



**ATTACHMENT DOCUMENT
FOR
ORDINARY COUNCIL MEETING**

Tuesday 31st May, 2016

Don Ramsland
GENERAL MANAGER

TABLE CONTENTS

1. Third Quarter Operational Plan Status Report.....	3
2. Investment Policy.....	14
3. Keeping of Animals Orders Policy.....	24
4. Application form for Aboriginal Community based Environmental and Waste Management program as part of the Fit For The Future Government Program written by Dwayne Willoughby from Bourke Shire Council	30

DELIVERY PROGRAM/OPERATIONAL PLAN

Economic Development

Community Priorities

- Town Beautification Programs
- More employment opportunities
- Support & promote tourist attractions
- National promotion of local industries
- RV friendly Towns

OBJECTIVE: A strong and diverse economic base that supports employment, industry and provides lifestyle opportunities for residents

CSP REF	STRATEGY	ACTION	PERFORMANCE	RESPONSIBILITY	BUDGET	STATUS 31.03.2016	13/14	14/15	15/16	16/17
E 2.1	Develop and implement an economic development strategy which identifies potential projects and/or industries that build on the Shires attributes and natural resources	Develop and implement an Economic Development Strategy Implement an Economic Incentive Scheme Advocate for the development of the Australian Opal Centre	Economic Development Strategy plan developed and implemented Scheme Commenced Progress in ensuring commitment by other levels of Government	General Manager	\$10,000 \$10,000 No specific Budget	In progress In progress On-going			X X X	X X X
E 2.4	Develop main street beautification projects for Walgett, Lightning Ridge and Collarenebri	Complete projects for each town	Projects completed within Budget	General Manager	Balance of 14/15 subsidy to be carried forward	On-going			X	
E 2.3	Develop partnerships between Council, businesses, landholders and training organisations to provide localised training and employment opportunities	Develop an employment strategy	Partnership opportunities for local employment and training identified,	General Manager	No Specific Budget	In progress			X	

CSP REF	STRATEGY	ACTION	PERFORMANCE	RESPONSIBILITY	BUDGET	STATUS 31.03.2016	13/14	14/15	15/16	16/17
E 2.2	Add existing initiatives and provide a framework to partner with stakeholders to develop new initiatives.	Conduct stakeholder forums to explore tourism opportunities	Stakeholder forums conducted and outcomes progressed.	General Manager	No Specific Budget	In progress			X	X
E 2.5	Develop and source opportunities for wider promotion of Walgett Shire through effective utilisation of media and multimedia.	Undertake marketing & promotion initiatives Update Shire Signage Sponsor Arts Along the Highway Program	Increased exposure for Walgett Shire Signage Works Program Completed Arts projects sponsored	Economic Development Officer	\$20,000 \$5,000 \$10,000 \$10,000	In progress In progress In progress			X X X	X X
	Work with Education Decision Makers to increase school retention rates and local employment opportunities	Continue School to work Program. Support PCYC and Advocate for improved local school education outcomes	Increased school retention rate and school to Work Program participation	General Manager Economic Development Officer	\$3,000	On-going			X	X
E2.1	Undertake Industrial/Residential subdivision in Walgett and Lightning Ridge	Commence Development and Design process	Planning and Development Processes completed	General Manager	No specific budget	In progress			X	

DELIVERY PROGRAM/OPERATIONAL PLAN

Community Priorities

- Youth & Community Centre Facilities
- Transport Options
- Enhanced options for people with disabilities
- Playgrounds & healthy lifestyles options
- Aged Care & Facilities

Community

OBJECTIVE: Develop a connected, informed and resilient community that recognises and values diversity

CSP REF	STRATEGY	ACTION	PERFORMANCE	RESPONSIBILITY	BUDGET	STATUS 31.03.2016	13/14	14/15	15/16	16/17
C 1.1	Support, resource and initiate local activities and projects that increase community capacity and participation and build community connections for all age sectors	Develop a community consultation framework.	C C framework developed including web based feedback facility	Director Corporate Services	No Specific Budget	In progress			X	
		Provide Sec 356 Donations & Subsidies	Donations & Subsidies provided within Policy	General Manager	\$533,500	Complete			X	X
		International Women's Day Events	Events conducted	Manager Community Development	\$1,200	Complete				
		Develop projects in conjunction with community organisations	Projects developed and supported	Manager Community Development	\$10,000	Complete			X	X
	Develop a range of initiatives which expand and enhance services and facilities for both youth and aged recreational and cultural pursuits	Update the Youth Strategy	Review of Youth Strategy Completed.	Manager Community Development	\$3,500	Not yet commenced			X	
		Maximize grant opportunities for the development of youth programs	Grants maintained or increased on 14/15 level		\$1,230 \$71,292 \$33,200 \$55,023 \$53,876	Complete			X	X

CSP REF	STRATEGY	ACTION	PERFORMANCE	RESPONSIBILITY	BUDGET	STATUS 31.03.2016	13/14	14/15	15/16	16/17
C 1.2		Operate youth centre's & vacation care programs	Program of activities developed and implemented		\$71,292 (V.C) \$200,265 (V.C) \$10,000 \$2,440 \$2,500 \$8260 \$5,000	On-going			X	X
		Conduct Youth Week Program	Program delivered			Not yet commenced			X	
		Resource & support the activities of the Walgett Youth Council	Youth Council appropriately resourced and supported		\$8,000	On-going			X	X
	Develop and implement a planning process that effectively identifies and responds to the needs of the Aged community	Develop an Aging Strategy	Aging Strategy developed		No Specific Budget	14/15 allocation to be considered for bringing forward in 15/16				X
C 1.4	Work in collaboration with agencies and community groups to address existing and emerging issues specific to the Aboriginal community	Update the Aboriginal Reconciliation Plan	Aboriginal Reconciliation Plan updated	Manager Community Development	No Specific Budget	14/15 allocation to be considered for bringing forward in 16/17			X	
		Undertake Aboriginal Projects	Projects developed & completed		\$10,000				X	
		Continue to fund the Aboriginal Liaison Officer position	Position funded		(ALO part of Corp Salaries budget)	On-going			X	X

CSP REF	STRATEGY	ACTION	PERFORMANCE	RESPONSIBILITY	BUDGET	STATUS 31.03.2016	13/14	14/15	15/16	16/17
C 1.7	Develop plans and programs that reduce the perception of fear of crime	Develop a Community Safety plan Advocate for the removal of window bars in CBD	Community Safety Plan developed Reduction in number of premises with barred windows	Manager Community Development General Manger	\$20,000 Forms part of the Main St Upgrade Programs	To commence May 16 On-going			X X	
C 1.10	Develop a wide range of community arts, leisure, sports and recreation activities that response to identified community needs and aspirations and are linked to positive social outcomes.	Support Arts Program Undertake a cultural event Continue membership of Outback Arts Engage with local sporting associations and peak sporting bodies Provide Library Services	Arts Program support Increase in cultural activities Increase participation in cultural activities Increased participation in junior and senior sport Increased use of library as a community space	Manager Community Development	\$2,500 \$3,500 \$3,000 \$10,000 \$12,500 \$5,000 \$9,000 Forms part of general youth programs \$404,326	On-going On-going On-going On-going On-going			X X X X X	X X X X X
C 1.8	Support agencies and local organisations to address the availability of emergency services, affordable housing, disability and aged services for people with disabilities.	Consultation process for engaging with marginalized sections of community developed	Enhanced wellbeing options provided for disadvantaged and marginalized community members	Manager Community Development	Forms parts of general C.D Budget & Interagency activities	Ongoing			X	X

