requirements as per the approved schedule of works.	Develop program for effective use of resources to provide quality engineering services to internal and external clients.	Projects and programs completed on time and within budget.	Ongoing.	
	Provide quality engineering, design and related services to meet all customer needs.	Develop program and allocation of resources.	Complete designs as per program and provide accurate estimates in consultation with the works section.	Designs proposed as necessary.	
	Continue development and implementation of Strategic Asset Management for Roads, Plant, Water and Sewer.	Formulate, compile and implement strategy for asset monitoring and management.	Develop maintenance and replacement programs based on asset replacement needs and risk based assessment.	Ongoing. Draft plans developed for all asset classes.	

2011/12 MANAGEMENT PLAN OBJECTIVES

ACTIVITY

BRIDGES

CO-ORDINATOR

DIRECTOR INFRASTRUCTURE SERVICES

DATE

Jul-12

LONG TERM STRATEGIC OBJECTIVES

Maintain Council's current bridges within Council's maintenance budget constraints.

Develop and implement Council's Bridge Replacement Plan.

VISION	OBJECTIVE	STATEMENT OF MEANS	PERFORMANCE ASSESSMENT	PROGRESS REPORT	VARIANCE (COST, QUALITY AND SCHEDULE AND REASONS)
INFRASTRUCTURE BRIDGES - To maintain bridges on local roads in a serviceable and safe condition.	Maintain road bridges.	Use Council works staff to maintain bridges within budget constraints.	Bridges are maintained within budget constraints.	<i>Ongoing</i>	
	Develop bridge replacement program.	Utilise contractors to complete structural survey of timber bridges as part of the Capital Works program. Use this information to develop Stage 1 of a bridge replacement strategy.	Timber bridge Replacement Strategy developed.	<i>Structural assessment of all bridges completed. Timber bridge replacement strategy included in draft asset management plan.</i>	
	Undertake capital works in accordance with Management Plan.	Works to be carried out as required by internal/external staff.	Works completed within OHS, environmental, quality and budget requirements.	<i>Ongoing.</i>	

2011/12 MANAGEMENT PLAN OBJECTIVES

ACTIVITY **BUS SHELTERS AND SERVICES**
 CO-ORDINATOR **DIRECTOR INFRASTRUCTURE SERVICES**
 DATE **Jul-12**

LONG TERM STRATEGIC OBJECTIVES

Provide bus shelters for public and school bus users throughout the Shire.

<i>VISION</i>	<i>OBJECTIVE</i>	<i>STATEMENT OF MEANS</i>	<i>PERFORMANCE ASSESSMENT</i>	<i>PROGRESS REPORT</i>	<i>VARIANCE (COST, QUALITY AND SCHEDULE AND REASONS)</i>
INFRASTRUCTURE WORKS - BUS SHELTERS - Facilitate provision and use of public and school transport throughout the Shire.	Provide safe suitable public and school bus stops.	Consult with users and implement maintenance within Council's budget.	Maintenance completed within Council budget.	<i>Ongoing.</i>	
	Develop strategy for shelters.	Liaise with schools, community and Department of Education. Meet standards.	Strategy developed.	<i>Completed and contained in the asset management plan.</i>	
	Undertake capital works in accordance with Management Plan.	Works to be carried out as required by internal/external staff.	Works completed within OHS, Environmental, quality and budget requirements.	<i>Ongoing.</i>	

2011/12 MANAGEMENT PLAN OBJECTIVES

ACTIVITY **FOOTPATHS AND BIKE PATHS**
 CO-ORDINATOR **DIRECTOR INFRASTRUCTURE SERVICES**
 DATE **Jul-12**

LONG TERM STRATEGIC OBJECTIVES

Extend footpath network to meet changing needs of the community.
Maintain footpath as required by Council's Footpath Risk Management Policy.
Implement Footpath and Cycleway Strategic Plan.

VISION	OBJECTIVE	STATEMENT OF MEANS	PERFORMANCE ASSESSMENT	PROGRESS REPORT	VARIANCE (COST, QUALITY AND SCHEDULE AND REASONS)
INFRASTRUCTURE WORKS - FOOTPATHS AND BIKE TRACKS - To Maintain and improve footpaths and bike tracks in a serviceable and safe condition.	Maintain footpaths as required by Council's Footpath Risk Management Policy.	Inspect and prioritise footpath maintenance as required by Council's Footpath Risk Management Plan. Implement maintenance as required by Council's Footpath Risk Management Policy within Council budget.	Inspections completed as required by Policy. Footpath maintenance is carried out as required by Policy. Footpath maintenance is carried out within budget.	High risk sites assessed monthly.	
	Develop strategy for footpaths and cycleways.	Strategy for footpaths and cycleways is completed by infrastructure services staff. Planning and Environmental Services co-ordinate public consultation, education plan.	Strategic Plan is completed by appropriate staff. Strategic Plan is implemented and co-ordinated by appropriate staff.	Asset Management Plan for footpaths and cycleways adopted as part of Strategic Asset Management Plan.	
	Undertake capital works in accordance with Management Plan.	Works to be carried out as required by internal/external staff.	Works completed within OHS, environmental, quality and budget requirements.	Ongoing	

2011/12 MANAGEMENT PLAN OBJECTIVES

ACTIVITY **KERB AND GUTTERING**
 CO-ORDINATOR **DIRECTOR INFRASTRUCTURE SERVICES**
 DATE **Jul-12**

LONG TERM STRATEGIC OBJECTIVES

Extend kerb and gutter network to meet the changing needs of the community.
 Maintain footpath as required by Council's Footpath Risk Management Policy.
 Implement Kerb and Gutter Strategic Plan.

<i>VISION</i>	<i>OBJECTIVE</i>	<i>STATEMENT OF MEANS</i>	<i>PERFORMANCE ASSESSMENT</i>	<i>PROGRESS REPORT</i>	<i>VARIANCE (COST, QUALITY AND SCHEDULE AND REASONS)</i>
INFRASTRUCTURE WORKS - KERB AND GUTTERING - To maintain and improve kerb and guttering in a serviceable and safe condition.	Maintain kerb and gutter as required by Council's Roads Risk Management Policy.	Inspect and prioritise kerb and gutter maintenance as required by Council's Roads Risk Management Policy.	Inspections completed as required by Policy. Kerb and gutter maintenance carried out as required by Policy. Kerb and gutter maintenance is carried out within budget.	<i>Ongoing</i>	
	Develop strategy for kerb and gutter.	Strategy for urban roads is completed by infrastructure services staff. Planning and Environmental Services co-ordinate public consultation, education plan.	Strategic Plan is completed by appropriate staff. Strategic Plan is implemented and co-ordinated by appropriate staff.	<i>Asset Management Plan for kerb and gutter adopted as part of Strategic Asset Management Plan.</i>	
	Undertake capital works in accordance with Management Plan.	Works to be carried out as required by internal/external staff.	Works completed within OHS, environmental, quality and budget requirements.	<i>Ongoing</i>	

2011/12 MANAGEMENT PLAN OBJECTIVES

ACTIVITY **URBAN STREETS**
 CO-ORDINATOR **DIRECTOR INFRASTRUCTURE SERVICES**
 DATE **Jul-12**

LONG TERM STRATEGIC OBJECTIVES

Maintain urban roads as required by Council's Roads Risk Management Policy.
 Implement Roads Strategic Plan.

