



ATTACHMENTS

ORDINARY MEETING AGENDA

THURSDAY, 28 JULY 2022

~ REFERENCE TO ATTACHMENTS ~

Action

Page Number

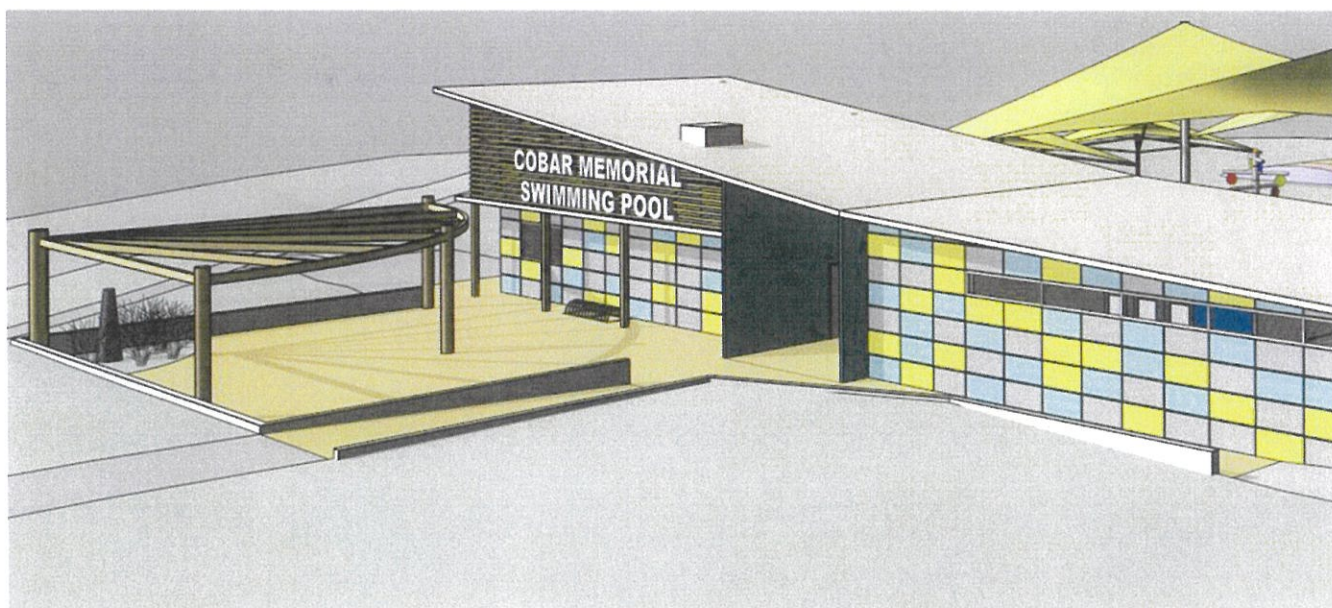
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COBAR MEMORIAL SWIMMING POOL - UPGRADE **BUSINESS CASE**



COBAR SHIRE COUNCIL
VERSION 2
18 JULY, 2022

KEY PROPOSAL DETAILS

PROPOSAL INFORMATION	
Proposal name	Cobar Memorial Swimming Pool Upgrade
Lead proponent (e.g. council)	Cobar Shire Council
Lead proponent ABN	
Proposal partners	
LEAD CONTACT	
Name	
Position	
Phone	
Email	
Fax	
Address	
PROPOSAL SCOPE	
Proposal summary for publication	Cobar Memorial Swimming Pool upgrade aims to increase visitations, improve accessibility and provide a fit-for-purpose modern facility. The upgrade includes the delivery of a new entry, kiosk, amenities, new toddlers pool and staff facilities. Visitation levels are forecast to increase to 30,000 attendees per year due to improved facility quality and service offerings.
PROPOSAL LOCATION	
Proposal address	
Local government area	
NSW electorate	
Federal electorate	
SUPPORTING INFORMATION	
Attachments <i>Please list out all supporting information provided</i>	1. Concept plans 2. Cost Estimate 3. Cost-Benefit Analysis

DOCUMENT INFORMATION

Document Summary Information	
Version	2.0
Version Release Date	July 2021
Document Security	N/A

Document History			
Version	Amendment	Amendment Date	Amended by
1	V1 Business Case	1 July, 2022	
2	Minor proofread changes	18 July, 2022	Simon Haire
2.1	Add updated images	20, July 2022	Simon Haire

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1 EXECUTIVE SUMMARY

Sport, recreation and community infrastructure lie at the core of active, healthy and prosperous communities. These centres drive community growth, build cultural and social diversity, improve health outcomes through increased participation in sporting and community activities, and enable opportunities for broader business and economic activity.

The Cobar Memorial Swimming Pool was constructed in 1962. The complex had a partial upgrade in 2007 which was undertaken by 'Swimplex' which focussed on the pools. No significant upgrade was made to the surrounds or plant rooms.

The upgrade to Cobar Memorial Swimming Pool development has been under consideration for a number of years and Council has subsequently undertaken a number of activities to inform the project:

Activity	Comment
Consultation	Council has undertaken significant levels of consultation with various State & Local Government agencies, local community briefings with relevant stakeholders, tenants, residents, operators and the wider LGA.
Condition Assessment	A condition and fit-for-purpose assessment identified a number of areas that require urgent and significant upgrading to meet modern expectations and regulations.
Operational Assessment	An independent assessment of the viability of the centre and an operational forecast has been prepared to inform decision making on current and future options.
Concept Plans	Concept plan options have been prepared with associated cost estimates to address asset conditions, community expectations and operational needs.

The subsequent objectives of the project are to provide a public swimming facility in Cobar which supports participation in a range of appropriate aquatic activities and provide a public swimming facility in Cobar with fit-for-purpose facilities that optimises operating costs and improves accessibility and safety outcomes.

Subsequently the three key rationale for investment include:

1. Customer and stakeholder satisfaction with the facility and access improvements
2. Improved health benefits
3. Improved financial viability of the Cobar Memorial Swimming Pool

The preferred option includes the delivery of a new entry, kiosk, amenities, new toddlers pool and staff facilities. Visitation levels are assumed to increase to 30,000 attendees per year due to improved facility quality and service offerings.

Cobar Shire Council have committed to fully fund the cost of ongoing operations and maintenance. The estimated capital cost is \$3,016,749 (exc GST) with the preferred option forecast to increase attendance levels and a subsequent overall operating improvement through a decreased deficit of \$30,750 per annum compared to the base case (current facility).

2 CASE FOR CHANGE

2.1 BACKGROUND

2.1.1 Objective

The objective of the project is to provide a public swimming facility in Cobar which supports participation in a range of appropriate aquatic activities and provide a public swimming facility in Cobar with fit-for-purpose facilities that optimises operating costs and improves accessibility and safety outcomes.

2.1.2 Targeted Outcome

The targeted outcomes align with the key rationale for investment including:

1. Increased customer and stakeholder satisfaction with the facility
2. Significantly improved access provisions
3. Increased attendance levels with supporting diversity of usage
4. Improved community health benefits
5. Improved financial viability

2.1.3 Existing Cobar Memorial Swimming Pool

The pool originally opened in 1962 and had a major refurbishment in 2007.

The swimming pool complex consists of:

- Outdoor 7 lane 50m Pool
- Program pool
- Wet splash play area
- Waterslide
- 1m Diving Board
- Undercover family BBQ / play area and numerous shade structures



Cobar Memorial Swimming Pool Upgrade

2.1.4 Operational Summary

Season and Operating Hours

- October & March: Monday-Friday: 6am to 8am and 10am to 6pm; Saturday-Sunday and Public Holidays: 10am to 7pm.
- November & February: Monday-Friday: 6am to 8am and 10am to 7pm; Saturday-Sunday and Public Holidays: 10am to 7pm.
- December & January: Monday-Friday: 6am to 8am and 10am to 8pm; Saturday-Sunday and Public Holidays: 10am to 8pm.

ONE OFF ADMISSION

CHILD 3 AND UNDER*	FREE
CHILD 4-17YEARS	\$3.00
AGED PENSIONER**	FREE
ADULT	\$5.50
SPECTATOR***	\$3.00
NON-SWIMMING PARENT	FREE
SCHOOL GROUP pp****	FREE
COUNCIL FUNCTION	\$2.00

FULL SEASON PASSES

CHILD 4-17YEARS	\$80.00
ADULT	\$150.00
FAMILY per Medicare Card	\$300.00
2 WEEK PASS - ADULT	\$50
(Jan & Dec) - CHILD	\$30

HALF SEASON PASSES

AVAILABLE FROM THE 1ST FEBRUARY

CHILD 4-17YEARS	\$40.00
ADULT	\$75.00
FAMILY per Medicare Card	\$150.00

Cobar Memorial Swimming Pool attendance fluctuates season to season and, like all pools, recent seasons have been impacted by COVID-19. The facility hit a peak of visitation in 2017/18 at over 33,000 visits. Visitation for the past four seasons is shown in the table below.

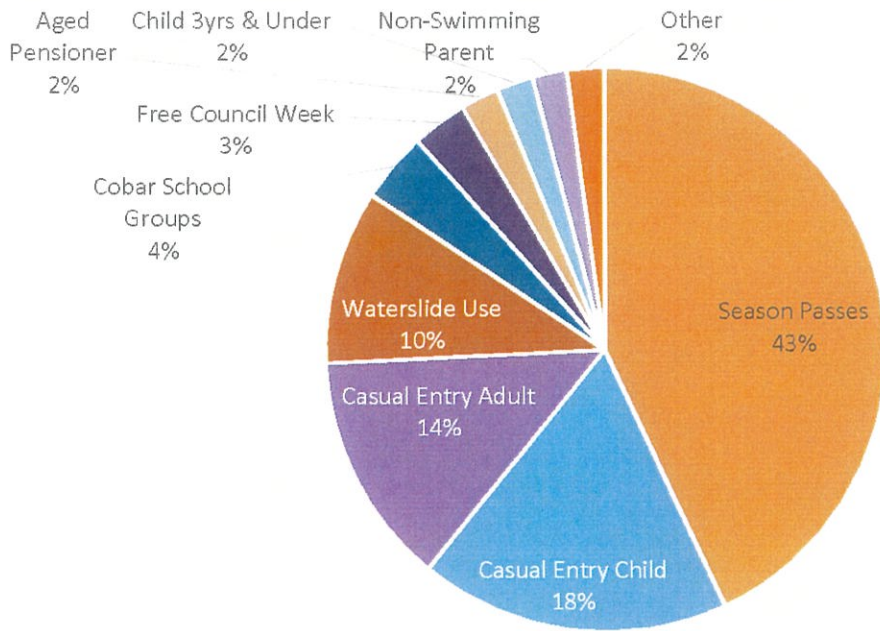
Table 1 - Recent Annual Attendance

Year	Attendance
2017/18	33,547
2018/19	26,904
2019/20	15,737
2020/21	21,751

The current centre management advised that 25,000 is a realistic estimate of 'typical' annual visitation. This equates to over five visits per head of population.

The following figure shows the visitation breakdown for the last completed season (2020/21).

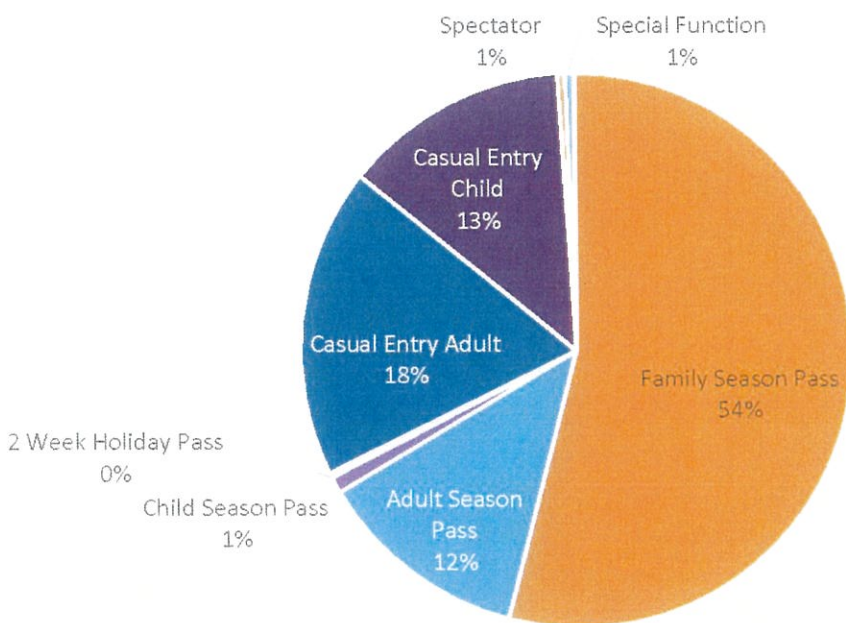
Figure 1 - Visitation Breakdown



This shows that the largest proportion of visits is made up of season pass holders.