CSP REF	STRATEGY	ACTION	PERFORMANCE	RESPONSIBILITY	BUDGET	STATUS 31.03.2016	13/14 4	14/15	15/16	16/17
C 1.9	Develop a long term parks improvement program that responds to community expectations and identifies asset management outcomes	Parks & Reserves improvement Plan undertaken	Parks & Reserves Improvement Plan developed & incorporated into LTFP	Acting Director Urban Services	Forms part of Dept. works planning	Not yet commenced			X	
		Undertake part grant funded works when applications are successful	Projects completed on budget	Acting Director Urban Services	(a) \$246,253 (b) \$35,000 (c) \$40,000	On-going			X	X
		Operate & maintain Swimming pools & Bore Baths		Director Corporate Services Acting Director Urban Services	\$476,407 (S.P) \$156,000 (B.B)	On-going			X	X
		Parks, Reserves & Facilities maintenance and improvement undertaken in accordance with budget	Annual Parks & Reserves maintenance & improvement program completed on budget	Acting Director Urban Services	\$605,000	On-going			X	X
C1.6	Work in collaboration with agencies and community groups to address existing and emerging issues specific to the CALD community.	Develop a multicultural plan	Multicultural Plan developed	Manager Community Development	No Specific Budget	Investigation stage				
		Employ a Multicultural Support Worker	Worker employed		\$18,200	Project withdrawn & funds returned			X	X
		Provide funding and participate in Harmony day activities	Funding provided and Harmony day program developed		\$2,000	Complete			X	X

Swimming Pools & Bore Baths

\$476,407 – all shire pools exc Lightning Ridge (provided as \$350,000 donation)

\$156,000 – all shire Bore Baths facilities

DELIVERY PROGRAM/OPERATIONAL PLAN

Sustainable Living

Community Priorities

- Quality water supply
- Sustainable river & catchment management
- Increased tree planting
- Waste Management/Recycling
- Environmental Sustainability

OBJECTIVE: To provide waste management, potable and raw water systems, that meets community expectations, and health and environmental standards. To ensure that adequate land is available to meet commercial, residential and recreational needs. The provision of public infrastructure that supports water security, social, economic and recreational opportunities

CSP REF	STRATEGY	ACTION	PERFORMANCE	RESPONSIBILITY	BUDGET	STATUS 31.03.2016	13/14	14/15	15/16	16/17
SL 3.1	Develop and implement a solid waste management plan which includes the options for recycling.	Prepare project brief and framework for solid waste management plan	Solid waste management plan developed and implemented	Director – Environmental Services	No specific Budget	Deferred to 16/17				
SL 3.2	Develop and enhance water & sewer supply infrastructure through an asset management framework	Renew water & sewer supply infrastructure in accordance with capital works program	Capital works program completed (water) Capital works program completed (sewer)	Director – Urban Infrastructure Services	\$197,500 (W) \$65,000 (LR) \$Nil (C) \$242,497 (W) \$60,000 (LR) \$10,000 (C)	On-going On-going			X	X
SL 3.3	Apply a land use strategy to guide sustainable development and implement a local environment plan which reflect the intent of the strategy	Administer land use matters in accordance with Shire LEP & DCP	Effective processing of DA's and land use enquiries with acceptable timeframes	Director- Environmental Services	No specific Budget	DA's processed within appropriate timeframe			X	X
	Undertake Planning to ensure a sustainable Rural Lifestyle	Prepare planning proposal to rezone land to provide more opportunities for rural residential development	Rural Lifestyle Strategy developed Rezone rural land	Director – Environmental Services	\$20,000	In progress			X	

DELIVERY PROGRAM/OPERATIONAL PLAN

Community Priorities

- Roads – improved maintenance & enhancement
- Improved footpaths, kerb & guttering
- Enhanced sporting facilities & public amenities
- Improved disability access to facilities

Infrastructure

OBJECTIVE: Provide and maintain an effective local road network that meets community expectations and needs. A regional and state road network that is appropriately supported and resourced by other levels of government. The provision of effective and reliable communications services and infrastructure that meets the community and economic needs of local residents. Maintenance and improvement of Council property assets at an optimal level.

CSP REF	STRATEGY	ACTION	PERFORMANCE	RESPONSIBILITY	BUDGET	STATUS 31.03.2016	13/14	14/15	15/16	16/17
I 4.1	Review and implement opportunities to improve roads and bridges as part of the asset renewal process	Develop a local roads and bridges works program Maintain Urban roads	80% of works program completed 80% of works program completed	Director Engineering Services	\$1,042,889 \$814,300 \$1,803,000 \$394,243	On-going On-going			X X X	X X X
I 4.2	Maintain an effective operational relationship with the RMS	Develop a works program for state and regional roads.	100% of works program completed	Director – Engineering Services	\$894,464 \$1,056,078 \$4,890,000 \$3,410,720	On-going			X	X
I 4.3	Research and review options for developing new and existing infrastructure	Advocate to other levels of Gov't for funding of Infrastructure Projects	Project promoted through local forums & State & Federal members	General Manager	No specific budget	Ongoing			X	X
I 4.4	Advocate to Utility & Communications providers regarding the capacity and reliability of their infrastructure across the Shire.	Lobby service providers in response to identified community concerns	Improved response from service providers	Director – Corporate Services	No Specific Budget	Petition from Collarenebri residents sent to Local Member and Telstra			X	X
I 4.5	Develop and implement an asset management plan that makes due provision for the maintenance and improvement of Council property assets.	Property works programme developed Develop new Works Depot	80% of works program completed Works Depot completed	Director Corporate Services Director Engineering Services	\$100,000 \$2,400,000	On-going Deferred to 17/18			X X	X X

CSP REF	STRATEGY	ACTION	PERFORMANCE	RESPONSIBILITY	BUDGET	STATUS 31.03.2016	13/14	14/15	15/16	16/17
		Upgrade Walgett Levy	Stages 4 & 5 completed	Director Urban Infrastructure Services	\$2,900,000	In progress			X	
		Upgrade Admin A/C	Project Completed	Director Corporate Services	\$200,000	Not yet commenced			X	
		Construct disability toilet	Project Completed	Director Corporate Services	\$42,964	Deferred to 16/17			X	
		Covered area & bar/kitchen upgrade LR Racecourse	Project Completed	Director Corporate Services	\$276,253	Grant application lodged			X	
		Re-tile Collarenebri Pool	Project Complete	Director Urban Infrastructure Services	\$108,000	Complete			X	
		Long Jump Pit Walgett oval	Program for betterment upgrade of roads commenced	Director Corporate Services	\$35,000	For completion by 30 th June 16			X	
		Continue to advocate for betterment funding. Progress funding application with IPART		Director-Engineering Services	(Part of Local Roads Budget)	On-going			X	
		Develop complaints management process	Complaints management process developed and implemented	Director Corporate Services	No specific Budget	Set for completion by 30 th June 16			X	
I 4.1	Develop a local road enhancement programme that improves transport options during extreme weather events.									
G5.1	Implement an effective complaints management process that effectively responds to residents issues regarding roads									

DELIVERY PROGRAM/OPERATIONAL PLAN

Community Priorities

- Enhanced responsiveness to Community Issues
- Enhanced communication & dissemination of information
- Improved WSC website
- Law & Order
- Crime Prevention

Governance and Civil Leadership

OBJECTIVE: Implement Governance and Financial practices that support the effective administration of the Council. Engage the community and regional partners through effective communication and consultation processes that can result in improved social, economic and cultural outcomes for the community.