VISION	OBJECTIVE	STATEMENT OF MEANS	PERFORMANCE ASSESSMENT	PROGRESS REPORT	VARIANCE (COST, QUALITY AND SCHEDULE AND REASONS)
INFRASTRUCTURE WORKS URBAN STREETS - Maintain a viable, efficient and safe urban road network.	Maintain urban roads as required by Council's Roads Risk Management Policy.	Inspect and prioritise urban roads maintenance as required by Council's Roads Risk Management Policy.	Inspections completed as required by Policy. Road maintenance carried out as required by Policy. Road maintenance is carried out within budget.	<i>Ongoing</i>	
	Develop strategy for roads including urban streets.	Strategy for urban roads is completed by infrastructure services staff. Planning and Environmental Services co-ordinate public consultation, education plan.	Strategic Plan is completed by appropriate staff. Strategic Plan is implemented and co-ordinated by appropriate staff.	<i>Asset Management Plan for roads including urban streets adopted as part of Strategic Asset Management Plan.</i>	
	Undertake capital works in accordance with Management Plan.	Works to be carried out as required by internal/external staff.	Works completed within OHS, environmental, quality and budget requirements.	<i>Ongoing</i>	

2011/12 MANAGEMENT PLAN OBJECTIVES

ACTIVITY **SEALED RURAL ROADS**
 CO-ORDINATOR **DIRECTOR INFRASTRUCTURE SERVICES**
 DATE **Jul-12**

LONG TERM STRATEGIC OBJECTIVES

Maintain rural sealed roads as required by Roads Risk Management Policy.
 Implement Roads Strategic Plan.

VISION	OBJECTIVE	STATEMENT OF MEANS	PERFORMANCE ASSESSMENT	PROGRESS REPORT	VARIANCE (COST, QUALITY AND SCHEDULE AND REASONS)
INFRASTRUCTURE WORKS - SEALED RURAL ROADS - To maintain and improve sealed rural roads in a serviceable and safe condition.	Maintain sealed rural roads as required by Council's Roads Risk Management Policy.	Inspect and prioritise sealed rural roads maintenance as required by Council's Roads Risk Management Policy.	Inspections completed as required by Policy. Road maintenance carried out as required by Policy. Road maintenance is carried out within budget.	<i>Ongoing</i>	
	Develop strategy for roads including sealed rural roads.	Strategy for sealed rural roads is completed by infrastructure services staff. Planning and Environmental Services co-ordinate public consultation, education plan.	Strategic Plan is completed by appropriate staff. Strategic Plan is implemented and co-ordinated by appropriate staff.	<i>Asset Management Plan for roads including sealed rural roads adopted as part of Strategic Asset Management Plan.</i>	
	Undertake capital works in accordance with Management Plan.	Works to be carried out as required by internal/external staff.	Works completed within OHS, environmental, quality and budget requirements.	<i>Ongoing</i>	

2011/12 MANAGEMENT PLAN OBJECTIVES

ACTIVITY **UNSEALED RURAL ROADS**
 CO-ORDINATOR **DIRECTOR INFRASTRUCTURE SERVICES**
 DATE **Jul-12**

LONG TERM STRATEGIC OBJECTIVES

Implement rural sealed roads maintenance as required by Roads Risk Management Policy.
Implement Roads Strategic Plan.

VISION	OBJECTIVE	STATEMENT OF MEANS	PERFORMANCE ASSESSMENT	PROGRESS REPORT	VARIANCE (COST, QUALITY AND SCHEDULE AND REASONS)
INFRASTRUCTURE WORKS - UNSEALED RURAL ROADS - To maintain and improve unsealed rural roads in a serviceable and safe condition applying best practice principles.	Maintain unsealed rural roads as required by Council's Roads Risk Management Policy.	Inspect and prioritise unsealed rural roads maintenance as required by Council's Roads Risk Management Policy.	Inspections completed as required by Policy. Road maintenance carried out as required by Policy. Road maintenance is carried out within budget.	Ongoing	
	Develop strategy for roads including unsealed rural roads.	Strategy for unsealed rural roads is completed by infrastructure services staff. Planning and Environmental Services co-ordinate public consultation, education plan.	Strategic Plan is completed by appropriate staff. Strategic Plan is implemented and co-ordinated by appropriate staff.	Asset Management Plan for roads including unsealed rural roads adopted as part of Strategic Asset Management Plan.	
	Undertake capital works in accordance with Management Plan.	Works to be carried out as required by internal/external staff.	Works completed within OHS, environmental, quality and budget requirements.	Ongoing	

2011/12 MANAGEMENT PLAN OBJECTIVES

ACTIVITY **STATE ROADS**
 CO-ORDINATOR **DIRECTOR INFRASTRUCTURE SERVICES**
 DATE **Jul-12**

LONG TERM STRATEGIC OBJECTIVES

Implement RMCC.
Complete works to satisfaction of RTA.

<i>VISION</i>	<i>OBJECTIVE</i>	<i>STATEMENT OF MEANS</i>	<i>PERFORMANCE ASSESSMENT</i>	<i>PROGRESS REPORT</i>	<i>VARIANCE (COST, QUALITY AND SCHEDULE AND REASONS)</i>
INFRASTRUCTURE WORKS - UNSEALED RURAL ROADS - Obtain and maintain RTA contract compliance.	Undertake works on State Roads under RMCC.	Utilise internal/external resources to implement RMCC.	RMCC is implemented to satisfaction of RTA.	Ongoing	

2011/12 MANAGEMENT PLAN OBJECTIVES

ACTIVITY **REGIONAL ROADS**
 CO-ORDINATOR **DIRECTOR INFRASTRUCTURE SERVICES**
 DATE **Jul-12**

LONG TERM STRATEGIC OBJECTIVES

Implement regional roads maintenance as required by Roads Risk Management Policy.
Implement Roads Strategic Plan.