Revenue for the facility includes general entry (\$90,000), programs (\$20,000) and kiosk sales (\$90,000). The following figure shows the breakdown of revenue by type.

Figure 2 - General Entry Revenue Breakdown



Season passes make up 67% of all entry income compared to being 43% of all visitation.

Council currently operates the facility via a contract with a third-party provider. Under this model there is a split between expenditure sharing as shown in the table below:

Table 2 - Annual Expense Items

Exp Items	Responsibility	Annual Allowance	Budget
Utilities	Council	\$	90,000
Major Maintenance	Council	\$	25,000
Capital Maintenance	Council	\$	40,000
Plant	Council	\$	12,000
Staff	Contractor	\$	198,000
Chemicals	Contractor	\$	18,000
Minor Maintenance	Contractor	\$	5,000
Business Exp	Contractor		N/A

2.2 RATIONALE FOR INVESTMENT

As previously noted, the objectives of the project are to provide a public swimming facility in Cobar which supports participation in a range of appropriate aquatic activities and provide a public swimming facility in Cobar with fit-for-purpose facilities that optimises operating costs and improves accessibility and safety outcomes.

Subsequently the three key rationale for investment include:

1. Customer and stakeholder satisfaction with the facility and access improvements
2. Improved health benefits
3. Improved financial viability of the Cobar Memorial Swimming Pool

Note that all key rationales were quantified and incorporated within the Cost Benefit Analysis (attachment 3)

2.2.1 Customer Satisfaction with the Facility and Access Improvements

As noted previously the original facility was constructed in 1962. The complex had a partial upgrade in 2007 which was undertaken by 'Swimplex' which focussed on the pools. No significant upgrade was made to the surrounds or plant rooms.

A condition and fit-for-purpose assessment has identified the following areas that require significant improvement to meet current and future customer needs:

Table 3: Condition assessment key conclusions

Area	Fit for Purpose Issue
Main Pool	The main pool is beyond its economic life (Myrtha lining ten years of age) with chipped and failed to seal tiling which is dated and indicating a requirement for a general refurbishment.
Main Building	There is no roofing over main building including toilet / change room / shower area, which on frequent hot days the area becomes too hot use.
Kiosk	The kiosk is limited in size and has no food preparation area and is difficult to clean.
Storage	There is insufficient site storage
Disability Access	Disability access, including showering facilities and the accessible toilet and parent change room (combined) are currently out of the way and therefore presents a non-inclusive perception within the community.

Specific reference is made to the alignment of Councils Delivery Plan - Strategy 1.6.4:

Provide and maintain safe and serviceable public facilities and infrastructure, specifically improve disability access to Council buildings and facilities to improve their accessibility by older people and people with a disability.

2.2.2 Health Benefits

The health benefits generated by meeting or exceeding physical activity guidelines and playing sport are well documented. These benefits can be grouped into the following broad categories:

- (a) improved physical health – with benefits including increased energy and stamina, stress relief, improved endurance, reduced tiredness increasing mental alertness, weight maintenance and reduction, cardiovascular fitness, and improved sleep^{1 2}.
- (b) reduced risk of chronic and acute disease – with one large study finding “*there is irrefutable evidence of the effectiveness of regular physical activity in the primary and secondary prevention of over 25 diseases including cardiovascular disease, diabetes, cancer, hypertension, obesity, depression and osteoporosis.*”³
- (c) improved mental health – several studies⁴ show that physical activity, performed at a frequency, intensity, and duration which is substantially less than that required for the development and maintenance of cardiorespiratory and muscular fitness, generates significant mental health benefits including reducing the risk of future depressive illness.
- (d) improved education and productivity outcomes as a result of increased physical activity.



Reduced risk of chronic disease, dementia and falls



Improved mental health and well-being and volunteering benefits



Improved education and employment outcomes

There are numerous other benefits which are supported by a strong evidence base but which will require further research to quantify, including:



Increased levels of trust



Reduced anti-social behaviour



Increased social connectivity, inclusivity and participation



20% increase



Increased community, personal identity, and participation

Source: KPMG, 2018, Social Value of Sport and Recreation

Studies⁵ show interventions to increase physical activity are most effective when they alter the underlying variables that influence physical activity. Literature reviews^{6 7} on the impact of the ‘physical environment’ shows access to facilities, satisfaction with facilities, safety around the facility, access to exercise equipment and frequently observing others exercise are important factors in increasing physical activity. A study⁸ found those with easy access to sports facilities were 1.16 times more likely to participate in physical activity than those without easy access to sports facilities.

¹ <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC1470658>

² <https://www.who.int/news-room/fact-sheets/detail/physical-activity>

³ Warburton, D. E. R., and Bredin, S. S. D. (2018). “Lost in translation: what does the physical activity health evidence actually tell us?” in *Lifestyle in heart health and disease*. eds. R. R. Watson and S. Zibadi (London, UK: Academic Press), 175–186.

⁴ https://www.researchgate.net/profile/Peter-Reaburn/publication/269598423_The_mental_health_benefits_of_regular_physical_activity_and_its_role_in_preventing_future_depressive_illness/links/5539aa010cf226723aba31ea/The-mental-health-benefits-of-regular-physical-activity-and-its-role-in-preventing-future-depressive-illness.pdf

⁵ Trost, et al, 2002, Correlates of adults’ participation in physical activity: review and update, accessed from https://www.researchgate.net/profile/Stewart-Trost/publication/11001088_Correlates_of_adults'_participation_in_physical_activity_Review_and_update/links/57031b3808aea09bb1a3089f/Correlates-of-adults-participation-in-physical-activity-Review-and-update.pdf

⁶ Owen, Leslie, Salmon and Fotheringham, 2000. Environmental determinants of physical activity and sedentary behaviour. *Exercise Sport Science Review* 28:153–158.

⁷ Choi et. A, 2017, Correlates associated with participation in physical activity among adults: a systematic review of reviews and update. Accessed at <https://bmcpublihealth.biomedcentral.com/articles/10.1186/s12889-017-4255-2>

⁸ <https://bmcpublihealth.biomedcentral.com/articles/10.1186/s12889-016-3574-z>

There is substantial cross-sectional evidence and some longitudinal research which indicates that the proximity recreational facilities (e.g., parks, fitness centres) is associated with increased physical activity. In fact, a major study in Australia found there is statistically significant positive relationships between the level of participation and the level of provision of sport facilities in each Local Government Area⁹. This study noted the influence of certain types of sport infrastructure varies between age groups. For example, the availability of swimming pools is important during childhood and adolescence.

Research shows that the geography of sport is not only about where sport venue built-forms are located. It is also about what types of sport infrastructure are available and the capacity and quality of sport facilities. These factors along with other supporting structures and facilitators, are very important in determining participation / visitation to those facilities. Study results¹⁰ show that the availability of sport infrastructure, regardless of individual socio-economic conditions, increases sport /physical activity significantly.

Participation and physical activity

In Australia 14.8% of adults participate in swimming (2,948,880) and just over 30% of children participate in swimming which makes swimming the most popular sport in the nation. The average swimmer spends 4 hours per week swimming and AusPlay survey data also shows there is a potential opportunity to increase swimming participation by 26% in the next 12 months by attracting those considering swimming and those at risk of dropping out or that have dropped out.

In 2017, 53% of adults in Western NSW reported undertaking insufficient activity, which was the highest level in NSW and 27% higher than the NSW average¹¹. However, Cobar LGA achieves an average of 5 visits per annum to the CSMP per resident, which is higher than the NSW average of 4.4 visits per resident. This highlights that in a region with higher than average levels of physical inactivity, swimming attracts more participants than the NSW average. As participation in swimming in Cobar LGA is strong facility improvements will also be important to retain current participants and attract new participants to help reduce higher than average levels of unhealthy physical inactivity.

The upgrades will help improve physical health in the community through increased participation in swimming

Australian society bears a cost for each person that is physically inactive due to lower life expectancy, increased medical expenditures and increased absenteeism. However, a weekly swim is enough to take most people out of the physically inactive category¹².

A visit to an aquatic facility creates an economic benefit, due to improved health outcomes and consequent reductions in health spending and absenteeism. The majority of this benefit is derived from persons currently in the no activity level into low activity level.

The upgrades will support increased physical activity resulting in improved mental health outcomes

This project includes the mental health benefits resulting from the upgrades supporting increased participation in physical activity in the community where mental health disorders and high levels of stress are prevalent. Almost half (45.4%) of Australian adults have, at some point in their lifetime, experienced a mental health disorder and almost one in five Australians will experience a mental health disorder each year. The prevalence of mental disorders is often highest in youth and young adults with around one in four (26.4%) of people aged 16 – 24 experiencing a mental disorder¹³. The Western NSW Primary Health Needs Assessment identified mental health as one of the top 10 health priorities in the region.

Engaging in physical activity improves the mental wellbeing of participants, with many studies showing that physical activity improves mental health by improving cognitive function and self-esteem and reducing

⁹ <http://www.sportandrecreationsspatial.com.au/resources/2017%20Facility%20ANZJPH.pdf>

¹⁰ <https://www.tandfonline.com/doi/abs/10.1080/16184740802571377>

¹¹ https://www.wnswphn.org.au/uploads/documents/corporate%20documents/Western%20NSW%20Primary%20Health%20Network%20Health%20Needs%20Assessment%202019-2022_FINAL_upload.pdf

¹² Barnsley, P. Peden, A. Scarr, J. (2017) Economic Benefits of Australia's Public Aquatic Facilities, Royal Life Saving Society – Australia, Sydney

¹³ Australian Bureau of Statistics, 2010, Year Book Australia, 2009-10, Feature Article Mental Health.

negative moods, anxiety, and depression¹⁴. Other studies found physical activity helped improve mental wellbeing by alleviating symptoms like low self-esteem, social withdrawal, anxiety, and depression¹⁵. Additional mental wellbeing benefits of physical activity include social interaction, self-efficacy, and lower levels of distraction.¹⁶

The upgrades will support increased physical activity resulting in increased productivity and improved educational outcomes

Physical activity is associated with improved affective experience and enhanced cognitive processing¹⁷. Executive function and brain health underlie academic performance. Basic cognitive functions related to attention and memory facilitate learning, and these functions are enhanced by physical activity and higher aerobic fitness¹⁸. A study found that time spent engaged in physical activity is related not only to a healthier body but also to a healthier mind¹⁹. A single bout of moderate-intensity physical activity, such as swimming, has been found to increase neural and behavioural functions associated with the allocation of attention to a specific cognitive task²⁰. Findings from several studies suggest there is a relationship between exercise and academic performance through a dose-response association, suggesting that the more components of physical fitness (e.g., cardiovascular endurance, strength, muscle endurance) considered acceptable for the specific age and gender that are present, the greater the likelihood of successful academic performance^{21 22}.

The upgrades and subsequent targeted increase in utilisation will reduce risk and incidence of drowning

A study examining unintentional drowning by remoteness in Australia found rural populations are proportionately overrepresented in drowning statistics²³. Globally, drowning is the leading cause of unintentional injury death among children²⁴. Drowning is preventable provided people have and apply appropriate knowledge, skills, and attitudes²⁵. Four major strategies have been proposed for preventing child drowning: supervision, restricting access, improving aquatic competencies, and improving cardiopulmonary resuscitation (CPR). Restricting access to bodies of water, particularly swimming pools, is effective in reducing drowning. However, one of the challenges in drowning prevention is protecting those children who evade the barrier or for water bodies where it is challenging to restrict access such as rivers. For such situations aquatic competencies have been proposed to provide children with skills and knowledge to keep themselves safe or remove themselves from danger²⁶.