CSP REF	STRATEGY	ACTION	PERFORMANCE	RESPONSIBILITY	BUDGET	STATUS 31.03.2016	13/14	14/15	15/16	16/17
G 5.1	Implement processes that ensure legislative and financial standards are actioned in a timely manner	Timely dissemination of information from Division of Local Government and Auditors	All legislative requirements met and compliance with financial standard	Director Corporate Services	No specific Budget	On-going			X	X
G 5.2	Develop processes that promote Council as an employer of choice in the Western Region	Review Functionality of Council Structure Implement effective recruitment and retention strategy Provide Workplace & Professional Development training options Establish programs for Cadetships/traineeships	Organisational Structure review completed Increased response to job opportunities with Council Training outcomes achieved Cadet and traineeship programs developed and implemented	General Manager	\$15,000 \$30,000 \$160,000 \$15,000 \$5,000	On-going On-going On-going On-going			X X X X	 X X X

CSP REF	STRATEGY	ACTION	PERFORMANCE	RESPONSIBILITY	BUDGET	STATUS 31.03.2016	13/14	14/15	15/16	16/17
G 5.3	Develop regional Local Government initiatives and partnerships with a view to improving the social economic and cultural life in the Region.	Participate in and make visible contributions to regional forums such as OROC, C Division, and Western Division LGNSW	Increase in positive outcomes and opportunities from participation at a regional level	General Manager	\$15,500 \$38,000	On-going			X	X
G 5.4	Engage with the community through effective communication and consultation processes. Develop & implement a web based Community Feedback Portal that provides for community consultation on Council projects & activities.	Implement communication and consultation processes that maximize community engagement Research best practice websites to develop specific for Feedback portal	Increase in community participation in Council decision making Specific for feedback Portal developed	Director – Corporate Services Director – Corporate Services	N/A N/A	On-going Complete			X	X
G 5.1 G 5.2	Development of a leadership and supervision improvement Program for Executive, Senior Managers and Supervisors	Engage a HR Consultant to develop and present program	Program Developed and Implemented	General Manager	Part \$160,000 Training	Not yet commenced			X	



Approval Date:

Review Date:

September 2010

Responsible Officer:

Chief Financial Officer

History of Policy review

Version	Adoption Date	Minute No	Details of Review
1	24 June 2004	9079	Amalgamation
2	28 February 2007	10785	Updated
3	28 July 2010	13085	Minister Guidelines
4	23 March 2011	13458	Changes to Investment Order DLG
5	26 June 2013	384	Ministerial Investment Order
6	23 April 2014	877	Ministerial Investment Order
7	31 May 2016		Complete review

Objective

- 1.0** To provide a framework for the investing of surplus Council funds at the most favourable rate of interest available, whilst having due consideration of risk and security for investments ensuring its liquidity requirements are being met.
- 2.0** Whilst exercising the power to invest, consideration must be given to the preservation of capital, liquidity and the return on investment.
 - A. Preservation of capital is the principal objective of the investment portfolio.** Investments are to be placed in a manner that seeks to ensure security and safeguarding the investment portfolio. This includes managing credit and interest rate risk within identified thresholds and parameters.
 - B.** Investments should be allocated to ensure there is sufficient liquidity to meet all reasonably anticipated cash flow requirements, as and when they fall due, without incurring the risk of significant costs due to the unanticipated sale of an investment.
 - C.** Investments are expected to achieve a market average rate of return in line with Council's risk management guidelines.

Council Policy Reference

AFM – Investment Policy

Statutory Requirements

[Local Government Act 1993](#)

[Local Government Act 1993 – Investment Order dated 31 July 2008](#)

[Local Government \(General\) Regulation 2005](#)

[Trustee Act 1925 \(NSW\)](#)

[Australian Accounting Standards](#) issued by the Australian Accounting Standards Board.

Government References

[Review of NSW Local Government Investments - Final report prepared by Michael Cole – April 2008](#)

NSW DLG Draft Investment Policy Guidelines – May 2009

Local Government Code of Accounting Practice and Financial Reporting

DLG Circulars relating to Investments – including Circular 09-20, 08-48, 06-70

Related Policy/Procedure

AFM – Financial Management and Control

Investment

1. Authority for Investment

All investments are to be made in accordance with:

- Local Government Act 1993 – Section 625, Section 413 and Section 12
- Local Government Act 1993 – Investment Order (of the Minister) dated 5th January 2016.
- Local Government (General) Regulation 2005 – Clause 212
- Australian Accounting Standards issued by the Australian Accounting Standards Board.
- Trustee Act 1925 (NSW) – Section 14

2. Delegation of Authority

The General Manager has the authority to invest surplus funds and may delegate this function to the Chief Financial Officer and/or Management Accountant . All investments must be signed by two (2) signatories. The following officers have the authority to sign investments:

- General Manager
- Chief Financial Officer
- Director Environmental Services
- Director Engineering Services
-
- Management Accountant

3. Ministerial Order

The Minister for Local Government issued a revised order pursuant to [Section 625 of the Local Government Act 1993](#). The Minister signed the amended Order on 31 July 2008 and it was gazetted on Friday 15 August 2008. It replaces the order dated 15 July 2005

4. Prudent Person Standard

Council investments will be managed with the care, diligence and skill that a prudent person would exercise. As Trustees of public monies, Officers are to manage Council's investment portfolio to safeguard the portfolio in accordance with the spirit of this investment Policy, **and not for speculative purposes.**

5. Ethics and Conflicts of Interest

Council Officers shall refrain from personal activities that would conflict with the proper execution and management of Council's investment portfolio. This policy requires Officers to disclose any conflict of interest to the General Manager.

Independent advisors are also required to declare that they have no actual or perceived conflicts of interest.

6. Current Investments below requirements of the Revised Ministerial Order

When considering selling the current investments that now fall below the requirements of the revised Ministerial Investment, Walgett Shire Council officers will exercise due care and diligence. Before disposing of these investments Council will seek independent financial advice by an independent investment adviser or dealer licensed by the Australian Securities and Investment Commission (ASIC)(www.asic.gov.au). The investments concerned are:

Issuer Name	Name (or Nickname) of the Product
Helium Series 64	Scarborough AA
Managed ACES SPC	Parkes AA-
ZIRCON	Coolangatta
Magnolia 2005-14	Flinders AA

These investments excluded by the recently revised Investment Order are to be grandfathered. These investments become ultra vires under the new Investment Order and can continue to be held to maturity, redeemed or sold.

This arrangement will be monitored and reviewed by the Management Accountant on a six (6) monthly basis from July 2009 until such time as the investments are no longer held by Council.

Investment Guidelines

7. Forms of Investment

All forms of Investment for the purposes of [section 625 \(2\) of the Local Government Act 1993](#) are by Order of the Minister notifying forms of investment. A copy of the Investment Order is attached as "Annexure A".