VISION	OBJECTIVE	STATEMENT OF MEANS	PERFORMANCE ASSESSMENT	PROGRESS REPORT	VARIANCE (COST, QUALITY AND SCHEDULE AND REASONS)
INFRASTRUCTURE WORKS - REGIONAL ROADS - Commitment to the continuous improvement of regional roads ensuring these costs are in a safe and serviceable condition.	Maintain regional roads as required by Council's Roads Risk Management Policy.	Inspect and prioritise regional roads maintenance as required by Council's Roads Risk Management Policy.	Inspections completed as required by Policy. Road maintenance carried out as required by Policy. Road maintenance is carried out within budget.	Ongoing	
	Develop strategy for roads including regional roads.	Strategy for unsealed regional roads is completed by infrastructure services staff. Planning and Environmental Services co-ordinate public consultation, education plan.	Strategic Plan is completed by appropriate staff. Strategic Plan is implemented and co-ordinated by appropriate staff.	Asset Management Plan for roads including regional roads adopted as part of Strategic Asset Management Plan.	
	Undertake capital works in accordance with Management Plan.	Works to be carried out as required by internal/external staff.	Works completed within OHS, environmental, quality and budget requirements.	Ongoing	

2011/12 MANAGEMENT PLAN OBJECTIVES

ACTIVITY

URBAN STORMWATER DRAINAGE

CO-ORDINATOR

DIRECTOR INFRASTRUCTURE SERVICES

DATE

Jul-12

LONG TERM STRATEGIC OBJECTIVES

Implement an education program for environmental impacts of pollutants entering the stormwater system.

Provide for increased growth in urban areas.

Minimise effects of storm events on the community.

Implement Stormwater Strategic Plan.

<i>VISION</i>	<i>OBJECTIVE</i>	<i>STATEMENT OF MEANS</i>	<i>PERFORMANCE ASSESSMENT</i>	<i>PROGRESS REPORT</i>	<i>VARIANCE (COST, QUALITY AND SCHEDULE AND REASONS)</i>
INFRASTRUCTURE WORKS - URBAN STORMWATER DRAINAGE - To maintain and improve the urban stormwater drainage system reflecting current and future environmental and legislative requirements to alleviate erosion and flooding.	Implement Stormwater Strategic Plan.	Strategy for stormwater drainage is completed by infrastructure services staff. Planning and Environmental Services co-ordinate public consultation, education plan.	Strategic Plan is completed by appropriate staff. Strategic Plan is implemented and co-ordinated by appropriate staff.	<i>Asset Management Plan for stormwater drainage adopted as part of Strategic Asset Management Plan.</i>	
	Improve quality of stormwater entering streams and waterways.	Use internal/external resources to ensure that stormwater system is adequately maintained.	Stormwater system is adequately maintained.	<i>Ongoing</i>	
	Undertake capital works in accordance with Management Plan.	Works to be carried out as required by internal/external staff.	Works completed within OHS, environmental, quality and budget requirements.	<i>Ongoing</i>	

2011/12 MANAGEMENT PLAN OBJECTIVES

ACTIVITY **CAR PARKS**
 CO-ORDINATOR **DIRECTOR INFRASTRUCTURE SERVICES**
 DATE **Jul-12**

LONG TERM STRATEGIC OBJECTIVES

Provide off-street parking that achieves a high level of use.
Minimise traffic congestion due to on-street parking.

<i>VISION</i>	<i>OBJECTIVE</i>	<i>STATEMENT OF MEANS</i>	<i>PERFORMANCE ASSESSMENT</i>	<i>PROGRESS REPORT</i>	<i>VARIANCE (COST, QUALITY AND SCHEDULE AND REASONS)</i>
INFRASTRUCTURE WORKS - CAR PARKS - Provide adequate and aesthetically pleasing off-street and on street carparking, including appropriate access and signage.	Promote off street parking.	Improve signage. Improve amenities.	Signage and amenities are maintained.	Ongoing	
	Maintain carparks to acceptable standards.	Provide internal/external resources to maintain carparks.	Carparks maintained to historical standards.	Ongoing	

2011/12 MANAGEMENT PLAN OBJECTIVES

ACTIVITY **AERODROME**
 CO-ORDINATOR **DIRECTOR INFRASTRUTURE SERVICES**
 DATE **Jul-12**

LONG TERM STRATEGIC OBJECTIVES

- To provide services of a high quality.
- Ensure airport meets appropriate standards.
- Ensure airport is available for private and commercial operators.

VISION	OBJECTIVE	STATEMENT OF MEANS	PERFORMANCE ASSESSMENT	PROGRESS REPORT	VARIANCE (COST, QUALITY AND SCHEDULE AND REASONS)
AERODROME - To maintain and operate a safe, serviceable and high quality aerodrome suitable for regular passenger transport, private and commercial operation.	Maintain airport to CASA standards.	Liaise with CASA requirements.	Standards met.	Ongoing	
	Continue to pursue an RPT service to Sydney.	Utilise package to approach airlines to negotiate a service to Sydney. Work with AAFT to obtain a service.	Service obtained.	This objective needs to be reviewed in line with the IP&R process and whether Council wishes to pursue an RPT service.	
	Liaise with AAFT in the development and operation of the flight training college.	Ensure lease requirements are met. Assist AAFT in promoting Gunnedah.	College operating.	This objective needs to be removed.	

2011/12 MANAGEMENT PLAN OBJECTIVES

ACTIVITY

QUARRY OPERATIONS

CO-ORDINATOR

DIRECTOR INFRASTRUCTURE SERVICES

DATE

Jul-12

LONG TERM STRATEGIC OBJECTIVES

Utilise current gravel resources while ensuring intergenerational equity.

Locate and develop new gravel sources as required.

<i>VISION</i>	<i>OBJECTIVE</i>	<i>STATEMENT OF MEANS</i>	<i>PERFORMANCE ASSESSMENT</i>	<i>PROGRESS REPORT</i>	<i>VARIANCE (COST, QUALITY AND SCHEDULE AND REASONS)</i>
INFRASTRUCTURE WORKS - QUARRY OPERATIONS - To effectively maintain and operate Council controlled gravel pits in accordance with statutory requirements, environmental and engineering best practice.	Maintain and operate Council owned and controlled pits in an efficient, safe and environmentally vigilant manner.	Utilise internal/external providers to undertake quarrying.	Efficient operation, maintenance and rehabilitation of quarries under Council control.	<i>Ongoing</i>	
	Review royalties in line with CPI.	Investigate current royalties. Liaise with other Councils.	Review royalty fees on a regular basis.	<i>Completed as part of the adopted fees and charges for the 2011/12 Management Plan.</i>	

2011/12 MANAGEMENT PLAN OBJECTIVES

ACTIVITY

PLANT OPERATIONS

CO-ORDINATOR

DIRECTOR INFRASTRUCTURE SERVICES

DATE

Jul-12

LONG TERM STRATEGIC OBJECTIVES

To provide and maintain Council's plant fleet in a sustainable manner.

To ensure plant resources are utilised in an efficient manner.

Optimal Plant Replacement Program.