¹⁴ Callaghan P.. Exercise: a neglected intervention in mental health care? *J Psychiatric Mental Health Nursing*. 2004

¹⁵ Guskowska M.. Effects of exercise on anxiety, depression and mood, *Psychiatry Poland*. 2004

¹⁶ Peluso MA, Andrade LH.. Physical activity and mental health: the association between exercise and mood. *Clinics*. 2005

¹⁷ Hogan CL, Mata J, Carstensen LL. Exercise holds immediate benefits for affect and cognition in younger and older adults. *Psychol Aging*. 2013 Jun;28(2):587-94. doi: 10.1037/a0032634. PMID: 23795769; PMCID: PMC3768113.

¹⁸ Committee on Physical Activity and Physical Education in the School Environment; Food and Nutrition Board; Institute of Medicine; Kohl HW III, Cook HD, editors. *Educating the Student Body: Taking Physical Activity and Physical Education to School*. Washington (DC): National Academies Press (US); 2013 Oct 30. 4, Physical Activity, Fitness, and Physical Education: Effects on Academic Performance.

¹⁹ Hillman CH, Erickson KI, Kramer AF. Be smart, exercise your heart: Exercise effects on brain and cognition. *Nature Reviews Neuroscience*. 2008;9(1):58–65

²⁰ Hillman CH, Pontifex MB, Raine LB, Castelli DM, Hall EE, Kramer AF. The effect of acute treadmill walking on cognitive control and academic achievement in preadolescent children. *Neuroscience*. 2009;159(3):1044

²¹ Grissom JB. Physical fitness and academic achievement. *Journal of Exercise Physiology Online*. 2005;8(1):11–25

²² London RA, Castrechini S. A longitudinal examination of the link between youth physical fitness and academic achievement. *Journal of School Health*. 2011;81(7):400–408

²³ Taylor, DH, Peden, AE, Franklin, RC. Next steps for drowning prevention in rural and remote Australia: A systematic review of the literature. *Aust J Rural Health*. 2020; 28: 530– 542

²⁴ Royal Life Saving. *Royal Life Saving Society—Australia (2018) Royal Life Saving National Drowning Report 2018*; Royal Life Saving; Sydney, Australia, 2018.

²⁵ Leavy, J.; Crawford, G.; Franklin, R.; Denehy, M.; Jancey, J. Drowning. In *The International Encyclopedia of Public Health*, 2nd ed.; Oxford, Academic Press: Cambridge, MA, USA, 2017; pp. 361–365.

²⁶ Wallis, B.A.; Watt, K.; Franklin, R.C.; Taylor, M.; Nixon, J.W.; Kimble, R.M. Interventions associated with drowning prevention in children and adolescents: Systematic literature review. *Inj. Prev*. 2015, 21, 195–204

2.2.3 Improved financial viability of the Cobar Memorial Swimming Pool

The Design and Viability Assessment for Cobar Memorial Swimming Pool forecasts the upgrades to the facility will increase the amount of revenue generated for Council. The forecast revenues under each of the scenarios is detailed in Table 7.

A summary of operating costs and revenues (without inflation) is shown in Table 4.

Table 4: Forecast revenue and costs (first year of operation)

	Business as usual (Base Case)	Scenario 1: Upgrade	Scenario 2: Upgrade plus indoor pool
Revenue			
General Aquatic	\$90,000	\$103,500	\$124,200
Aquatic Programs	\$20,000	\$22,000	\$27,500
Café + Merchandise	\$90,000	\$108,000	\$129,600
Total income from operations	\$200,000	\$233,500	\$281,300
Expenses from continuing operations			
Staff Costs	-\$198,000	-\$198,000	-\$297,000
Management Fee	-\$30,000	-\$30,000	-\$60,000
Operating Costs	-\$60,000	-\$53,750	-\$64,750
Cost of Goods	-\$45,000	-\$54,000	-\$64,800
Utilities	-\$90,000	-\$90,000	-\$157,500
Total expenditure from operations	-\$423,000	-\$425,750	-\$644,050

Source: Facility Design Group, Xypher Sport and Leisure

2.3 STRATEGIC ALIGNMENT

The proposed upgrade to Cobar Memorial Swimming Pool has been assessed from a strategic alignment perspective against key strategic frameworks:

Australian and NSW Government policies and strategies

The table below outlines how the upgrade to Cobar Memorial Swimming Pool address's themes or requirements of each of the key Commonwealth, NSW Government and Local Government policies or strategic directions.

Table 5: Strategic alignment

Organisation	Strategy/ Plan/ Policy	Upgrade to Cobar Memorial Swimming Pool Strategic Alignment
Commonwealth Government	AusSport / AusPlay National Sport Plan / Sport 2030 Our vision for Australian sport in 2030 Australia is the world's most active, healthy sporting nation, known for its integrity and excellence. The Australian Government has a clear and bold vision for sport in Australia — to ensure we are the world's most active and healthy nation, known for our integrity and sporting success.	The upgrade to Cobar Memorial Swimming Pool will help to ensure we have a diverse and inclusive sport and physical activity sector that supports more Australians to be more active more often, creating a stronger and healthier Australia whereas many people as possible see and feel the benefits of sport and physical activity through every stage of their lives. Future generations will be more physically active and better prepared with the skills and knowledge to live healthy, active lives. Sport and physical activity organisations are connected into other sectors such as health, education and infrastructure to tackle challenges such as physical inactivity and leverage sport for social benefits; barriers will be reduced, allowing greater access to sporting facilities and infrastructure for all Australians no matter where they live.

Organisation

Strategy/ Plan/ Policy

Upgrade to Cobar Memorial Swimming Pool Strategic Alignment

Commonwealth Government

Australian Sports Commission – The Future of Australian Sport

The development of the upgrade to Cobar Memorial Swimming Pool acknowledges and caters for two of the identified megatrends, More than Sport and Everybody's Game.

The document "The Future of Australian Sport" outlines the ASC's vision for where sport in Australia is headed over the next 30 years. Six "megatrends", or important patterns of economic, social and/or environmental change, which will shape the direction of the Australian sports industry are identified.

- a. More than Sport is a megatrend around the idea that sport has a broad range of benefits. These include benefits to mental and physical health, crime prevention, social development and international cooperation. In particular, the ASC mention the importance of sport in reducing the obesity/overweight rate and achieving social inclusion, in line with the objectives with the upgrade to Cobar Memorial Swimming Pool.
- b. Everybody's Game is the megatrend around the idea that sport will have to become ever more inclusive as diversity in Australia continues to increase. Demographics are changing, in terms of both race and age, and sporting organisations will need to adapt in order to retain strong participation rates. They also emphasise the importance of participation by people who have a disability. The upgrade to Cobar Memorial Swimming Pool aims to be a "future-proof" development, with demographic change being one of the key changes that the centre aims to have the capacity to adapt to. There is also an emphasis in the development in better including those with disabilities.

NSW Government

NSW State Infrastructure Strategy

The upgrade to Cobar Memorial Swimming Pool contributes to the delivery of this priority by:

"Deliver targeted upgrades to the State's cultural, sporting and environmental infrastructure to drive growth in the visitor economy, realise the economic and social benefits of strong cultural and sporting sectors, and support local participation, creativity and liveability".

- Increasing participation in local sporting events;
- Creating opportunities to engage across cultural and under-represented community groups;
- Events, recreation and socialisation options, cultivating stronger community cohesion.

NSW Government

Her Sport Her Way

The four-year strategy aims to build a stronger sport sector where women and girls are valued, recognised and have equal choices and opportunities to lead and participate. It provides a clear role for the NSW Government to work with the sector and new partners in innovative ways to shape the future of women's sport

The upgrade to Cobar Memorial Swimming Pool has a strong alignment to the Her Sport Her Way strategy with specific reference to the Four Pillars:

1. Increase the number of women and girls playing sport
2. Lead, guide, inform and invest in the provision of sport facilities that support women and girls
3. Maximise investment in women's sport across the sporting sector, corporate sector, media, social media and government
4. Support the sector to increase the number of women in leadership positions on and off the field, and develop inclusive sporting cultures

There is specific alignment to the following initiatives:

Target Initiative 1.1 Reduce barriers to participation and create innovative, inclusive sport experiences that reflect what women and girls want

Target Initiative 2.1 Improve places and spaces across the sport facility hierarchy to better support women and girls.

- Plan and provide for Female Friendly (FF) facility investment across NSW
- Develop a NSW Sport Infrastructure Strategy which has a focus on supportive environments for women and girls
- Develop a suite of FF tools including principles, design guidelines and access templates
- Work collaboratively across the facility hierarchy

Target Initiative 3.2 Use new and innovative approaches to generate funding that taps into corporate value alignment with women's sport and societal benefit

- Explore a consortium approach to facilitate partnerships with the corporate sector

Target Initiative 3.4 Attract national and international women's events to NSW to leverage investment opportunities and drive positive legacy

- Secure funding and support for upcoming international events
- Work closely with NSOs/SSOs/clubs to better align and maximise event legacy opportunities

Target Initiative 4.3 Develop the NSW Female Coaches Framework to attract, develop and retain female coaches across all levels of sport

- Engage key partners in the development of a framework to address the barriers to participation for female coaches from community through to high performance sport
- Develop a targeted 'awareness to action' campaign to inspire women and girls to coach
- Implement initiatives to attract, develop, retain and progress high performance female coaches

Organisation**Strategy/ Plan/ Policy****Upgrade to Cobar Memorial Swimming Pool Strategic Alignment****NSW Government**

Office of Sport Strategic Plan 2020-2024

The Office of Sport aims to increase the levels of physical activity of the people of NSW by providing the leadership, policies, programs, funding and infrastructure necessary to enable higher rates of participation in sport and active recreation.

The upgrade to Cobar Memorial Swimming Pool aligns to the Vision of the OoS Strategic Plan: Sport and active recreation creating healthier people, connecting communities and making a stronger NSW. Specific outcomes of the strategy that align include:

- Increase the percentage of adults and children participating regularly in sport and active recreation.
- Improve participant retention across all age groups for sport and active recreation.
- Increase participation in sport and active recreation for populations under-represented in participation including females, Culturally and Linguistically Diverse (CALD) communities, people with a disability and Aboriginal and Torres Strait Islanders (ATSI).
- Increase the number and proportion of fit-for-purpose sport and active recreation facilities across NSW.
- Increase accessibility to sport and active recreation facilities for everyone.
- Increase the availability and use of multi-purpose facilities.
- Increase the number of facilities designated for outdoor recreation.
- Increase the capability of the sector to create fair, safe and inclusive environments for everyone, including children.
- Increase the contribution from partners and stakeholders for Office of Sport programs.

National Heart Foundation

Blueprint for an Active Australia

Sport and active recreation contribute positively to the development of confidence and social skills, social inclusion, community development, health and wellbeing, diversion from antisocial behaviour and improved self-esteem and health-related quality of life in children and youth. Additional benefits for children include improved fundamental movement skills and physical fitness.