8. Legislative Obligations

All investments are to be made exercising care, diligence and skill that a prudent person of business would exercise in managing the affairs of another person. ***Investments that are high risk, speculative or hazardous in nature are to be avoided.***

9. Legislative Requirements

All investments are to be made in accordance with the provisions of the Local Government Act 1993, with particular regard to the following:

- The purpose of the investment;;
- The desirability of diversifying council investments;
- The nature of and risk associated with council investments;
- The desirability of maintaining the real value of the capital and income of the investment;
- The risk of capital or income loss or depreciation;
- The potential for capital appreciation;
- The likely income return and the timing of income return;
- The length of the term of the proposed investment;

- The period for which the investment is likely to be required ;
- The probable duration of the investment;
- The liquidity and marketability of a proposed investment during, and on the determination of, the term of the investment;
- The aggregate value of the assets of the council;
- The effect of the proposed investment in relation to any tax liability;
- The likelihood of inflation affecting the value of the proposed investment;
- The costs (including commission, fees and charges) of making a proposed investment;
- The results of any review of existing council investments;
- Other matters as appropriate.

10. Prohibited Investments

In accordance with the Ministerial Investment Order, this investment policy prohibits but is not limited to any investment carried out for speculative purposes including:

- a) Derivative based instruments;
- b) Principal only investments or securities that provide potentially NIL or negative cash flow; and
- c) Stand alone securities issued that have underlying, options, forward contracts and swaps of any kind

11. Operational Requirements

- a. The working account balance of Council is to be kept at a level no greater than is required to meet Council's immediate working operational requirements except where the rate of return is comparable to the rate of return of other investments.
- b. A delegated Finance Officer will notify the Management Accountant that excess funds exist in the working account or that an existing investment is due for maturity and funds are not required to meet Council's immediate working operational requirements.
- c. The Management Accountant will authorise the Finance Officer to investigate investment options.

12. Quotations

- a. Three (3) quotations will be obtained from authorised institutions before making an investment.
- b. The Code of Accounting Practice and Financial Reporting require that Council maintains a separate record of these quotations.
- c. All quotes are to be attached to the investment authorisation to be signed by the authorised signatories and filed in the Financial Investment Voucher Folder.

13. Risk Management Guidelines

Investments are to comply with the following criteria:

- (a) Preservation of capital – the requirement for preventing losses in an investment portfolio's total value (considering the time value of money);
- (b) Institutional Diversification –
 - 1. Not less than three (3) quotations shall be obtained from authorised institutions when an investment is made.
 - 2. Individual investments shall not exceed \$1,000,000.
 - 3. The maximum amount to be held by any one (1) institution at any one time shall not exceed forty (40%) percent of the total portfolio at the time when the deposit was made.
 - 4. All term deposit investments are to be made with authorised deposit taking institutions covered under the Australian Government Guarantee;
- (c) Maturity Risk – The investment portfolio shall be invested within the following maturity constraints.

OVERALL PORTFOLIO MATURITY		
Portfolio % < 1 year	Minimum 40%	Maximum 100%
Portfolio % > 1 year, < 3 years	Minimum 0%	Maximum 60%
Portfolio % > 3 years, < 5 years	Minimum 0%	Maximum 40%
Portfolio % > 5 years	Minimum 0%	Maximum 10%

- (d) Market/Credit Risk – consideration shall be given to the risk that the fair value or the future cash flows of an investment will fluctuate due to changes in market prices, or the risk of failure to repay principal or pay interest of an investment.
- (e) Liquidity Risk –
 - 1. Investment maturity shall correspond with cash flow requirements.
 - 2. Access to a minimum \$1,000,000 or 10% of the investment portfolio is available within seven (7) days.

14. Investments Register

The Code of Accounting Practice requires Council to maintain a separate record of money it has invested under [section 625 \(2\) of the Local Government Act 1993](#). The record must specify:

- a) date the investment is made;
- b) the amount of money invested;
- c) particulars of the security or form the money is invested;
- d) name of the institution;
- e) due date and term of the investment;
- f) if available, the rate of interest to be paid;
- g) the amount of money that the council has earned, in respect to the money invested;
- h) investment number consisting of three digits/financial year (e.g. 123/09);
- i) When being rolled over, the investment being closed should refer to the new investment number. When the new investment is being made the investment number of the closed investment should be recorded.

An Investment Register is held by Council both in hard copy and electronically. The Investment Register held in hard copy contains all information as above and any documentation relating to the investment and is maintained by a delegated Finance Officer. An electronic copy of all investment information is to be filed in TRIM.in Financial Management – Investments.

15. Financial Investment Voucher Folder

- The *Financial Investment Voucher Folder* is maintained and updated by a delegated Finance Officer with all correspondence both inward and outward relating to the investment.
- Each investment will be allocated a section labelled with the investment number.
- The section within the folder will contain all correspondence, confirmation of the term deposit/investment, coupon payment advices etc.
- All correspondence must be filed in TRIM in Financial Management – Investments.

16. Maturity

Once an investment has matured the following may occur:

- a) Rollover the investment – if it is determined that the investment will be rolled over (taking into account Part 7 of this procedure), then the investment will be rolled over and issued with a new investment number. The interest paid and the new investment number will be recorded in the investment register under the number of the investment being rolled over. The new investment number will refer to the previous investment number.
- b) Redeem the investment – Interest paid, principle repaid will be recorded in the investments register.

17. Reports on Council Investments

The Responsible Accounting Officer (RAO) must provide Council with a written report detailing all money that Council has invested. The report must be made up to the last day of the month immediately preceding the meeting. This information must be presented in accordance with [section 625 \(2\) of the Local Government Act 1993](#) and must be presented at each monthly ordinary meeting under the provisions of [Clause 212 of the Local Government \(General\) Regulation 2005](#). This report *must include a certificate as to whether or not the investment has been made in accordance with the Act, the regulations and Council's investment policy*.

18. Independent Investment Advisors

- Any investment advisor or investment dealer acting on behalf of Council must be licensed with the Australian Securities and Investment Commission.
- These third parties are expected to exercise the care, diligence and skill that a prudent person would exercise in managing the affairs of another person.
- This procedure is to be presented to all third parties to ensure that they are delivering appropriately and complying with Council's requirements, including the Ministerial Investment Order.
- The RAO should obtain written confirmation from independent financial advisors that they do not have any actual or potential conflicts of interest in relation to the investments they are recommending or reviewing including that they are not receiving any commissions or other benefits in relation to the investments they are recommending or reviewing.
- Product manufacturers / distributors should be excluded from being appointed investment advisors to Council.

19. Withdrawal of Investments

- In the event that a credit rating of a security, company or body issuing the security falls below the minimum requirement, as set out in the Minister's Order, Council must make all the necessary arrangements to withdraw the deposit as soon as practicable.
- In the case of existing securities (as tabled Part 4) excluded by the recently revised Investment Order, they are to be grandfathered. These investments become ultra vires under the new Investment Order and can continue to be held to maturity, redeemed or sold. Before disposing of these investments Council will seek independent financial advice by an independent investment advisor or dealer licensed by the Australian Securities and Investment Commission (ASIC)(www.asic.gov.au).

20. Annual Review

Investment performance will be reviewed monthly and the outcomes will be reported to Council. The investment policy and procedures will be reviewed annually, or immediately following the release of any OLG Guidelines or Circulatr's aimed at assisting Councils in Developing investment Policy or Procedures. .