<i>VISION</i>	<i>OBJECTIVE</i>	<i>STATEMENT OF MEANS</i>	<i>PERFORMANCE ASSESSMENT</i>	<i>PROGRESS REPORT</i>	<i>VARIANCE (COST, QUALITY AND SCHEDULE AND REASONS)</i>
INFRASTRUCTURE WORKS - PLANT OPERATIONS - Operate a safe and efficient plant fleet utilising the latest technology in accordance with infrastructure and community demands and implementation of an efficient Plant Replacement Program.	Complete plant purchasing as per established program.	Call tenders/quotations as appropriate. Consider offers, select most suitable items.	Program of plant purchases completed within budget.	<i>Ongoing</i>	
	Effective plant maintenance program.	Utilise plant data. Liaise with workshop.	Efficient plant maintenance. Minimise down time or idle time.	<i>Ongoing</i>	

2011/12 MANAGEMENT PLAN OBJECTIVES

ACTIVITY

STREET LIGHTING

CO-ORDINATOR

DIRECTOR INFRASTRUCTURE SERVICES

DATE

Jul-12

LONG TERM STRATEGIC OBJECTIVES

Provide lighting within Gunnedah and Villages that meets appropriate standards.

<i>VISION</i>	<i>OBJECTIVE</i>	<i>STATEMENT OF MEANS</i>	<i>PERFORMANCE ASSESSMENT</i>	<i>PROGRESS REPORT</i>	<i>VARIANCE (COST, QUALITY AND SCHEDULE AND REASONS)</i>
INFRASTRUCTURE WORKS - STREET LIGHTING - Provision of street lighting in Gunnedah and Villages in ilne with statutory requirements and Australian Standards.	Provide street lighting services and facilities that meet community expectations and are within budget constraints.	Liaise with energy authority. Monitor energy authorities response to street lighting needs and requests.	Street lighting needs met.	<i>Ongoing</i>	

2011/12 MANAGEMENT PLAN OBJECTIVES

ACTIVITY **STREET CLEANING**
 CO-ORDINATOR **DIRECTOR INFRASTRUCTURE SERVICES**
 DATE **Jul-12**

LONG TERM STRATEGIC OBJECTIVES

Maintain and maximise urban streets beautification.

<i>VISION</i>	<i>OBJECTIVE</i>	<i>STATEMENT OF MEANS</i>	<i>PERFORMANCE ASSESSMENT</i>	<i>PROGRESS REPORT</i>	<i>VARIANCE (COST, QUALITY AND SCHEDULE AND REASONS)</i>
INFRASTRUCTURE - STREET CLEANING - Maintain and maximise urban streets beautification, developing partnership with community members to maximise appeal and effective onsite sewer management.	Clean streets and remove litter from streets and public places on a regular basis.	Provide suitable plant and staff to achieve goals.	High level of service provided.	<i>Ongoing</i>	

2011/12 MANAGEMENT PLAN OBJECTIVES

ACTIVITY **FIRE PROTECTION**
 CO-ORDINATOR **DIRECTOR INFRASTRUCTURE SERVICES**
 DATE **Jul-12**

LONG TERM STRATEGIC OBJECTIVES

To provide and maintain emergency services that meet the requirements and needs of the community in times of need.

VISION	OBJECTIVE	STATEMENT OF MEANS	PERFORMANCE ASSESSMENT	PROGRESS REPORT	VARIANCE (COST, QUALITY AND SCHEDULE AND REASONS)
INFRASTRUCTURE - FIRE PROTECTION - Protect the community and our environment in conjunction with the NSW Fire Brigades and NSW Rural Fire Service by minimising the effects	Develop the role of the Local Emergency Management Committee.	Liaise with community and with committee members to meet and update the Local Disaster Plan and co-ordinate update of associated plans.	LEMC functioning as required.	LEMC meeting as required. Committee contact list updated facilitating all sub plan updates to Displan by June 2012.	
	Support the NSW Rural Fire Service in the prevention and control of bush fires.	Operate under a Service Level Agreement with the NSW Rural Fire Service.	Reasonable level of Safety and support to the Rural Fire Service and the community.	Ongoing	
	Continue close relationships with NSW Fire Brigades.	Liaison with NSW Fire Brigades. Fire emergency management co-operation.	Safer community.	Ongoing	

2011/12 MANAGEMENT PLAN OBJECTIVES

ACTIVITY **EMERGENCY SERVICES**
 CO-ORDINATOR **DIRECTOR INFRASTRUCTURE SERVICES**
 DATE **Jul-12**

LONG TERM STRATEGIC OBJECTIVES

To provide and maintain emergency services that meet the requirements and needs of the community in times of need.

VISION	OBJECTIVE	STATEMENT OF MEANS	PERFORMANCE ASSESSMENT	PROGRESS REPORT	VARIANCE (COST, QUALITY AND SCHEDULE AND REASONS)
INFRASTRUCTURE - EMERGENCY SERVICES - Assist the community during emergencies and ensure a safer community.	Develop the role of the Local Emergency Management Committee.	Liaise with the community and with committee members to meet and update the Local Disaster Plan and co-ordinate update of associated plans.	LEMC functioning as required.	LEMC meeting as required. Committee contact list updated facilitating all sub plan updates to Displan by June 2012.	
	Support the State Emergency Services in the prevention and control of emergencies.	Operate under a Service Level Agreement with the State Emergency Service.	Reasonable level of safety and support to the State Emergency Service and the community.	Ongoing	
	Liaison with SES.	Work closely with SES. Continued liaison. Group emergency planning.	Excellent emergency response.	Ongoing	

2011/12 MANAGEMENT PLAN OBJECTIVES

ACTIVITY

PRIVATE WORKS

CO-ORDINATOR

DIRECTOR INFRASTRUCTURE SERVICES

DATE

Jul-12

LONG TERM STRATEGIC OBJECTIVES

To provide competitive products and services to all customers.

To support the orderly expansion of the Gunnedah economy.

VISION	OBJECTIVE	STATEMENT OF MEANS	PERFORMANCE ASSESSMENT	PROGRESS REPORT	VARIANCE (COST, QUALITY AND SCHEDULE AND REASONS)
INFRASTRUCTURE - PRIVATE WORKS - Provide competitive products and services to all clients.	Undertake private works in a competitive cost efficient manner to generate profit.	Utilise Council's resources. Actively seek private works.	Quality and cost effectiveness of work. Annual profit on private works undertaken.	<i>Private works continue to be pursued and undertaken as successful.</i>	

2011/12 MANAGEMENT PLAN OBJECTIVES

ACTIVITY

NOXIOUS WEEDS

CO-ORDINATOR

DIRECTOR INFRASTRUCTURE SERVICES

DATE

Jul-12

LONG TERM STRATEGIC OBJECTIVES

To ensure detection and control of noxious weeds within the Shire.