Organisation**Strategy/ Plan/ Policy****Upgrade to Cobar Memorial Swimming Pool Strategic Alignment****Cobar Shire Council**

Delivery Program

The upgrade to Cobar Memorial Swimming Pool aligns to the Delivery Program through a number of key program deliverables/ focus areas:

- 1.1 Strong coordination between government agencies, Council and NGOs to ensure efficient service delivery, avoid duplication of services and build the capacity of the community.
- 1.2.2 A greater range of youth activities are organised and coordinated.
- 1.3.3 Have family orientated activities to encourage families to socialise in the community
- 1.4.1 Encourage business and volunteer support for local events, organisations and Activities
- 1.5.2 Increase the use of Council owned and other sporting and recreational facilities across the community
- 1.6.4 Provide and maintain safe and serviceable public facilities and infrastructure. Specifically improve disability access to Council buildings and facilities to improve their accessibility by older people and people with a disability.
- 2.2.2 Develop a diverse range of interesting annual events and promote the activities, attractions and the cultural experiences that are available in Cobar to locals and tourists
- 3.1 Increase Council's income stream specifically contract conditions met and reimbursement to Council satisfactory to meet cost of service provision.
- 3.2.1 Encourage more direct participation and interaction between Council and the Community
- 4.4.2 Increase the range of community facilities and maintain those that we have to an appropriate standard

Cobar Shire Council

Community Strategic Plan to 2025

The upgrade to Cobar Memorial Swimming Pool aligns to the 2025 Community Strategic Plan through a number of key focus areas:

- 1.2.2 A greater range of youth activities are organised and coordinated
- 1.3.4 Have family orientated activities to encourage families to socialise in the community
- 1.5.3 Increase the use of Council owned and other sporting and recreational facilities across the community
- 1.5.4 Provide adequate infrastructure to care for older residents locally
- 1.6.4 Provide and maintain safe and serviceable public facilities and infrastructure
- 3.1.1 Investigate how to reduce the cost of Council's community facilities through partnerships with other organisations
- 3.2.2 Encourage more direct participation and interaction between Council and the community
- 3.3.4 Good procurement processes in place to ensure the most advantageous provision of goods and services to Council

2.4 EXPECTED OUTCOMES

The expected outcomes align with the key rationale for investment including:

1. Increased customer and stakeholder satisfaction with the facility
2. Significantly improved access provisions
3. Increased attendance levels with supporting diversity of usage
4. Improved community health benefits
5. Improved financial viability

2.5 STAKEHOLDER & COMMUNITY SUPPORT

The upgrade to Cobar Memorial Swimming Pool development has been under consideration for a number of years, during this time Council has undertaken significant levels of consultation with various State & Local Government agencies, local community briefings with relevant stakeholders, tenants, residents, operators and the wider LGA.

Council and its specialist project team undertook a series of community consultation sessions in February 2022. The included two community sessions, a Council staff meeting and a 'Youthie' group meeting.

Facility Design Group provided a presentation of previous projects and key design learnings with examples to stimulate discussion with the groups. They then presented a preliminary concept for review and discussion.

Summary notes for these sessions are as follows: -

Table 6: Consultation summary

Consultation	Key discussion points
Community Session (1)	<ul style="list-style-type: none"> • Create more shade • Move the playground inside pool fence instead of outside the complex • New fence and landscaping • Consider heated pool or half closed/enclosed program pool (Stage 2?) • Look at expanding rooms 4 and 5
Community Session (2)	<ul style="list-style-type: none"> • Address limited view from admin area> glass windows • Separation of BBQ area for community groups/private functions • Modelling on shade- including existing shade. • Need toilet in swimming club room • If swimming club house was going to be 'new', closer to the front would be better. • Little pool covers- need storage (Western side)- need modern cover. • Kitchen needs A/C • 25m heated pool- future stage, 4 lane heated pool. 'Pencil it in.' • Could replace the little pool into the future? • Need 'Learn to Swim.' • 80-100 people at CSA needing Hydrotherapy. • Youth Hub- Half basketball court, chairs, hang out and charging station.
Council Staff	<ul style="list-style-type: none"> • Consider upgrade of swimming club house as well • Upgrade fences and tree landscape (important!) • Entry is very hot and plants struggle to grow, need shade • Consider more than one turn style at entry • Struggle with staffing- someone to let people in and serving the canteen.

Consultation	Key discussion points
	<ul style="list-style-type: none"> • Make staffing arrangements more efficient with one staff to serve kiosk and manage entry at appropriate times • Tighter relationship between kiosk and canteen. • Need dry family change areas for school kids etc. • Playground inside facility rather than outside (locate on South side) • Current canteen area gets very hot from western sun, need more shade areas
Youth Representatives	<ul style="list-style-type: none"> • Look at installing bigger diving board • Keep little diving board • Consider playground- climbing wall, jumping pillow • Consider Heated pool (25m) • Design café to cater for breakfast • Consider club house improvements • Bigger water park- add more fun to the little pool • Install proper blocks/jumping blocks-upgrade diving blocks • Shade at the deep end for diving area • More shelters • More tree planting (appropriate trees) • More umbrellas • Better spot for pool covers (little pool covers)- currently on side • Little pool covers (storage room) - need size • Half basketball court + charging station for older kids.

3 ANALYSIS OF THE PROPOSAL

3.1 OBJECTIVES & INDICATORS

The objectives and associated indicators for the proposed upgrade to the Cobar Memorial Swimming Pool have been identified against Council's strategic framework and the specific targeted project outcomes.

1. Increased customer and stakeholder satisfaction with the facility
2. Significantly improved access provisions
3. Increased attendance levels with supporting diversity of usage
4. Improved community health benefits
5. Improved financial viability

Table 7: Proposal objectives

Key problem/issue	Key proposal objective	Key success indicator
Health and active participation	Increase the community health	<ul style="list-style-type: none"> • Increased general attendances • Increased number of programs and activities • Increased diversity of programs, activities and events
Poor disabled and mobility accessibility	Significantly improved access provisions	<ul style="list-style-type: none"> • Modern facilities that are fully compliant with disability and general mobility needs and regulations. • Increased access to the facility for people with disabilities and mobility issues.
Poor facilities	Increased customer and stakeholder satisfaction with the facility	<ul style="list-style-type: none"> • Modern facilities that meet customer needs • Improved customer satisfaction surveys/ feedback
Improved financial viability	Improved financial viability	<ul style="list-style-type: none"> • Increased attendance and program activity that leads to improved revenue • Improved facility layout that maximises operational costs • Improved kiosk facilities and income generation

3.2 THE BASE CASE

The Base Case typically represents a “keep safe and operating” scenario, is used as a baseline for comparison with other options and is a requirement of NSW Treasury for Business Cases that seek public funding. For this Business Case, the relevant Base Case for Council would be a scenario where the Cobar Memorial Swimming Pool is not upgraded and the existing facility continues to operate as it currently does with existing revenues and operating costs.

The base case assumes that recent historical operating costs and visitation levels of 25,000 per year are maintained. The base case assumes that existing buildings that are proposed to be replaced under Scenarios 1 and 2 (front of house buildings), would need to be upgraded and renewed to meet current standards and expectations to address noted issues and maintain levels of service.

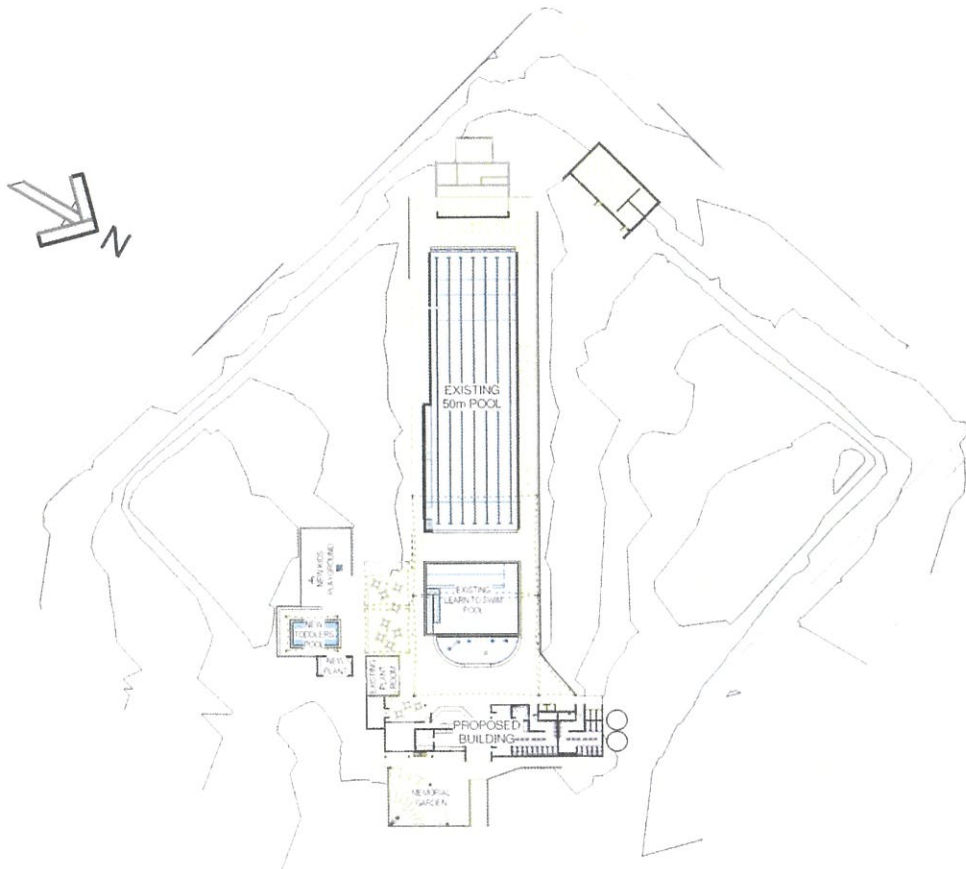
The Base Case does not address the identified need for change. The identified issues are retained and subsequently Council's project objectives are not met.

3.3 OPTIONS CONSIDERED

Note that Attachment 1 includes Concept Plans for Options 1 and 2.

3.3.1 Option 1 (Preferred Option)

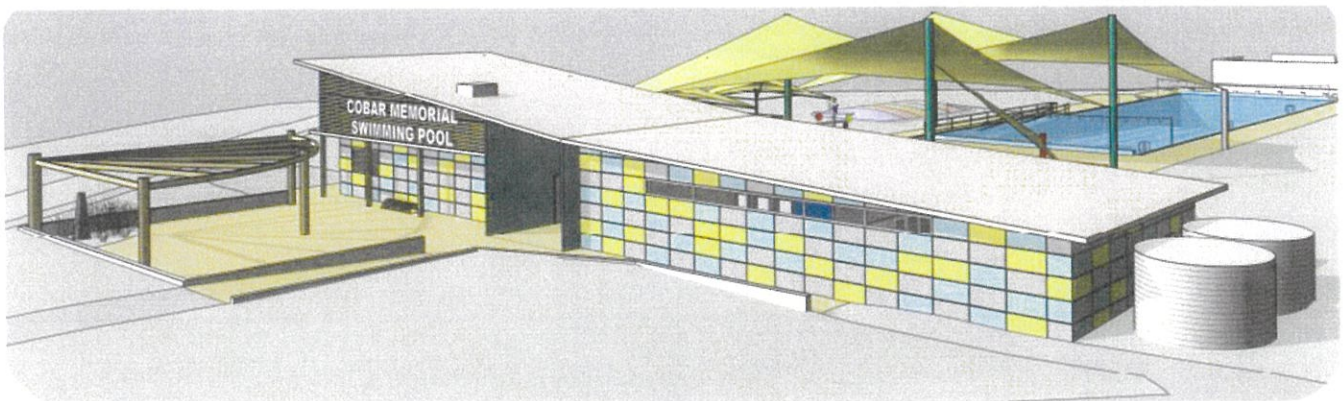
Option 1 (Preferred Option): includes the delivery of a new entry, kiosk, amenities, new toddlers pool and staff facilities. Visitation levels are assumed to increase to 30,000 attendees per year due to improved facility quality and service offerings.