LOCAL GOVERNMENT ACT 1993 – INVESTMENT ORDER

(Relating to investments by councils)

I, the Hon. Paul Lynch MP, Minister for Local Government, in pursuance of section 625(2) of the *Local Government Act, 1993* and with the approval of the Treasurer, do, by this my Order, notify for the purposes of section 625 of that Act that a council or county council may only invest money (on the basis that all investments must be denominated in Australian Dollars) in the following forms of investment:

- (a) any public funds or securities issued by or guaranteed by, the Commonwealth, any State of the Commonwealth or a Territory;
- (b) any debentures or securities issued by a council (within the meaning of the *Local Government Act 1993* (NSW));
- (c) mortgage of land in any State or Territory of the Commonwealth (restricted to first mortgages over land with a Loan to Value ratio of no greater than 60%);
- (d) interest bearing deposits with, or any debentures or bonds issued by, an authorised deposit-taking institution (as defined in the *Banking Act 1959* (Cwth)), but excluding subordinated debt obligations;
- (e) any bill of exchange which has a maturity date of not more than 200 days; and if purchased for value confers on the holder in due course a right of recourse against a bank which has been designated as an authorised deposit-taking institution by the Australian Prudential Regulation Authority;
- (f) a deposit with the Local Government Financial Services Pty Ltd
- (g) a deposit with the New South Wales Treasury Corporation or investments in an Hour-Glass Investment facility of the New South Wales Treasury Corporation.

All investment instruments (excluding short term discount instruments) referred to above include both principal and investment income.

Transitional Arrangements

- (i) Subject to paragraph (ii) nothing in this Order affects any investment made before the date of this Order which was made in compliance with the previous Ministerial Order dated 15 July 2005, and such investments are taken to be in compliance with this Order.
- (ii) Paragraph (i) only applies to those investments made before the date of this Order and does not apply to any restructuring or switching of investments or any re-investment of proceeds received on disposal or maturity of such investments, which for the avoidance of doubt must comply with this Order.

Dated this 31st day of July

2008


Hon PAUL LYNCH MP

Minister for Local Government

“Appendix B” – Investment Register

Investment Number	Date Invested	Amount \$	Lodged With	Rate % per annum	Term	Due Date	Interest \$
Details							

Investment Number	Date Invested	Amount \$	Lodged With	Rate % per annum	Term	Due Date	Interest \$
Details							

Investment Number	Date Invested	Amount \$	Lodged With	Rate % per annum	Term	Due Date	Interest \$
Details							

Investment Number	Date Invested	Amount \$	Lodged With	Rate % per annum	Term	Due Date	Interest \$
Details							

Adopted *****

Local Orders Policy for the Keeping of Animals
(Section 159 of the Local Government Act, 1993)



WALGETT SHIRE COUNCIL LOCAL ORDERS POLICY FOR THE KEEPING OF ANIMALS

Adopted *****

Adopted *****

Local Orders Policy for the Keeping of Animals

(Section 159 of the Local Government Act, 1993)

1. INTRODUCTION

This policy seeks to inform the Walgett Shire Community of Council's regulatory powers concerning the keeping of animals in the Walgett Shire Council area. The Orders Policy aims to:

- a) Minimise the incidence of nuisance being caused to persons,
- b) Protect the welfare of companion, farm and other animals,
- c) Protect the welfare and habitat of wildlife;
- d) Minimise the disturbance of, or damage to, protected vegetation, and
- e) Safeguard the environment.

It is well documented that the keeping of companion animals and / or pet animals is usually most beneficial to the well-being of people. Nevertheless, on occasions, complaints are made to Council where animals of an inappropriate kind or number are being kept, or where the animals and their accommodation are not being looked after properly.

It is not intended within this policy to completely regulate the manner in which animals should be kept. It is however necessary that this policy should inform the reasonable limits which apply concerning the maximum number of animals and the circumstances under which they may be kept on the premises.

Responsible ownership is a very important component of nuisance control, therefore this document also contains advice to the animal owner regarding their responsibilities to prevent a nuisance from occurring.

2. SCOPE

This policy applies to animals kept for domestic purposes, as companion animals, pets or for hobby interests in the Walgett Shire Council area including the preserved opal fields.

The principals contained in the prescriptive requirements will also apply to the keeping of animals for commercial purposes, including boarding, breeding, grooming, caring, treatment, training, racing, exhibiting, trading, and selling.

Under NSW Legislation, the keeping of animals for commercial purposes may require Development Consent (approval). Further controls may be applicable under the Walgett Development Control Plan in force at the time. Consent to the establishment of animal establishments or similar may not be permitted where Council considers that the proposal would be detrimental to the amenity of the locality.

This policy relates to Order Numbers 18 and 21 of Chapter 7 of the Local Government Act, 1993.

3. OBJECTIVES

1. To inform the community of the main statutory restrictions and acceptable limits which apply to the keeping of certain animals for domestic purposes.
2. To give guidance and advice to persons as to the keeping of animals for domestic purposes.
3. To establish local standards, acceptable to the community, for the keeping of animals.
4. To publicly notify the circumstances that the Council will consider in determining whether to serve an Order under Section 124 of the Local Government Act 1993 to prohibit, restrict, or in some other way, require action regarding the keeping of animals.

4. PRESCRIPTIVE REQUIREMENTS

The number of animals that may be kept at a premise may not exceed the number shown as appropriate to the specified kind of animal listed in the included table.

The kind of animal that is suitable to be kept at any premises will be determined having regard for the size of the available yard area and the distance to the nearest dwelling or other prescribed building. Certain statutory requirements also apply as noted in the table.

It should not be assumed that animals of all kinds may be kept on premises which are part of a multiple dwelling allotment. Where a dwelling is owned within a strata plan, it will be necessary for the rules of the Body Corporate to be examined for requirements relevant to the keeping of animals.

Animals should be kept in a manner, which does not:

- Create unclean or unhealthy conditions for people or for the animals.
- Attract or provide a harbourage for vermin.
- Create offensive noise or odours.
- Cause a drainage nuisance or dust nuisance.
- Create waste disposal problems or pollution problems.
- Create an unreasonable annoyance to neighbouring residents.
- Cause nuisance due to proliferation of flies, lice, fleas or other pests and parasites.
- Cause neighbouring residents to fear for safety.

Suitable shelter(s) should be provided for all animals. Certain kinds of animals are required to be kept in cages to prevent escape or attack by predators. Generally other animals are to be securely enclosed with adequate fencing to prevent escape.

Certain animal shelters should not be erected or located at premises without the prior approval of Council. Please contact Council's Environmental Services Department for further details.

Design guidelines for the size, layout and construction of animal shelters are produced by the various animal welfare organisations and the Department of Agriculture. These may be adopted from time to time as supplements to this policy.

Local Orders Policy for the Keeping of Animals

(Section 159 of the Local Government Act, 1993)

5. COUNCIL'S POWER TO CONTROL AND REGULATE THE KEEPING OF ANIMALS

Generally, Council's powers to control and regulate the keeping of animals is provided under Section 124 of the Local Government Act, 1993 and the Local Government (Orders) Regulation, 1993.

The Council may in the appropriate circumstances, issue an Order to:

- Prohibit the keeping of various kinds of animals.
- Restrict the number of various kinds of animals to be kept at a premises.
- Require that animals be kept in a specific manner.

The Council may also issue Orders requiring:

- The demolition of animal shelters built without the prior approval of Council.
- The occupier to do or refrain from doing such things as are specified so as to ensure that land or premises are placed or kept in a safe or healthy condition.

It is advised that Council can exercise further controls over animals under the following Acts:

- Companion Animal Act 1998.
- Protection of the Environment Operations Act 1997.
- The Impounding Act, 1993.
- The Food Act, 1989 (prohibits animals to be kept where food is handled for sale).
- Local Government Act 1993

An objection to the provisions of the Local Orders Policy may be made under Section 82 of the Local Government Act 1993 in a particular circumstance. The objection shall be in writing and is to be accompanied by such supporting documentation as is necessary and to include the fee from time to time set by Council.