To educate the community on the importance of controlling noxious weeds.

VISION	OBJECTIVE	STATEMENT OF MEANS	PERFORMANCE ASSESSMENT	PROGRESS REPORT	VARIANCE (COST, QUALITY AND SCHEDULE AND REASONS)
NOXIOUS WEEDS - To educate the community in weed control and co-ordinate noxious plants eradication programs in partnership with the community, other regulation bodies and in accordance with legislation to embellish and protect land within the Local Government area.	Educate the public on the importance of controlling noxious weeds.	Hold education seminars in rural areas. Make educational material available.	Successful seminars held. Level of education achieved.	<i>Participated in Ag-Quip. Needs education with DPI continued involvement with regional education and advertising ongoing.</i>	
	Ensure detection and control of noxious weeds within the Shire.	Undertake regular inspections of private land and Council controlled land. Issue notices in accordance with legislation. Implement Regional Weeds Action Plan.	Number of inspections. Compliance with notices issued. Plan implemented.	<i>Ongoing</i>	

2011/12 MANAGEMENT PLAN OBJECTIVES

ACTIVITY **WATER SERVICES**
 CO-ORDINATOR **WATER SERVICES ENGINEER**
 DATE **Jul-12**

LONG TERM STRATEGIC OBJECTIVES

Provide adequate and safety public water supplies.

VISION	OBJECTIVE	STATEMENT OF MEANS	PERFORMANCE ASSESSMENT	PROGRESS REPORT	VARIANCE (COST, QUALITY AND SCHEDULE AND REASONS)
WATER SUPPLIES - To provide and sustain Gunnedah and Villages with an adequate and safe public water supply.	To ensure compliance with NH&MRC guidelines.	Carry out regular testing in accordance with NH and MRC guidelines.	Analysis of tests to ensure compliance and immediate remedy if compliance not achieved.	Ongoing	
	Develop and implement management plans for water supply maintenance and augmentation.	Review management plans annually to ensure most cost effective maintenance achieved.	Reduced level of failures and interruptions to service.	Ongoing	
	Develop and implement Backflow Prevention and Cross Connection Policy.	Install services at Council properties and implement policy for private properties.	installation of devices and testing program.	In progress - TBD March 2012.	
	To operate, maintain and repair water supply systems in most cost effective manner.	Timely and cost effective operations and maintenance program.	Reduced complaints. Cost per service. Cost per megalitre.	Ongoing	
	Develop and implement safe work policies for staff and public.	Completion of risk assessment forms. Installation of signage and safety barriers.	Collection of risk assessment forms.	Ongoing	

2011/12 MANAGEMENT PLAN OBJECTIVES

ACTIVITY

SEWERAGE SERVICES

CO-ORDINATOR

WATER SERVICES ENGINEER

DATE

Jul-12

LONG TERM STRATEGIC OBJECTIVES

Provide adequate and safe sewerage systems for all customers.

VISION	OBJECTIVE	STATEMENT OF MEANS	PERFORMANCE ASSESSMENT	PROGRESS REPORT	VARIANCE (COST, QUALITY AND SCHEDULE AND REASONS)
GUNNEDAH AND CURLEWIS SEWERAGE SERVICES - To provide Gunnedah and the Villages with an adequate and safe sewerage system that is appropriately priced for all consumers.	To ensure compliance with DECC license conditions.	Carry out regular testing in accordance with DECC license requirements.	Analysis of tests to ensure compliance.	Testing up to date, no non compliances.	
	Develop and implement management plans for sewerage maintenance and augmentation.	Review management plans annually to ensure most cost effective maintenance achieved.	Reduced number of failures and interruptions to services.	Management Plan complete. Review ongoing.	
	To operate, maintain and repair sewerage systems in most cost effective manner.	Timely cost effective operations, maintenance and repairs.	Reduced complaints. Cost effective.	Ongoing	
	Develop and implement safe work policies for staff and public.	Completion of risk assessment forms. Installation of signage and barriers.	Collection of risk assessment forms. Number of accidents.	Ongoing	
	Review Sewerage and Trade Waste Pricing.	Implement LTW policy. Review pricing.	Introduce LTW charges from 1 July 2010.	Changes implemented.	
	Develop Strategic Plan for Sewerage Service.	Implement Best Practice Pricing for sewerage services.	Best Practice Pricing regime introduced.	Strategic Plan implemented.	

2011/12 ANNUAL REPORT

Performance Indicators

FINANCIAL SERVICES

	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
Rates as a % of total revenue	36%	34%	33%	35%	34%	34%	37%	34%	34%	33%
Annual loan liability (financial year) general account	\$3,085m	\$2,344m	\$3,994m	\$3,451m	\$3,117m	\$3,501m	\$3,056m	\$2,645m	\$2,210m	\$1,781m
Population of Shire	12,392	12,296	12,201	12,090	11,525	11,640	11,985	12,162	12,300	12,626

FINANCIAL SERVICES

	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
Debt Service Ratio	10.07%	8.18%	8.11%	4.97%	2.97%	3.24%	3.15%	2.52%	2.23%	1.98%
Interest on Loans as a % of Expenditure	1.17%	0.8%	0.9%	1.2%	0.9%	0.8%	0.8%	0.7%	0.68%	0.64%

RATES REVENUE

	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
General Rates	\$6.616m	\$6.924m	\$6.873m	\$7.008m	\$7,424m	\$7,748m	\$8,004m	\$8,218m
Rate Pegging %	3.5	3.6	3.4	3.2	3.5	2.6	2.6	3.2
Council Increase %	3.5	3.6	3.4	3.2	3.5	2.6	2.6	3.2

GENERAL PURPOSE REVENUE

	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
Financial Assistance Grant	*1.686m	*1.772m	2.965m	3.148m	4.271m*	3.660m	3.783m	4.842m*
Interest and Investment Revenue	1.111m	1.286m	1.819m	(0.382m)	0.274m	2.507m	1,800m	2,034m

* Local roads component was not included in these years.