0 5 10 15 20m
SCALE

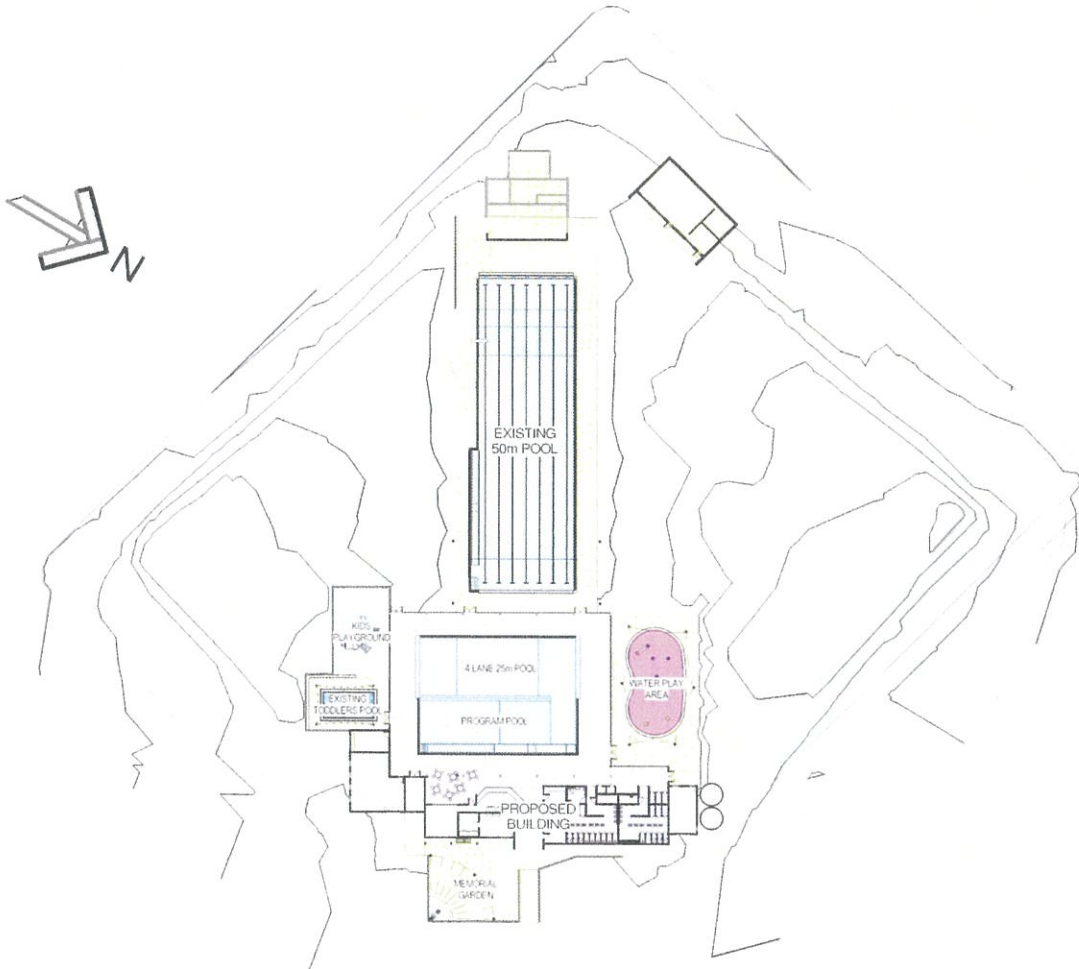
SITE PLAN

1-750



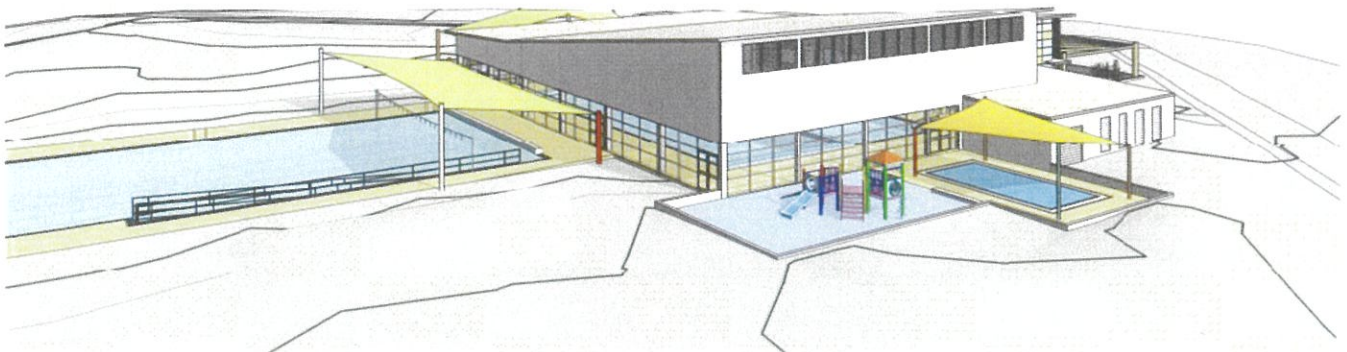
3.3.2 Option 2 (Upgrade plus indoor pool)

Option 2 includes the changes in Option 1 as well as the addition of an indoor 'multipurpose' pool to replace the current outdoor pool program. Visitation levels are assumed to be 37,500 per year due to the indoor facility and year-round operation. There are increases in staff costs and management fee for year-round operation, increase in chemicals and utilities for a larger and indoor program pool.



0 5 10 15 20m
Scale

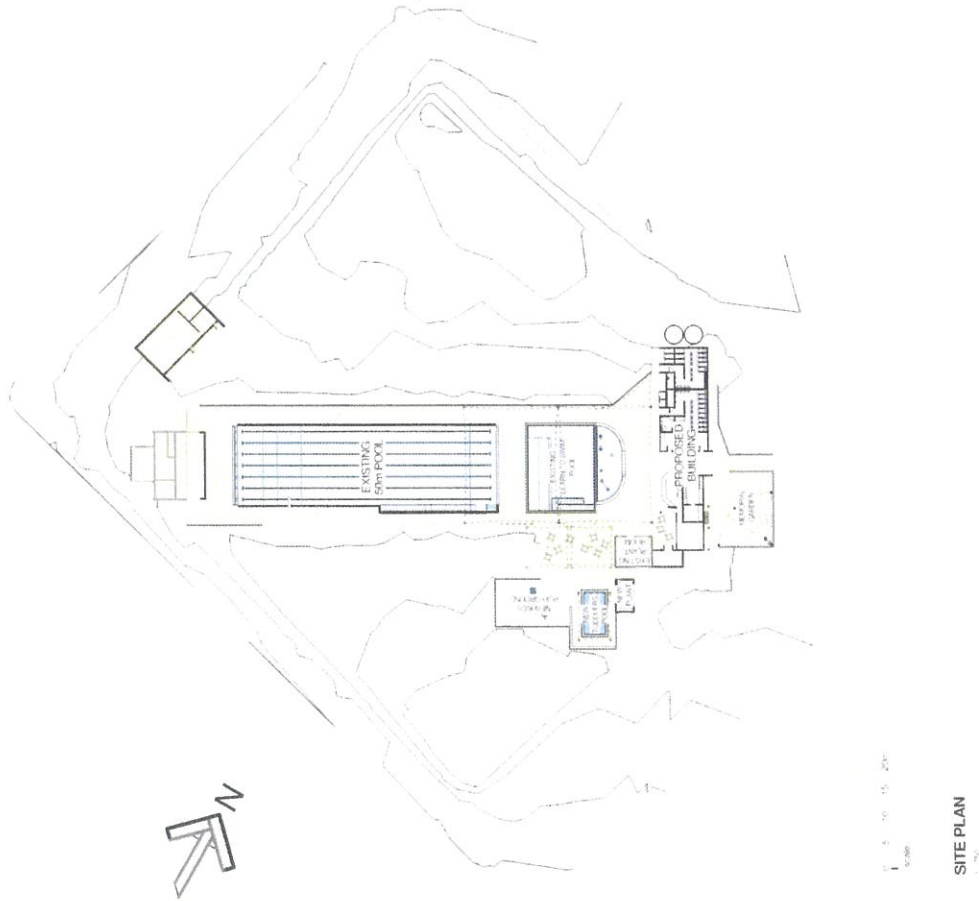
SITE PLAN
1:750

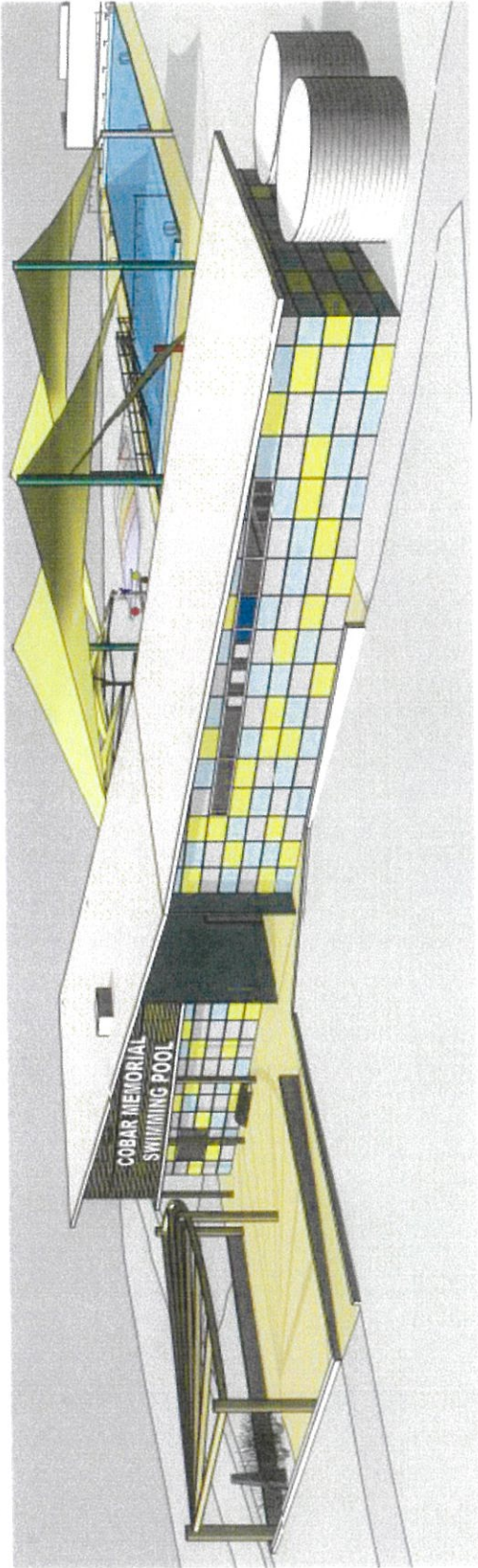


3.4 INFORMATION ABOUT THE PROPOSAL

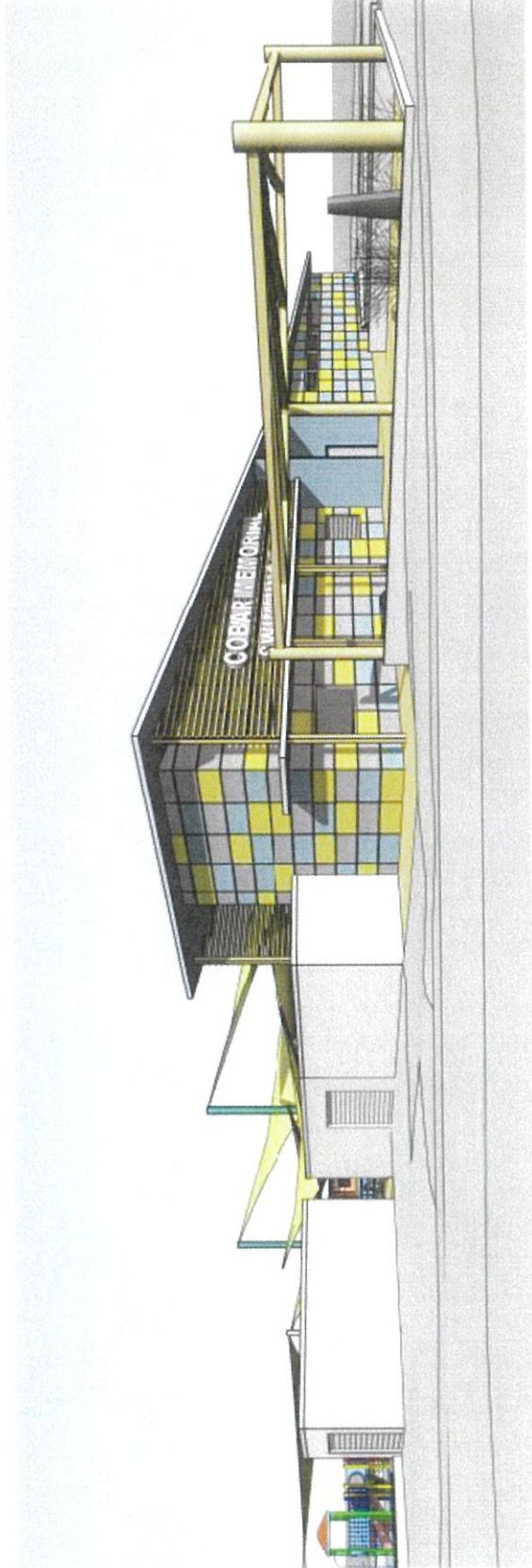
3.4.1 SCOPE OF WORKS

Option 1 (Preferred Option): includes the delivery of a new entry, kiosk, amenities, new toddlers pool and staff facilities. Visitation levels are assumed to increase to 30,000 attendees per year due to improved facility quality and service offerings. Concept plans for this option are shown below.