Several animal societies have adopted a code of conduct for the keeping of particular animals. These are referred to in the table and attached as appendices.

Prior to the construction of any aviary, kennel, or shelter, it is advisable to contact Council to determine if it requires written approval.

6. GIVING ORDERS BY COUNCIL

Upon complaint, Council will inspect the premises and discuss any concerns with the owner / tenant of the premises in question. Additionally, Council may liaise with community representatives with regard to solving the problems.

Where a problem is identified with the keeping of animals and it can not be resolved by consultation, the Council may proceed to issue Notice of Intention to Give an Order.

Normally a person will be given opportunity to make representations to Council prior to a formal Order being issued. In situations where urgency is required, an Emergency Order may be issued without prior notice.

Local Orders Policy for the Keeping of Animals

(Section 159 of the Local Government Act, 1993)

7. TABLE OF REQUIREMENTS

The following table indicates the essential requirements and relevant considerations regarding the keeping of animals.

ANIMAL	MAXIMUM NUMBER (excludes offspring to 3 months of age)	MINIMUM DISTANCE (from certain buildings - See Note A)	APPLICABLE REGULATIONS AND OTHER ADVISORY MATTERS
Dogs	2	Generally 6m Kennels & yards to be 1m from the boundary.	The Companion Animals Act 1998 requires lifetime identification and registration and effective control of dogs at all times. Adequate fencing is essential. The Council may approve requests to keep additional dogs where adequate yard size relative to the size and number of dogs, proper care, and desexing can be demonstrated. Noise reduction must be considered when building kennels.
#Greyhounds (breeding / sale training / racing)	As registered with Council	6m	Council requires every premises to be registered with Council. Inspection of these premises will take place if complaints are received.
#Breeding / selling of animals	As registered with Council	6m	Approval may be required from Council for shelters.
#Boarding	As registered with Council	6m	# These activities are defined as Animal Establishments and require development consent.

Local Orders Policy for the Keeping of Animals

(Section 159 of the Local Government Act, 1993)

ANIMAL	MAXIMUM NUMBER (excludes offspring to 3 months of age)	MINIMUM DISTANCE (from certain buildings - See Note A)	APPLICABLE REGULATIONS AND OTHER ADVISORY MATTERS
Cats Household Pets	2	6 m	All cats are now required to be registered under the provisions of the Companion Animals Act 1998. The keeping of more than 2 cats is not recommended. Desexing, use of identity collars with multiple bells, proper care, restriction of access to outdoors at night will be relevant factors in determining whether more than two cats may be kept at a premises.
Pedigree/Show Boarding (breeding /showing/ selling boarding)	* As registered with Council		Council requires every premise to be registered with Council. Inspection of these premises will take place if complaints are received. Approval may be required from Council for shelters.
# Selling of animals			# These activities are defined as Animal Establishments and require development consent.

NOTES:

- A.** The distances indicated in the third column of the above table are to be measured in metres from the animal yard or enclosure to the nearest dwelling, public hall, school or premises used for the manufacture, preparation, sale or storage of food.
- B.** Animal includes a mammal, bird, reptile, amphibian or fish. It does not include a human being (as defined in the Prevention of Cruelty to Animals Act).
- C.** Schedule 5 of the Local Government (Orders) Regulations, 1999 specifies minimum standards for the keeping of certain animals. Should a person wish to object to the provisions contained in this policy please refer to Clause 5.
- D.** Cages, kennels and any structure for the keeping of animals over 10 m² of floor area and a maximum height of 1.8 metres may be subject to Development Application. Please contact Council's Environmental Services Section for further information.
- E.** No more than 2 types of animals shall be kept at the maximum number for any one property.

Aboriginal Community based Environmental and Waste Management

Project Scope

1. Scope of the project

1.1 Which council(s) is/are the primary beneficiary of the project (i.e. List the eligible councils with less than 10,000 people)? Bourke

1.2 Which council(s) is/are involved in the project?

- Bourke
- Brewarrina
- Walgett

1.3 What is the population of your local government area? 2,868

1.4 What is the source of your population figure? Australian Bureau of Statistics

1.5 Has your council been assessed as fit for the future? No

Project Details

2. Project Details - to be completed by the nominated lead council

2.1 Project Summary

2.1.1 Lead Council Name Bourke

2.1.2 Project Title Aboriginal Community based Environmental and Waste Management

2.1.3 Description of project (up to 250 words)

The NSW Government and the packaging industry's Australian Packaging Covenant have already funded work in Bourke and Enngonia. In 2016 the NSW Government and the Australian Packaging Covenant funded additional work in three more communities. The Waste Aid model consists of two parts, Aboriginal community clean up and waste management infrastructure supply, and establishing Aboriginal Community-based Environmental Management (ACBEM). The program is dependent on integration between Aboriginal community governance and local government, and relies on innovative and cooperative problem solving between the Aboriginal community and its local government authority. Bourke Shire Council has piloted the approach with success in Bourke and Enngonia and we now intend to embed the work in Bourke Shire and expand it to Brewarrina and Walgett Shires. The program is led by Bourke Shire and supported by the voluntary local government waste organisation Netwaste. We are now seeking an innovation grant for implementation of the local government component of this work which requires support for cost neutral clean up of legacy waste in all 5 Aboriginal communities, supply of infrastructure to communities, and employment of Aboriginal waste liaison officers and community environment advisors in all three councils and five Aboriginal communities. We now have significant state, industry and local government support, and we believe that we now have the opportunity to increase Aboriginal community-based waste and environmental health management capacity and to secure long term employment sustainability through state and local government.

2.1.4 Estimated total cost of the project/program \$ 825,000.00

2.1.5 Amount of grant sought \$ 380,000.00

2.1.6 Project Duration

Start date 03-06-2016

End Date 03-06-2017

2.1.7 Date of council resolution endorsing this application 22-02-2016

2.1.8 Please attach each council's resolution to this application. [Resolution 45-Bourke Shire Council FFF.docx](#)

2.2 Lead council contact details

2.2.1 Contact name Dwayne Willoughby

2.2.2 Contact position Manager Environmental Services

2.2.3 Phone 02 6830 8000

2.2.4 Email dwilloughby@bourke.nsw.gov.au

Assessment criteria

3. Assessment criteria

3.1 Community benefit

3.1.1 How will the project contribute to achieving the community priorities - as identified in the council's Fit for the Future improvement plan, the Community Strategic Plan or by other consultative means? (up to 250 words)

Bourke Shire is part of the Far West Initiative and, through the regional voluntary waste group, Netwaste, Bourke, Brewarrina and Walgett Shires are interested in improving waste management in Aboriginal communities in the region. This proposal improves the connections between local Aboriginal communities, local Aboriginal governance bodies, non government organisations and councils to improve waste and environmental self-management and improve coordination and coordination between Councils and communities.