STORES PURCHASING

	2002/03	2003/04	3004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
Purchase locally	39%	42%	46%	45%	43%	42%	42%	44%	44%	44%

INFORMATION SERVICES

	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
Number of PC's	108	106	116	108	108	114	130	131	
Users of Dataworks					56	70	70	70	73
Users of Exponare					45	55	55	63	
Users of GSC Intranet					80	114	130	130	

LIBRARY SERVICES

	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
Total number of members	4,664	4,027	4,649	4,756	4,759	5,236	2,198	3,014	3,583	4,076
Total number of items loaned	69,748	66,567	62,368	61,580	53,019	47,206	35,404	53,504	43,316	39,347
Issues per capita	5.81	5.27	5.13	5.06	4.4	4.1	3.07	4.86	3.52	3.26
Cost per capita	\$22.62	\$23.62	\$25.16	\$27.58	\$27.31					\$29.16
Total number of IT uses	6,545	4,659	5,839	4,947	5,918	6,333	8,324	7,632	5,606	5,276
Total number of IT hours	7,101	4,968	6,218	5,268	6,877	7,063	8560	7,529	4,921	4,143
Total number of library Visitations (Stand Alone)						90,191	100,912	102,250	107,009	102,010

COMMUNITY TRANSPORT

	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
HACC target group	4,454	3,724	3,156	3,006	3,085	3,066	3,833	3,875	3,242	
CTP target group	1,372	2,460	2,872	2,884	3,843	4,434	5,059	4,803	4,343	
Veterans Affairs target group	1,378	2,102	2,141	2,293	2,172	2,151	2,254	2,110	1,313	
Number CACP	172	368	322	221	33	11	87	70	114	

TOURISM

	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
Number of coach tours to Centre	43	45	39	35	50	13	23	28	29	9
Number of visitors to Centre	11,949	11,500	7,773	9,500	13,000	9,379	8,945	9,964	8,883	9,109 Emails 233 Phone 2,750
Cost of tourism per capita	\$17.27	\$22.80	\$25.34	\$32.39	\$25.82	\$33.88	\$32.17	\$31.88	\$35.50	\$22.18

EVENTS

	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
Cost per capita	\$4.08	\$4.73	\$5.19	\$9.80	\$7.23	\$9.21	\$6.57	*\$1.14	\$5.88	\$5.49

* Some events have been accounted for in other cost centres.

ECONOMIC AFFAIRS

	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
Number of businesses in Shire (info from Australia Post)	487	459	507	518	518	534	575	602	# 506	#540
Net economic development cost per capita	\$6.39	\$3.96	\$5.10	\$8.70	\$8.58	\$5.61	\$6.33	\$3.91	\$4.60	\$16.26

Businesses on Infogunedah Business database

AERODROME

	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
Net cost of aerodrome per capita	\$5.24	\$5.95	\$11.15	\$11.47	\$9.60	\$8.49	\$11.66	# \$20.06	# \$21.64	\$8.45
Number of passengers per facility	N/A	N/A	* 358	* 528	N/A	N/A	N/A	N/A	N/A	N/A

* Partial years of service only

includes professional services & legal expenses

SALEYARDS

	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
Number of fat cattle	121,120	113,482	177,177	122,558	132,856	116,126	119,533	127,584	120,302	
Number of store cattle	5,584	10,449	10,616	11,435	13,164	14,759	14,154	11,394	12,505	
Number of fat sheep	1,100	1,500	-	-	-	28,738	15,344	11,643	2,802	
Sale value of stock	\$54.60m	\$81.1m	\$90.4m	\$90.9m	\$86m	\$84m	\$80.5m	\$83.5m	\$98.1m	
Expenditure per head	\$2.66	\$2.65	\$2.51	\$2.51	\$9.45	\$3.27	\$3.00	\$3.26	\$4.89	
Income per head	\$3.01	\$3.10	\$3.65	\$4.65	\$5.20	\$5.14	\$5.23	\$5.62	\$6.47	

HUMAN RESOURCES

	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
Number of employees (FTE) per 1000 population	11.8	11.82	12	11.9	11.56	13.28	13.65	14.06	13	13.47
Workers compensation premium as % gross salary	3.66	4.62	2.94	2.71	3.66	3.56	3.65	4.59	3.82	5.35
Number of workers compensation claims	10	11	10	4	16	17	4	20	11	6
Number of hours lost through workers comp	1018	930	1175	448	1154	-	-	1664.4	2704.6	3001

TOWN PLANNING – STRATUTORY AND STRATEGIC

<i>Development Applications</i>	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
Number of applications lodged	125	214	202	198	223	169	164	226	159
Number of Construction Certificates	168	227	190	78	82		120	125	104
Applications determined by delegation	122	209	197	180	197	159	202	233	142
Applications determined by Council	3	2	6	2	2	10	16	22	20
Applications refused	0	0	1	0	0	1	8	3	0
Average time taken to determine DAs (days)	10.6	15	30	31.7	46.2	37.4	75	32	43
Total value of applications	4,087,207	27,319,356	24,471,967	23,927,973	23,618,798	49,529,412	20,678,462	33,828,144	32,173,705

Complying Development Applications	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
Number of Complying Development Applications lodged	9	18	19	18	33	68
Average time taken to determine Das (days)	20	10.6	17.4	15	5	8
Applications refused	0	0	1	1	1	0
Total value of applications	\$64,962		\$269,420	\$421,756	1,014,276	3,226,646

BUILDING CONTROL

	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
Number of construction certificates	172	168	227	190	78	82	132	140	152	115 (92 GSC)
Number of occupancy certificates	47	42	68	90	29	76	42	76	78	104 (84 GSC)
Number of building certificates	25	10	29	47	19	17	14	18	11	5

PARKING CONTROL

	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
Infringement notices issued	95	67	89	79	95	0
Court referrals	1	1	2	-	-	0
Average daily use of public carparking area	64%	71%	74%	77%	75%	0

ANIMAL CONTROL

	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
Number of dogs registered.*	2,777	3,525	4,112	4,481	3,802	2,250	2,104	2005	
Number of complaints.**	15	10	14	12	5	30	28	102	140
Number of complaints satisfactorily resolved.	15	10	14	12	5	30	27	90	
Number of 'dangerous dogs' complaints received.	1	0	4	0	0	0	2	4	
Number of dogs impounded.	80	260	269	256	230	300	398	316	348
Number of dogs released.	9	37	40	35	80	33	121	80	67
Number of dogs destroyed.	52	223	207	198	150	193	277	190	13
Penalty notices issued.	25	70	70	89	72	45	75	120	70
Number of cats impounded.	26	51	56	31	132	130	48	39	57
Number of cats released.	0	0	0	0	0	0	0	0	1
Number of cats destroyed.	26	51	56	31	132	130	48	39	56

WASTE MANAGEMENT

	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
Number of waste services	3,470	3,470	3,514	3,573	3,594	3,642	3,725	3,743	3860	3,938
Number of recycling services	2,937	2,937	2,950	2,953	3,594	3,642	3,725	3,743	3860	3,938
Number of complaints	15	12	31	22	12	15	20	58	11	6
Kilogram per capita of kerbside recyclables per annum	72	72	78	206	192	261	142.0	176	138	143
Collection cost per garbage and green service	57.60	60.50	62.50	65.86	67.08	69.68	70.8	71.99	110.36	115.45
Collection cost for recycling service	21.45	22.13	28.33	32.50	32.87	32.87	32.87	35.08	35.96	37.80
Charge for domestic waste management services	140.00	170.00	170.00	190.00	190.00	218	234	252	294	303
DrumMuster (number of drums)	8,200	4,100	11,062	14,040	9,608	14,470	28,427	15,203	18,310	
Kilograms of domestic waste to landfill per capital per annum	509	152	226	480	550	620	585	707	725	711