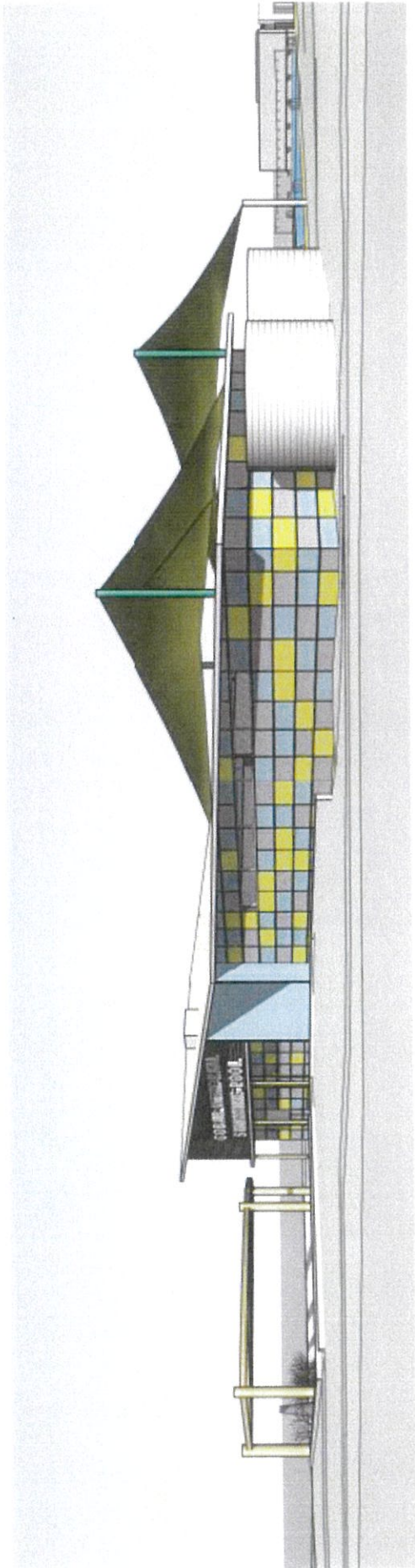




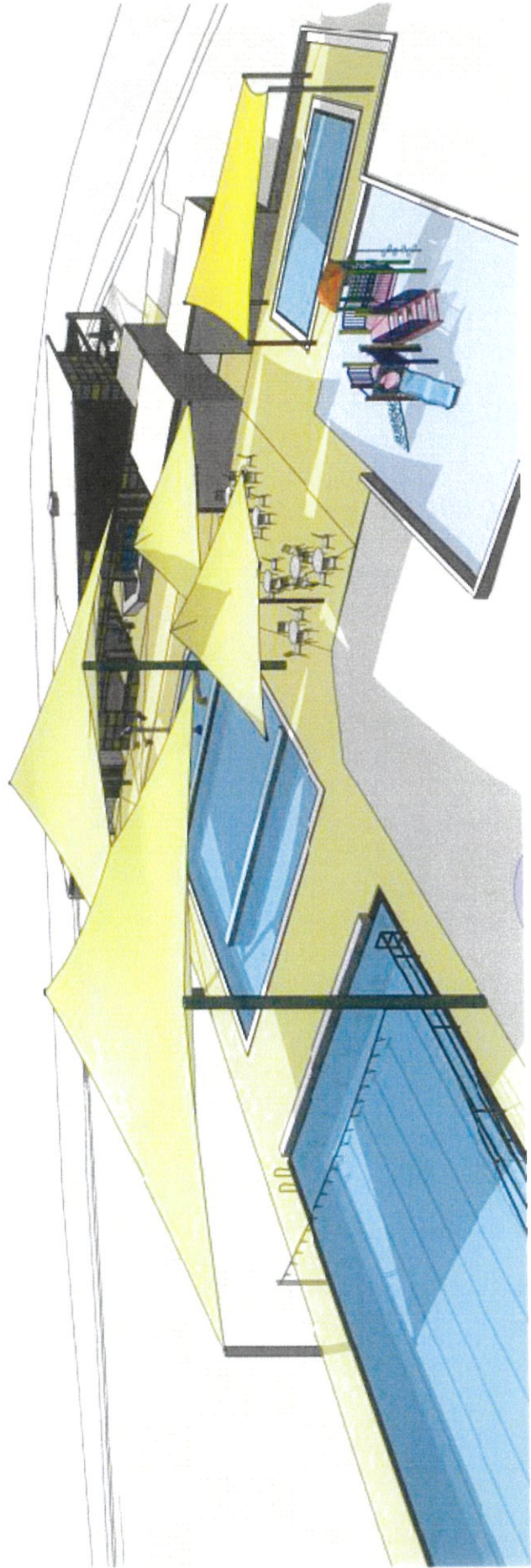
northern overall

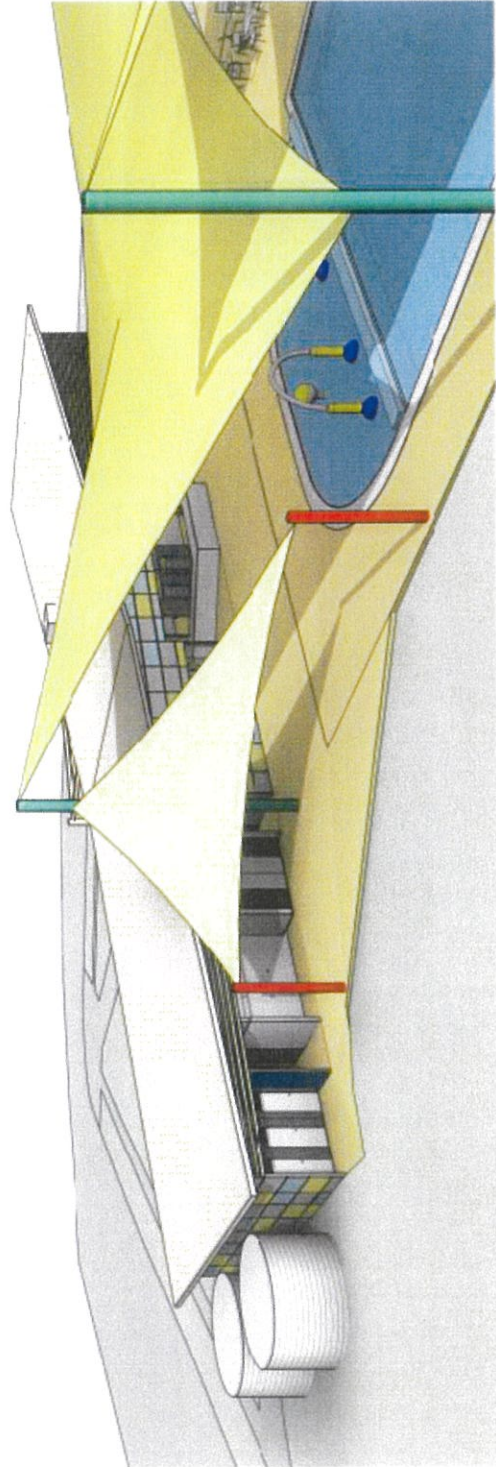
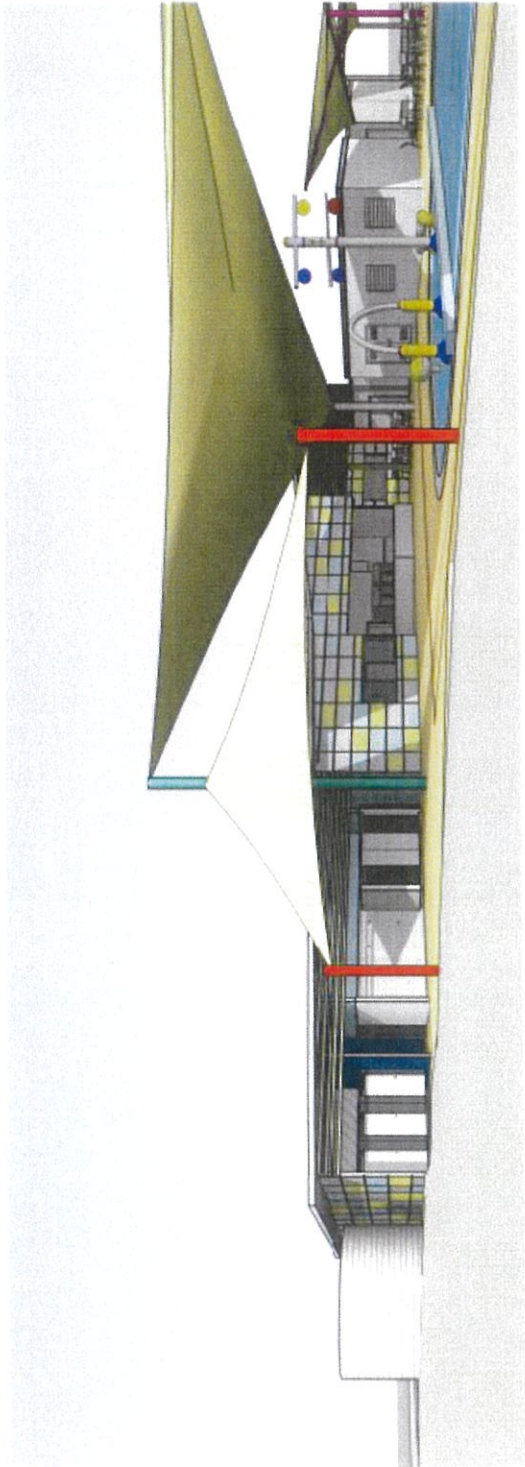


eastern view



northern view





Western Views
6:00pm 22nd December

3.4.2 PROPOSAL EXCLUSIONS

There are no significant exclusions from the project.

3.4.3 RELATED PROJECTS

The proposed Cobar Memorial Swimming Pool upgrade is not related to another project or is dependent on another project proceeding.

3.5 PROJECTED COSTS

3.5.1 PROJECTED CAPITAL COSTS

Note that Attachment 3 includes a full Opinion of Probable Cost.