There are 16 Aboriginal communities in the Murdi Paaki Region and all of them are affected by some form of waste service failure. In more remote communities, the waste services are provided by community members, frequently with little or no infrastructure, technical advice or coordination. Community members have limited capacity to deal with complex waste management and environmental health issues. Waste Aid has secured funding to extend its waste management activity and coordination to 5 Murdi Paaki communities. However local government coordination and the links between Aboriginal community and local government support is poor

We are seeking Fit for the Future Innovation fund support to build the capacity in the Aboriginal communities we are partnered with, to implement their own Aboriginal Community-based Environmental Management Program (ACBEM). In short, we want key Aboriginal community members to have the skills and support to work towards sustainable waste management and the participating shires will provide the technical and material support. In addition we are now confident that the State of NSW, through the NSW Environment Protection Authority through its Container Deposit Scheme and NSW Aboriginal Affairs, and the Department of Local Government are working towards institutional reform in this region that will make employment sustainable through recycling revenue and support recycling services for the region.

The region is uniquely places to develop innovative approaches to these issues:

- The Murdi paaki Region has more than 30% of NSW discrete Aboriginal communities (the former Missions and Reserves).
- The Murdi Paaki Region has the highest proportion of Aboriginal people in NSW and NSW has the

largest population of Aboriginal people in Australia.

- The Murdi Paaki Region has more remote and disadvantaged communities than any other region in NSW and more communities with no effective local government waste service.
- The Netwaste area has the largest number of discrete Aboriginal communities (21 communities) of any Voluntary Waste Group.

3.1.2 Outline the community consultation that has occurred on the project. (up to 250 words)

- 1) All participating Aboriginal communities have been consulted (Bourke, Brewarrina, Weilmoringle, Enngonia, Goodooga)
- 2) Bourke and Brewarrina Aboriginal Community Working Party have invited the program to support their communities
- 3) The Murdi Paaki Regional Assembly have been consulted and support the initiative
- 4) Netwaste representing the local government authorities of the north-west region have been consulted and endorse and financially support the work
- 5) Bourke Shire has passed a resolution to lead the initiative and apply for funding on its behalf

3.1.3 What community benefits will be achieved from undertaking the project? (up to 250 words)

The project will provide the Aboriginal communities in Enngonia, Bourke, Brewarrina, Weilmoringle, Goodooga, and Walgett with:

- Clean up of built-up historical waste and illegal dumping in Aboriginal communities
- Provide appropriate waste management infrastructure to communities
- Develop educational and change management materials for use by communities
- Employ Community Environment Advisors (CEA)
- Improved communication, coordination and technical and material support in local government to enhance the waste management and environmental health outcomes in Aboriginal communities in their local government areas.

Funding would provide regional technical support and coordination to all councils and Aboriginal communities in Bourke, Brewarrina and Walgett Shires. The project components, capacity building and support delivered by this part of the project include:

1. Developing Community Based Environmental Management (ACBEM) to increase and support the sustainable self-management of waste and environmental health issues by Aboriginal communities.
2. Employment of Community Environmental Advisors (CEA) to develop better links between Aboriginal communities and councils in waste management and improved environmental health
3. Council technical support to assist and advise communities
4. Implementing community appropriate evaluation and monitoring to put waste and environmental health decision making on a scientific and information
5. Community appropriate education, information and waste infrastructure

3.1.4 Will there be regional benefits from the project? If so, please outline below. (up to 250 words)

There will be regional benefits for both local government and Aboriginal communities. Placing Aboriginal communities on a sustainable footing for waste management is a significant achievement for the region. The issue has been badly managed for a generation across NSW and particularly in remote communities in the far west. At present considerable goodwill exists in both Local Government and the Aboriginal communities of the region to resolve the matter properly. Supporting this initiative will demonstrate and trial new approaches to regional service delivery, not just for Aboriginal communities but for remote communities anywhere in the state. In addition the region currently lacks a recycling service. The NSW Governments proposed changes to Container

Deposit Legislation offer a potential opportunity to improve regional waste management and offer an economic development opportunity for Aboriginal communities. This project coordinating waste management builds capacity in both Local Government and Aboriginal community that can directly lead to recycling and resource recovery.

The regions Aboriginal communities also want to improve the management of their own waste and environmental health issues and this proposal links them with local government backing and technical support but enhances their ability to manage and monitor the problems and get assistance with solutions.

3.2 Innovation and learning

3.2.1 Describe how your project proposes the use of new and more efficient processes, technology and/or way of working? (up to 250 words)

The project represents a significant new approach.

- 1) Local government and Aboriginal communities have not traditionally been effective partners in managing waste and environmental health.
- 2) Local government has not previously had effective support in engaging with Aboriginal communities and problem solving and has been left to work it out on its own.
- 3) Remote communities have special requirements and high-tech resource recovery, recycling and recovery facilities frequently proposed by metropolitan business and government will not work in this region. This project offers an opportunity for appropriate technology, technically supported and able to provide community capacity enhancing solutions that will be developed locally and managed locally.
- 4) The project is much more about developing robust and effective infrastructure and improved coordination and communication and providing technical support for the local ownership of a significant and complex problem which represents a service failure for NSW.

3.2.2 Does your proposal demonstrate a repeatable new approach that could be applied more widely? If so, please describe. (up to 250 words)

The project is designed to solve problems that are common to almost all Aboriginal communities in NSW. There are 62 discrete Aboriginal communities in the state and any solution developed in the north-west will undoubtedly guide service delivery in other areas. The project has already been piloted in Bourke and is currently being evaluated by Ernst and Young. All the Aboriginal communities and local government partners are currently happy with the outcomes of the pilot.

This proposal represents a further expansion and development, and a deeper engagement with local government in the region. We expect the final product to be repeatable, at the very least, in the Netwaste area, but our expectation is it will be repeatable in any discrete Aboriginal community anywhere in the State of NSW.

3.2.3 How will learning from the project be shared? (up to 250 words)

- 1) The project is operating in 3 councils in the Netwaste region. The Netwaste network represents 27 member Councils and the principal role of the network is to share approaches. Netwaste has more Aboriginal communities than any other voluntary local government network.
- 2) The Murdi Paaki Regional Assembly represents 16 Aboriginal communities. All communities are aware of the pilot, and the outcomes of the work will be shared among those Aboriginal communities.
- 3) The program will be overseen by a regional waste management committee made up of both state agencies and local government, and the approach will be shared with relevant state agencies.

3.3 Value for money

3.3.1 How does your proposal represent value for money? (up to 250 words)

1) The project is partially completed in Bourke and Enngonia, all negotiations and communications with both local government and the Aboriginal communities have already been undertaken and other nearby Aboriginal communities and the Aboriginal regional representative body are now in discussions with the project team to expand activity in the region. In short, the setup costs have already been paid for by the State and industry and the NGO.

2) NSW has now allocated additional funds to expand the project to three additional communities Brewarrina, Weilmoringle, Goodooga.

3) Project funds come from the Packaging Industry and NSW State Government and there is a significant in-kind component from the NGO and Bourke Shire and their regional network (Netwaste). The Innovation Fund proposal will leverage that investment to make this a cohesive regional approach.

4) The project is designed to increase service effectiveness and increase Aboriginal community self-management and self-reliance. Its main aim is to reduce long term costs and reduce expensive remedial interventions.

5) The project leverages, and increases the authority and effectiveness of local Aboriginal governance bodies and regional Aboriginal governance bodies and their relationship to Local Government. It also supports continuing skills and capacity development, but at a much lower costs than public service support for these activities.

6) The project will be independently assessed.

3.4 Sustainable Improvements

3.4.1 How will the project help to improve the target councils future performance against the Fit for the Future criteria? (up to 250 words)

Community Benefit

There are clear community and regional benefits to the project and it leads to sustainability and service improvement and better coordination of services. The project is regionally supported and invests in regional capacity.