PUBLIC CEMETERIES

	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
Cost per interment	\$565	\$580	\$600	\$687	\$415	\$576	\$751	\$865	\$689	\$669
Maintenance costs per plot provided at cemetery and villages	\$6.51	\$6.90	\$6.96	\$12.08	\$11.75	-	\$11.95	\$13.55	\$10.99	\$23.11
Maintenance costs – Hunter and Memorial Park	39,731	42,753	43,845	77,326	59,743	70,070	68,141	81,350	61,446	67,924
Total interments	6,100	6,200	6,300	6,400	6,475	6,551	6,623	6,681	6,772	6,846

BRIDGES

	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
Number of timber bridges	3	3	2	2	2	2	3	3	3
Number of concrete bridges	7	7	8	8	8	8	8	8	8
Average maintenance expenditure per timber bridge	\$7,214	\$4,427	\$804	\$3,632	\$4,575	\$5,053	\$2,935	\$6726	\$10,346
Average maintenance expenditure per concrete bridge	\$184	0	0	0	\$94	0	0	\$716	\$740

URBAN ROADS

	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
Average maintenance expenditure per laned km of urban road	\$2,058	\$1,702	\$2,059	\$1942	2,487	2,184	\$2,506	\$2,644	\$2,073
Laned km of urban roads	258	258	258	259	261	261	264	264	265

SEALED RURAL ROADS

	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
Average maintenance expenditure per laned km of road	\$944	\$968	\$959	\$1,307	\$1,367	\$1,250	\$1,226	\$1,683	\$1,265
Average cost for resealing / m ²	\$2.62	\$2.85	\$2.99	\$3.08	\$3.17	\$2.50	* \$4.85	\$4.76	** \$5.51
Lane km of roadway	554	574	584	596	610	615	644	626	627

* Includes corporate support as required for audit purposes.

** Includes asphalt reseal works.

UNSEALED RURAL ROADS

	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
Maintenance expenditure per laned km of road	\$831	\$782	\$749	\$977	\$1,018	\$1,066	\$997	# \$1,619	* \$1,209
Resheeting cost per km	\$15,451	\$16,916	\$17,950	\$18,640	\$19,279	\$20,957	\$21,000	\$20,812	\$22,318
Laned km of roadway	2,070	2,048	2,046	2,034	2,027	2,023	2,100	1,914	1,914

#includes wet pavement extra funds.

* Includes pavement flood damage works.

URBAN STORMWATER DRAINAGE

	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
Total length of stormwater	29,270	29,550	29,630	29,710	30,330	30,330	31,020	37,960	38,240	38,569
Maintenance cost per km	\$593	\$920	\$970	\$561	\$352	\$684	\$967	\$572*	\$1,302	\$1,190

* Updated with Council recent stormwater inspection data.

PARKING AREAS

	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
Maintenance expenditure per parking bay (856 bays)	\$10.46	\$11.33	\$8.44	\$10.83	\$12.98	\$12.26	\$16.84	\$13.73	\$32.85	\$17.84
No parking bays	856	856	856	889	889	889	889	889	889	889

WATER SUPPLIES

	2002/03	2003/04	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	
Gunnedah										
▪ Megalitres pumped	3,158	2,276	2,454	2,681	1,977	2,028	2,186	1,979	1,721	
▪ License allocation	3,900	3,400	3,900	3,900	3,900	3,900	3,900	3,900	3,900	
▪ Length of main	143.3	143.3	150	150	150	150	150	152	152	
▪ Operating cost per service	\$239	\$262	\$297	\$256	\$234	\$241	\$312	\$410	\$405	
▪ Average account per connection (Res)	\$430	\$387	\$450	\$599	\$523	-	-	-	-	
▪ Costs per megalitre	\$279	\$452	\$362	\$369	\$462	\$468	\$524	777	896	
▪ Number of connections	3,691	3,789	3,840	3,861	3,896	3,926	3,682	3,749	3,803	
Curlewis										
▪ Megalitres pumped	171	115	131	139	109	92	105	85	78	
▪ License allocation	160	188	198	198	198	198	198	198	198	
▪ Length of main	19.3	19.5	19.5	19.5	19.5	19.5	19.5	20	20	
▪ Operating cost per service	\$222	\$289	\$321	\$186	\$222	\$205	\$301	390	408	
▪ Average account per connection	\$403	\$439	\$371	\$489	-	-	-	-	-	
▪ Costs per megalitre	\$329	\$684	\$666	\$345	\$528	\$617	\$743	\$1,219	\$1,408	
▪ Number of connections	254	253	256	258	259	277	259	266	269	
Mullaley										
▪ Megalitres pumped	36	25	24	27	19	18	19	12	10	
▪ License allocation	59	59	59	59	59	59	59	59	59	
▪ Length of main	3.8	3.8	3.89	3.89	3.89	3.89	3.89	3.89	3.89	
▪ Operating cost per service	\$447.00	\$811	\$765	\$412	\$460	\$411	\$680	\$878	\$1,090	
▪ Average account per connection	\$613.00	\$657	\$754	\$885	-	-	-	-	-	
▪ Costs per megalitre	\$521.00	\$1,330	\$1,340	\$641	\$1,017	\$1,210	\$1,338	\$3147	\$4,580	
▪ Number of connections	42	41	42	42	42	53	43	43	42	
Tambar Springs										
▪ Megalitres pumped	22	19	20	21	12	14	16	14	12	
▪ License allocation	30	42	42	42	42	42	42	42	42	
▪ Length of main	11.5	11.5	11.5	11.5	11.50	11.5	11.5	11.5	11.5	
▪ Operating cost per service	\$576	\$628	\$687	\$432	\$568	\$391	\$540	\$894	829	
▪ Average account per connection	\$795	\$840	\$718	\$747	-	-	-	-	-	
▪ Costs per megalitre	\$1,520	\$2,348	\$2,062	\$1,460	\$3,361	\$2,402	\$2,228	\$4,153	\$4,767	
▪ Number of connections	58	71	71	71	71	86	66	65	69	

WATER SERVICES ANNUAL LOAN LIABILITY (AS AT END OF JUNE)

	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
Gunnedah	\$407,682	\$232,585	\$148,640	\$92,631	\$32,092	NIL	NIL	NIL	NIL
Curlewis	\$44,858	\$15,036	NIL	NIL	NIL	NIL	NIL	NIL	NIL
Mullaley	\$3,320	\$669	NIL	NIL	NIL	NIL	NIL	NIL	NIL
Tambar Springs	\$18,664	\$3,762	NIL	NIL	NIL	NIL	NIL	NIL	NIL