Table 8: Projected capital costs inclusive of contingency

Component	Sqm/ Item	Cost/ Sqm	Total (excl GST)
Demolition, services disconnection/ augmentation	Item	Item	\$120,000
Earthworks and excavation	Item	Item	\$15,000
Memorial garden retaining wall, ramp arbour	240	\$350	\$84,000
Entry	40	\$2,000	\$80,000
Entrance controls	Item	Item	\$35,000
Control, servery	32	\$2,600	\$83,200
Kiosk and store	35	\$2,500	\$87,500
Kiosk/ equipment fitout	Item	Item	\$85,000
Administration	28	\$2,600	\$72,800
External pool store	18	\$2,000	\$36,000
Main switch room and fire rated	8	\$2,200	\$17,600
Water test and first aid	24	\$2,500	\$60,000
Access change room	8	\$4,000	\$32,000
Female amenities	55	\$3,000	\$165,000
Cleaner and hot water store	10	\$2,400	\$24,000
Male amenities	53	\$3,000	\$159,000
Concourse showers and change cubicle	22	\$2,400	\$52,800
Poolside external café and pavement and drainage	175	250	\$43,750
Shade structure and shade louvre	Item	Item	\$120,000
Landscape, solar field and water tank	Item	Item	\$225,000
Swim club upgrade	Item	Item	\$65,000
4 by 8m beach entry toddler pool	32	\$6,000	\$192,000
New concourse and drainage	48	\$300	\$14,400
New concrete seating	Item	Item	\$16,000
New shade structure	Item	Item	\$25,000
New balance tank under plant room	Item	Item	\$60,000
New plant room	18	\$2,000	\$36,000
New filter plant	Item	Item	\$180,000
Subtotal			\$2,186,050
Preliminaries	14%		\$306,047
Contingency	10%		\$218,605
Professional fees, authority fees and certificates	14%		\$306,047
Total			\$3,016,749
GST	10%		\$301,675
Total including GST			\$3,318,424

3.5.2 PROJECTED ONGOING COSTS

Table 9: Forecast revenue and costs (first year of operation)

	Business as usual (Base Case)	Scenario 1: Preferred Option Upgrade	Scenario 2: Upgrade plus indoor pool
Revenue			
General Aquatic	\$90,000	\$103,500	\$124,200
Aquatic Programs	\$20,000	\$22,000	\$27,500
Café + Merchandise	\$90,000	\$108,000	\$129,600
Total income from operations	\$200,000	\$233,500	\$281,300
Expenses from continuing operations			
Staff Costs	-\$198,000	-\$198,000	-\$297,000
Management Fee	-\$30,000	-\$30,000	-\$60,000
Operating Costs	-\$60,000	-\$53,750	-\$64,750
Cost of Goods	-\$45,000	-\$54,000	-\$64,800
Utilities	-\$90,000	-\$90,000	-\$157,500
Total expenditure from operations	-\$423,000	-\$425,750	-\$644,050
Operating - surplus/(deficit)	(\$223,000)	(\$192,250)	(\$362,750)

Source: Facility Design Group, Xypher Sport and Leisure

Option 1 (Preferred Option – upgrade) forecasts an increase in attendance and a subsequent overall operating improvement through a decreased deficit of \$30,750 per annum.

3.6 PROPOSED FUNDING ARRANGEMENTS

Table 10: Proposed capital funding contributions (exc GST)

Stage	2022-23	2023-24	2024-25	Total
Proposal capital costs				
NSW Government (subject of this request)	\$1,810,049.40	\$1,206,699.60		\$3,016,749.00
Council contributions				
Industry contributions				
Community contributions				
Other government contributions				
Other funding sources (please detail)				
Sub-total	\$1,810,049.40	\$1,206,699.60		\$3,016,749.00

3.7 FINANCIAL ASSESSMENT

3.7.1 Cost-Benefit Analysis (CBA)

A Cost-Benefit analysis was undertaken by Savills to assess the financial health and support for the project. A copy of the full CBA is contained within Attachment 3. A CBA calculates and compares the benefits and costs of three options (including the Base Case) with all costs and benefits compared to a Base Case. It was prepared following the NSW Government Guide to Cost-Benefit Analysis (TPP 17-03) and the CBA takes a broad community welfare perspective, meaning that economic, social, and environmental costs and benefits are considered. The steps in preparing a CBA, as per TPP17-03, are listed below:

- Step 1: State the project objectives
- Step 2: Define the base case and project options
- Step 3: Identify and forecast costs and benefits
- Step 4: Value the costs and benefits
- Step 5: Identify qualitative factors and distributional impacts
- Step 6: Assess risks and test sensitivities
- Step 7: Assess net benefits
- Step 8: Report the results

Base case and project options

Three options were developed for this CBA, an outline of each option is provided below:

- **Base Case:** assumes that recent historical operating costs and visitation levels of 25,000 per year are maintained. The base case assumes that existing buildings that are proposed to be replaced under Scenarios 1 and 2 (front of house buildings), would need to be upgraded and renewed to meet current standards and expectations to address noted issues and maintain levels of service.
- **Scenario 1:** includes the delivery of a new entry, kiosk, amenities, new toddlers pool and staff facilities. Visitation levels are assumed to be 30,000 per year due to improved facility quality and service offerings.
- **Scenario 2:** this includes the changes in Scenario 1 as well as the addition of an indoor 'multipurpose' pool to replace the current outdoor pool program. Visitation levels are assumed to be 37,500 per year due to the indoor facility and year-round operation. There are increases in staff costs and management fee for year-round operation, increase in chemicals and utilities for a larger and indoor program pool.

Project economic benefits

The economic benefits of each option, that can be quantified for the CBA, are compared to the Base Case and are comprised of improvements to physical health through increased use of the CMSP. As previous noted these include a reduction in instances of disease, health system savings, increased productivity, and improved educational outcomes; mental health benefits; reduced risk of drownings and increased income to council.

Participation and physical activity

The participation levels in swimming, by age group, used for the CBA were sourced from AusPlay²⁷ and combined with the Census and population data for Cobar LGA to estimate the number of residents by age group that utilise the CMSP.

Savills also used AusPlay data²⁸, which provides information on participation levels in outer regional NSW, to place Cobar residents into activity levels of inactive, low, moderate, and high activity.

²⁷ https://www.clearinghouseforsport.gov.au/__data/assets/pdf_file/0006/843063/State_of_Play_Report_-_Swimming.pdf

²⁸ <https://www.clearinghouseforsport.gov.au/research/ausplay/results>

For Options 1 and 2, Savills adopted that 30% of new visits were from Cobar residents that did not previously use the CMSP and 70% of new visits were additional visits by residents already using the CSMP.

Savills also adopted that new and existing participants increase their level of physical activity to the next level of activity as a result of facility upgrades (i.e., inactive to low; low to medium; medium to high).

Benefit 1: The CMSP upgrades will help improve physical health in the community through increased participation in swimming

Savills calculated and applied a health benefit per participant from their increased physical activity due to CMSP upgrades.

Table shows the total benefits of improved physical health in the community through increased participation in swimming over 25 years at a 7% discount rate. This accounts for health system savings, reduced risk of cardiovascular disease and reduced risk of other health conditions.

Table 11: Net present value of benefits of improved physical health that reduces instances of disease and creates health system savings in the community resulting from the CMSP upgrades, over 25 years at 7% discount rate

Base Case	Scenario 1	Scenario 2
n/a	\$741,798	\$1,706,136

Source: Savills

Benefit 2: The CMSP upgrades will support increased physical activity resulting in improved mental health outcomes

To quantify the mental health benefits generated by the CMSP Savills used a similar approach to forecasting the physical health benefits but calculated and applied benefits from reduced mental health conditions. It is also relevant to note that the majority of studies find mental health benefits of physical exercise occur with increases in physical activity below the required minimum level of physical activity (i.e., 150 minutes per week).

Table shows the total benefits of improved mental health outcomes in the community through increased participation in swimming over 25 years at a 7% discount rate.

Table 12: Net present value of benefits of improved mental health in the community resulting from the CMSP, over 25 years at 7% discount rate

Base Case	Scenario 1	Scenario 2
n/a	\$435,950	\$1,002,686

Source: Savills

Benefit 3: The CMSP upgrades will support increased physical activity resulting in increased productivity and improved educational outcomes

To quantify the improved productivity and educational benefits generated by the CMSP, Savills used a similar approach to the forecasting the physical health benefits but calculated and applied benefits from improved productivity and education outcomes associated with increased physical activity.

Table shows the total benefits of improved educational outcomes and increased productivity in the community through increased participation in swimming over 25 years at a 7% discount rate.

Table 13: Net present value of benefits of increased productivity and improved educational outcomes in the community resulting from the CMSP, over 25 years at 7% discount rate

Base Case	Scenario 1	Scenario 2
n/a	\$304,539	\$700,440

Source: Savills

Benefit 4: The CMSP will reduce risk and incidence of drowning

This CBA accounts for the strategy of preventing drowning through increase participation of children in swimming lessons. One study showed that participation in swimming lessons was associated with an 88% reduction in the risk of drowning in 1- to 4-year-old children²⁹. Another study examined multiple potential risk factors for drowning in rural regions and reported a protective effect of 'proper' swimming lessons in the 1- to 4-year age group, indicated a 40% reduction in drowning risk³⁰.

Table shows the total benefits of reduced drownings over 25 years at a 7% discount rate.

Table 14: Net present value of benefits of reduced drowning from upgrades to the CMSP, over 25 years at 7% discount rate

Base Case	Scenario 1	Scenario 2
n/a	\$298,853	\$687,362

Source: Savills

Benefit 5: The CMSP will generate increased revenue for Council

The Design and Viability Assessment for CMSP forecasts the upgrades to the CMSP will increase the amount of revenue generated for Council. The forecast revenues under each of the scenarios is detailed in Table 9. The net present value of direct property revenue under each of the scenarios for the CMSP is shown in Table 15, noting this accounts for changes in revenues compared to the base case.

Table 15: Net present value of benefits of property revenue from the CMSP upgrades, over 25 years at 7% discount rate

Base Case	Scenario 1	Scenario 2
n/a	\$446,841	\$1,084,423

Source: Savills

Capital costs

A summary of capital costs for each of the options is shown in Table 16. These costs are based on the Opinion of Probable Cost prepared by Facility Design Group.

Table 16: Summary of capital costs for the CMSP

²⁹ <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4151293/>

³⁰ Yang L, Nong QQ, Li CL, Feng QM, Lo SK. Risk factors for childhood drowning in rural regions of a developing country: a case-control study. *Inj Prev.* 2007;13(3):178-182.

Metric	Base Case	Scenario 1	Scenario 2
Capital Costs	-\$1,400,000*	-\$3,086,457	-\$10,721,467
Renewal Capital Costs	-\$1,850,000	-\$1,958,891	\$0

Source: Facility Design Group, Xypher Sport and Leisure. Required at the latest by year 10.

Operating costs

A summary of operating costs and revenues (without inflation) is shown in Table 17.

.Table 17: Forecast revenue and costs (first year of operation)

	BAU	Scenario 1	Scenario 2
Revenue			
General Aquatic	\$90,000	\$103,500	\$124,200
Aquatic Programs	\$20,000	\$22,000	\$27,500
Café + Merchandise	\$90,000	\$108,000	\$129,600
Total income from operations	\$200,000	\$233,500	\$281,300
Expenses from continuing operations			
Staff Costs	-\$198,000	-\$198,000	-\$297,000
Management Fee	-\$30,000	-\$30,000	-\$60,000
Operating Costs	-\$60,000	-\$53,750	-\$64,750
Cost of Goods	-\$45,000	-\$54,000	-\$64,800
Utilities	-\$90,000	-\$90,000	-\$157,500
Total expenditure from operations	-\$423,000	-\$425,750	-\$644,050

Source: Facility Design Group, Xypher Sport and Leisure

Summary CBA results

A summary of the net present values for each option and the benefit cost ratios are shown in Table 18. This shows Scenario 1 is the preferred option with a Benefit Cost Ratio (BCR) of 1.05:1 and a Net Present Value of \$99,834.

Table 18: Summary of cost benefit analysis for the CMSP, over 25 years at a 7% discount rate.

Option	NPV Costs	NPV Benefits	Benefit – Cost Ratio	Net Present Value
Base Case	-\$1,647,415	\$0	n/a	-\$1,647,415
Scenario 1	-\$2,128,982	\$2,227,982	1.05:1	\$99,834
Scenario 2	-\$11,381,451	\$5,181,047	0.46:1	-\$6,200,403

4 IMPLEMENTATION CASE

4.1 PROGRAM & MILESTONES

Table 19 - Key events

Task Name	Start	Finish
Procure Architectural Services (Design to DA) and supporting specialist consultants	October, 2022	November, 2022
Review and refine Concept Design	November, 2022	December, 2022
Pre DA Meeting	December, 2022	December, 2022
Design Development to DA	December, 2022	January, 2023
DA Lodgement	February, 2023	February, 2023
Process DA	February, 2023	March, 20223
D&C Dwgs and Documentation Finalised	March, 2023	April, 2023
Tender (D&C)	April, 2023	June, 2023
Construction	July, 2023	September, 2023
Commissioning	September, 2023	October, 2023

4.2 GOVERNANCE

4.2.1 Governance Framework

The upgrade to Cobar Memorial Swimming Pool would be deemed a 'Critical Project' and therefore would be managed with additional layers of governance including the establishment of a Project Control Group (PCG), monthly reports to the Executive Steering Group and regular reports to Cobar Shire Council on progress and expenditure. The project would also be reported through Councils Delivery Program and Operational Plan, which is Council's legislative reporting process.