Innovation and learning

The project delivers new and previously untested approaches in community based waste management and links Local Government to new approaches in remote communities

Value for money

The project leverages considerable existing project based financial support and will leverage that investment to provide for a significant and supported regional outcome

Sustainable improvements

The project is designed to put Aboriginal community waste management on a sustainable footing and to increase self reliance and improve environmental health and reduce outcomes.

Risk management

We have assessed the risks and an independent evaluation has now been contracted

3.4.2 How will the project maintain or improve service quality and promote the long-term sustainability of the services/infrastructure delivered by the target council(s)? (up to 250 words)

There are 16 Aboriginal communities in the Murdi Paaki Region and all of them are affected by some form of waste service failure. In more remote communities, the waste services are provided by community members, frequently with little or no infrastructure, technical advice or coordination. Community members have limited capacity to deal with complex waste management and environmental health issues. Councils in the region have little capacity to support community based approaches.

Waste Aid has secured funding to extend its waste management activity and coordination to 5 Murdi Paaki communities. However we are also seeking supporting Innovation funding to build the capacity in the Councils and Aboriginal communities we are partnered with, to implement their own Aboriginal Community-based Environmental Management Program (ACBEM).

In short, we want key Aboriginal community members to have the skills and support to work towards sustainable waste management and up-skilled Councils will provide the technical and material support. In addition we are now confident that the State of NSW, through the NSW Environment Protection Authority through its Container Deposit Scheme and NSW Aboriginal Affairs, and the Department of Local Government are working towards institutional reform in this region that can make employment sustainable.

- The Murdi Paaki Region has the highest proportion of Aboriginal people in NSW and NSW has the largest population of Aboriginal people in Australia.
- The Murdi Paaki Region has more remote and disadvantaged communities than any other region in NSW and more communities with no effective local government waste service.
- The Netwaste area has the largest number of discrete Aboriginal communities (21 communities) of any Voluntary Waste Group (Map2).

3.5 Capability and capacity

3.5.1 Describe the lead council's previous experience in managing projects of this size and scope. (up to 250 words)

Bourke Shire is experienced waste manager and partner in the Waste Aid pilot projects in Bourke and Enngonia. They have the skills to lead the local government approach through their participation in Netwaste. Bourke Shire Environmental Health staff have taken an active role in delivery of the program and understand its Aboriginal community partnership form of delivery.

Bourke Shire have partnered with Waste Aid to deliver these projects. Waste Aid's experience is listed below:

Waste Aid has extensive previous experience in waste management in Indigenous communities on Warraber Island in the Torres Strait and in the APY lands in South Australia.

We also have two significant projects continuing in NSW, to develop an Aboriginal Waste Strategy for NSW and to conduct trials of new approaches to waste management in Bourke and Enngonia. It is the second project we are now seeking Australian Government support to expand into a Murdi Paaki Regional Program.

Our CEO, Anne Prince, is a veteran of the waste industry and well connected in both the waste and environmental consulting industries. This means we can bring "non-usual" private sector players to the table in support of initiatives. For example, in Bourke and Enngonia, the waste management infrastructure for the community has been donated by Sulo Australia and technical advice has been provided pro-bono by Bankstown Council and Veolia.

Our Program Director, Mark Conlon has extensive experience in senior state government roles in the NSW Western Region, delivering environmental and conservation programs and most recently working in Aboriginal community governance. Mark is well known and trusted in the region and has

held senior roles working with Aboriginal leaders there since 1998. Mark's connections to Aboriginal leadership in western NSW allows us to work collaboratively with Aboriginal communities in a deeper and more consistent way than most other organisations.

The Waste Aid Board has committed to become an Aboriginal organisation and now has three Aboriginal Board members, and within 6 months will appoint an Aboriginal chair and proceed to 50% Aboriginal staffing.

While Waste Aid is a small organisation, it places itself in a facilitation and coordination role with other partners who have the capability to deliver. Waste Aid does not seek to do the work itself, it project manages and facilitates partners and invests significantly in the Aboriginal community governance organisations ability to lead and advocate. We are embedded with the Aboriginal community and use our technical skills and contacts to bring partners in, rather than working in the community doing things for them.

3.5.2 Is the lead council able to manage all aspects of the project No

3.5.3 Will there be any reliance on third parties? Yes

3.5.4 How will any third parties be managed to ensure the project is delivered? (up to 250 words)
A management committee representing all the parties has been established for the pilot project and currently oversights and coordinates the work. Under the expanded proposal this committee will be enhanced to cover the additional Councils. Netwaste will chair the committee and direct work and Bourke Shire will provide secretariat support and funds management.

On the Aboriginal community side, the Murdi Paaki Regional Assembly will act as oversight body and consultative mechanisms. All communities are members of the Assembly. The Murdi Paaki Young Leaders Group will provide the Community Environment Advisers.

There will be cross representation on the Netwaste chaired management committee from the Murdi Paaki Regional Assembly to ensure communications.

3.6 Risk management

Outline the risks associated with implementing the project and the strategies you will use to minimise or manage these risks.

3.6.1 Risk

Risk

1. Commitments from stakeholders for project duration
2. Budget does not meet project requirements
3. Project does not keep to schedule
4. Inappropriate services
5. Services not used by the local Community
6. Lack of waste knowledge within community

Strategies to minimise or manage

1. Ensure formal agreement between parties, and good communication protocols established
2. Detailed project planning and budget estimates on all components.
2. Monthly budget reconciliation
2. Seek external long term funding and wage subsidy for recycling service
3. Detailed project planning and budget estimates on all components.

4./5. Ensure services, systems and resources are developed in consultation with community for the community with external assistance and support

6. Ensure community are aware and understood by all members by building in ownership within the community.

Capacity building of CEA and BACWP through meetings, sharing information, attendance at conferences

3.7 Agreed collaboration

3.7.1 List all relevant partners and sponsors (if any) to be involved in your proposed project/proposal. (up to 250 words)

Local Government Partners

Bourke Shire

Netwaste

Aboriginal Organisation Partner

Murdi Paaki Regional Enterprise Corporation

State Agency Partners

Environment Protection Authority

NSW Health

Rural Fire Service

3.7.2 Please attach written agreements with partners where applicable. [Service Level agreement master v1 .pdf](#)

Implementation

4. Implementation of the project

4.1 Action plan

Download, complete and submit the following action plan template: [Action Plan Template](#)

Please note that file upload size is limited to 10MB per uploaded file.

Attachment 1: Action Plan [innovation-fund-action-plan-template.doc](#)

4.2 Budget

Please download and complete the project budget template in MS Excel format here: [Project Budget Template](#)

Please note that file upload is limited to 10MB per uploaded file.

Attachment 2: Project Budget [Innovation Fund Budget.docx](#)

4.3 Monitoring and evaluation

4.3.1 How will the lead council monitor and evaluate the project plan (eg who is responsible, how will the project be monitored and progress reported on key actions and milestones? (up to 250 words)

Waste Aid and Netwaste will monitor the project via a Technical Advisory Panel

The Technical Advisory Panel will act as the Project Board and Netwaste and Waste Aid will act as the project managers

The program will be evaluated using the Ernst and Young, Social Return on Investment (SROI) evaluation approach developed for Waste Aid as part of its Bourke and Enngonia pilots

Litter will be monitored using the EPA litter check methodology

A waste management baseline will be assessed by Netwaste prior to the project's implementation