WATER SERVICES DEBT SERVICE RATIO

	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/12	2011/12
Gunnedah	23.8	18.6	10.8	5.2	4%	2%	-	-	-	-
Curlewis	40.3	44.4	31.2	13.9	-	-	-	-	-	-
Mullaley	18.8	13.6	9.0	2.2	-	-	-	-	-	-
Tambar Springs	50.5	37.0	31.4	7.2	-	-	-	-	-	-

SEWERAGE SERVICES

	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
Gunnedah									
▪ Sewerage service operating costs per service	\$155	\$159	\$149	\$154	\$163		\$199	\$190	\$164
▪ Average account per connection			\$255	\$254	\$260		* \$320	\$395	\$395
▪ Length of main	86.5	86.5	95	95	95	95	95	95	95
▪ Volume of effluent (to farm)	502	493	517	456	455	546	560	663	622
▪ Number of connections	3445	3618	3859	3860	3,882		3590	3643	3755
Curlewis									
▪ Sewerage service operating costs per service	\$182	\$189	\$187	\$124	\$183		\$110	\$113	\$172
▪ Average cost per connection			\$750	\$444	\$546		* \$499	\$600	\$600
▪ Length of main	9.2	9.2	9.2	9.2	9.2	9.2	9.2	9.2	9.2
▪ Number of connections	211	212	215		216		241	243	220

* Residential



ANNEXURE D
GIPA ANNUAL REPORT
2011/12



GUNNEDAH SHIRE COUNCIL

Government Information (Public Access) Act 2009

ANNUAL REPORT 2011/12

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Purpose of Annual Report

In accordance with Section 125(1) of the Government Information (Public Access) Act 2009 (GIPA), Gunnedah Shire Council is required to produce a report on our GIPA obligations and submit this report to the Minister of Local Government by 31 October each year. A copy of the report is to be provided to the Information Commissioner.

1. Review of proactive release program – Clause 7(a)

Under Section 7 of the GIPA Act, agencies must review their programs for the release of government information to identify the kinds of information that can be made publicly available. This review must be undertaken at least once every 12 months.

During the reporting period, Council reviewed its program and as a result of the review, implemented the following:

- i) In the full spirit of GIPA, Gunnedah Shire Council is committed to providing as much information as possible to the public via Council's website – www.infogunnedah.com.au which demonstrates Gunnedah Shire Council's commitment to being open and transparent.
- ii) Councillors and staff were given training on the GIPA's legislative requirements.
- iii) To assist the public in applying for information not already publicly available on Council's website, revised "Access to Information Application" forms were created for both informal requests and formal access applications.
- iv) Created a form allowing property owners to request adjoining owner information.
- v) Council identified the following information was being requested repeatedly:
 - a) drainage diagrams;
 - b) deposited plans;
 - c) plans (open access information);
 - d) residential internal floor plans.

After consideration of the above it was determined as follows:

- Although the requested information noted in (a) to (c) above is freely available from Council, due to insufficient technological capability and costs and resources involved, it was not possible to provide this type of information on Council's website.
 - In respect of (c) and (d) above, these documents are subject to copyright and, in compliance with Section 6(6) of the Act, cannot be posted on Council's website due to breach of copyright. Plans (with the exception of internal floor plans) may be viewed at Council's offices and copies provided, conditional upon written consent of the copyright owner being provided.
 - Internal floor plans may be viewed by an applicant, conditional upon the applicant providing written consent of the property owner. If copies of internal floor plans are required, additional written consent of the copyright owner is required.
- vi) Media releases were posted on Council's website regularly (which are forwarded to radio stations and newspapers) which gave details about Council projects and services and the direction Council is taking (and, in the spirit of GIPA, are a mechanism for keeping the community informed of what is happening in the Shire).
 - vii) Council released information on a number of projects, initiatives and developments on its website including:
 - a) Saleyards expansion.
 - b) Blackjack Creek drainage.

- c) Koala management.
 - d) ARTC overhead rail bridge.
 - e) Road closure notices.
 - f) CCTV project.
 - g) Scholarship fund.
- viii) Council reviewed information held in its document management system, Dataworks, and concluded that this information is not able to be published on the web, due to the costs and resources involved, and concerns in relation to privacy once the information is made publicly available. Therefore, an assessment will be carried out upon request for such information, on whether to make it available to the public.
- ix) Council's customer service staff continued to proactively release many categories of easily accessible information such as mapping and spatial information via the telephone, email or in person without the requirement of the applicant completing an Access to Information Application form.

Council is satisfied that all relevant and applicable information is being made available to the public.

2. Number of access applications received – Clause 7(b)

During the reporting period, 1 July 2011 to 30 June 2012, Gunnedah Shire Council did not receive any access applications (including withdrawn applications but not invalid applications).

3. Number of refused applications for Schedule 1 Information – Clause 7(c)

During the reporting period, Gunnedah Shire Council did not receive any formal access applications that were refused, either wholly or in part, because the information requested was for information referred to in Schedule 1 of GIPA Act.

4. Statistical information about access applications – Clause 7(d) and Schedule 2

Table A: Number of applications by type of applicant and outcome*								
	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Media	0	0	0	0	0	0	0	0
Members of parliament	0	0	0	0	0	0	0	0
Private sector businesses	0	0	0	0	0	0	0	0
Not for profit organisations or community groups	0	0	0	0	0	0	0	0
Member of the public (application by legal representative)	0	0	0	0	0	0	0	0
Members of the public (other)	0	0	0	0	0	0	0	0
* More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.								

Table B: Number of applications by type of applicant and outcome*

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn
Personal information applications	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	0	0	0	0	0	0	0	0
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0

* A personal information application is an access information for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

Table C: Invalid applications

Reason for invalidity	No of applications
Application does not comply with formal requirements (section 41 of the Act)	0
Application is not excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	0
Invalid applications that subsequently became valid applications	0

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of Act

	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	0
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

* More than one public interest consideration may apply in relation to a particular access application and, if so, each consideration is to be recorded (but only once per application). This also applies in relation to Table E.

Table E: Other public interest consideration against disclosure: matters listed in table to section 14 of Act

	Number of occasions when application not successful
Responsible and effective government	0
Law enforcement and security	0
Individual rights, judicial processes and natural justice	0
Business interests of agencies and other persons	0
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

Table F: Timeliness

	No of applications
Decided within the statutory timeframe (20 days plus any extensions)	0
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0
TOTAL	0

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld	Total
Internal review	0	0	0
Review by Information Commissioner *	0	0	0
Internal review following recommendation under section 93 of Act	0	0	0
Review by ADT	0	0	0
TOTAL	0	0	0

* The Information Commissioner does not have the authority to vary decisions, but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review
Applications by access applicants	0
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0