Project Control Group

The project will be delivered by a series of specialist working groups that will work across the various aspect of the project such as operations and construction delivery. These groups will provide regular fortnightly reports into a Project Control Group (PCG) on progress, costs, risks and issues. Chaired by a Director of Council, the PCG will coordinate these various inputs from the working groups and track, control and orchestrating and ensuring the progress of the project in accordance with the agreed Project Management Plan. The PCG then provide a monthly report through to the through reports covering program, costs, risk and scope management.

Chaired by Council's General Manager, The Executive Steering Group (ESG) receives and reviews the monthly reports from the PCG ensuring compliance with adopted project objectives and outcomes. The ESG will also provide direction and decisions in relation to the strategic alignment of critical projects, issues referred by the PCG and where required approval for revision of a projects agreed objectives and outcomes.

As part of its legislative requirements Cobar Shire Council is required to report quarterly on its budget and every six months on its Delivery Program. Expenditure and progress of the upgrade to Cobar Memorial Swimming Pool would be captured within this reporting process. Reporting protocols will be determined by funding agreements established for the project. Council will use its integrated project management software tool to track:

- expenditure to date;
- economic value generated;
- projected expenditure remaining;
- contingency utilised;
- contingency remaining;
- project variations; and
- key project risk and issues identified.

The Project Team will use this tool to generate monthly reports to inform the General Manager and Council, the Project Team, funding agencies of the Project's status. Reporting will also be a specific component of the Cobar Shire Council Annual Operating Program and Annual Reporting obligations.

4.2.2 Procurement

As a local government entity, Cobar Shire Council is bound by the provision of s55 of the Local Government Act 1993 (The Act) in relation to the procurement of goods and services. Cobar Shire Council also has a Procurement Policy and Procedures that ensure that procurement activities are conducted in accordance with relevant legislation and Cobar Shire Council procedures.

Cobar Shire Council has an in-house independent Procurement Team, which provides specialist advice and over-sight of all procurement activities, along with scaled delegations and multiple points of sign-off to ensure oversight of purchasing activities.

A large proportion of the works and professional services required for the design and delivery of the upgrade to Cobar Memorial Swimming Pool would be in excess of \$250,000 (incl GST) and therefore

Cobar Shire Council would be required to go to public tender in accordance with the provisions of The Act. Goods and services between the value of \$50,000 - \$250,000 make up the majority of the balance of the required goods and services and would be required through public quotation in accordance with Council's Procurement Policy.

Prior to commitment to this project, Cobar Shire Council will develop a probity plan in accordance with the ICAC guidelines for these transactions describing the processes to be applied at the following stages:

- prior to issue of the EOI or RFT
- prior to the closing date for proposals
- during assessment and evaluation
- after selection
- ongoing throughout delivery

Council's centralised procurement team obviates risks in relation to probity, Cobar Shire Council also have a suite of contracts and agreements for the supply of goods and services that have been prepared specifically for Council. The procurement of Services and Construction Contracts will be conducted in accordance with:

- Tendering Guidelines for Local Government, October 2009
- Local Government (General) Regulation 2005
- Local Government Act 1993
- NSW Government procurement Guidelines, December 2011.

4.2.3 Project Delivery

A Project Director will be appointed to oversee the coordinate the overall project including the finalising of the operating model and delivery of construction. A Client-Side delivery model will utilised to deliver the design and construction of the facility. Appropriately experienced project management and relevant design consultants will be engaged to develop the existing concept design for development application and tender.

A working group will be formed comprising of representatives Council's internal infrastructure, community facilities and asset management staff, to inform the development of the design. Representatives from key external stakeholder groups will be invited to be part of this group in the development of this design.

Working with Council's in-house Project Delivery team the appointed project management company will coordinate the preparation of tender. Council's in-house Procurement and Contracts Team will oversee the procurement of a contractor for the upgrade to Cobar Memorial Swimming Pool.

The project management company will be retained to manage the construction process through to commissioning and handover. The project delivery will work within the prescribed governance framework.

4.3 KEY RISKS

A risk management process will be established and maintained through the planning and implementation phases of the project. This will be directed by the PCG and will include:

- development of a risk management plan as part of the project plan
- establishing a risk-aware culture by adopting the risk register and the risk treatment actions as a basis for ongoing risk management
- distributing the risk register (and regular updates) to project team members and selected project stakeholders
- establishing a standing risk agenda item for PCG meetings
- establishing a mechanism for reviewing and resolving identified risks with internal and external stakeholders, as appropriate
- allocating responsibility for individual risk treatment/mitigation actions to the project team members best able to undertake them
- reporting on actions taken, progress towards implementation, outcomes and completion
- identification of new risks (and opportunities) as they arise and reviewing risks at key project milestones and providing regular internal reports
- describing: - status of risk treatment actions - any project risk-related correspondence or discussions - assurance activities, status/progress, and outcomes - monitoring activities and results.

The risk assessment completed to date is summarised as follows:

Table 20: Key proposal risks

#	Risk Category	Risk Description	Risk Mitigation
1.	Financial	There is a risk that market forces dictate costs higher than estimated construction costs at tender.	<ul style="list-style-type: none"> • Factor in costs escalation in to pre-tender estimates. • Ensure detailed estimate of construction costs prior to tender. • Ensure contingency allowances prior to tender. • Value manage design prior to tender to identify elements that could be de-scoped prior to agreeing contract. • Request contractors advise of potential value management options at tender. • Ensure that the design avoids the selection of materials that cannot be substituted.
2.		There is a risk that income from rents, venue hire does not materialise resulting in poor financial performance of the facility.	<ul style="list-style-type: none"> • Ensure income estimates are realistic and include contingency for vacancy. • Develop a program to market facilities to ensure ongoing strong interest in the use of the facilities. • Work with partners to develop plans to sustain and increase facility use.

#	Risk Category	Risk Description	Risk Mitigation
3.		There is a risk that operating costs exceed those initially predicted resulting in a poor financial performance of the facility.	<ul style="list-style-type: none"> Continue to work with national, state and regional bodies to ensure high profile and support of facilities for the development and delivery of programs. Ensure that designs are informed by operating cost assumptions. Ensure the design incorporates low energy use and selects material and operating systems consume low energy. Regularly audit energy use.
4.		There is a risk that the building cost estimate exceeds the allocated budget at tender stage resulting a requirement for significant scope changes and redesign.	<ul style="list-style-type: none"> Engage the services of a QS company to inform designs as the project progresses through to the pre-tender process.
5.	Schedule	There is a risk that the project will be delayed due to the delays associated with engagement of specialist consultants.	<ul style="list-style-type: none"> Undertake early market engagement. Prepare consultant procurement packages prior to award of grant to be released as soon as the grant is announced.
6.		There is a risk that a delay in planning approval will result in the delayed commencement of construction.	<ul style="list-style-type: none"> Engage Town Planning consultant to inform design and advise of information required to support the development application. Ensure regular meetings are held with Councils Planning staff throughout the DA process.
7.		There is a risk that the project become delayed due to the availability of Council staff to inform or manage the project.	<ul style="list-style-type: none"> Ensure the development of a resourcing plan outlining the required staff commitments for the term of the project.
8.		There is a risk that the availability of materials leading to a delay in construction.	<ul style="list-style-type: none"> Ensure design team are continually scanning the market to keep abreast of material shortages and designing out this issue. Understand if there is an opportunity for Council to purchase certain plant or materials that may have significant lead times or at risk. Were possible make sure material and plant selections are fungible.
9.		There is a risk that inclement weather will delay the completion of the project in accordance with the project resulting in additional unaccounted for costs and criticism of Council.	<ul style="list-style-type: none"> Ensure programs include contingency for delays and that these are strictly recorded and articulated to the ESG, Council and the funding body.

#	Risk Category	Risk Description	Risk Mitigation
10.		There is a risk that COVID 19 will impact on project resourcing, leading to delay and criticism of Council.	<ul style="list-style-type: none"> Request COVID 19 contingency plans from contractors and consultants prior to engagement. Ensure delays in relation to COVID are strictly recorded and articulated to the ESG, Council and the funding body.
11.	Performance	There is a risk that the design does not respond adequately to user requirements resulting in underutilisation or tenancy.	<ul style="list-style-type: none"> Ensure potential users or representatives from potential user groups are consulted during the development of the design. Where user groups are not available ensure expert advice is acquired. Ensure the engagement of design professionals with previous experience in the design of high quality professional sporting facilities. Ensure the engagement of a project management team that has previous experience in the design management of high quality public infrastructure.
13.		There is a risk that the when the project is complete the facility does not meet the intended objectives.	<ul style="list-style-type: none"> Ensure the project objectives are included in all consultant and contractor briefs. Ensure project objectives are regularly articulated in design and operational discussions and meeting. Ensure the project follows Council's Corporate Project Management process and reporting protocols.
15.	Governance	There is a risk that a lack of adequate and appropriate project reporting will result in the poor project performance due to a lack of oversight.	<ul style="list-style-type: none"> Ensure roles, responsibility and accountabilities are defined in accordance with the requirements of Council's project management documentation.
16.		There is a risk that the project is managed poorly due to a lack of clarity in relation to roles and responsibilities.	<ul style="list-style-type: none"> Ensure and proposed scope or strategic direction changes are approved by the Executive Steering Group (ESG) through the regular project meeting cycle. Ensure risk registers are prepared and regularly monitored and reported through to the PCG and ESG.
18.	Operational	There is a risk that the project is not delivered within the agreed time, cost and quality parameters due to a lack of risk and issue oversight.	<ul style="list-style-type: none"> Develop a comprehensive 'user experience vision' for the facility to inform the development of the design and operation of the facility.
		There is a risk that the management of the facility does not meet user / tenant expectations, resulting in low utilisation or poor user experience.	<ul style="list-style-type: none"> Complete the development of the operational management plan in conjunction with main stakeholders.

#	Risk Category	Risk Description	Risk Mitigation
19.	Supplier	There is a risk that the availability of contractors may result in a delay in the commencement of construction.	<ul style="list-style-type: none"> • Hold regular meetings with stakeholders and tenants to understand areas for improvement in relation to the management and operation of the facility. • Undertake early market engagement with contractors to raise project awareness.
20.		There is a risk that suppliers are unable to supply materials resulting in potential redesigns or delay.	<ul style="list-style-type: none"> • Commence EoI and shortlist prospective contractors whilst DA is being finalised. • Advise suppliers of material nomination to enable them to make provision for supply or notify of significant lead times or critical delays.
21.	Legal / Regulatory	There is a risk that the proposed development does not receive Development Approval due to non-compliance with Council's LEP and applicable planning instruments.	<ul style="list-style-type: none"> • The subject site is appropriately zoned and the proposal meets the objectives of this zoning, however the proposed design must comply with the requirements of the LEP. Support the development application with appropriate technical and design consultancies. • Conduct per-DA meetings with Council planning staff to ensure the proposed design complies with Council's planning instruments.
22.		There is a risk of contractor default during construction leading to legal proceedings and additional costs.	<ul style="list-style-type: none"> • Ensure contractors are engaged through Council's regular contracts and seek legal advice where changes are proposed. • Undertake financial due diligence on contractor(s) as part of the tender process, prior to engagement. • Ensure ongoing contractor performance management through Council's contract.
23.	Environment	There is a risk that the building does not meet community and stakeholder expectations in relation to environmental sustainability.	<ul style="list-style-type: none"> • Ensure the design incorporate low energy use and selects material and operating systems consume low energy. • Regularly audit energy use.

4.4 LEGISLATIVE, REGULATORY ISSUES & APPROVALS

The development would not require any regulatory approvals outside of formal Development Consent.

4.4.1 Development Approval

The subject site is appropriately zoned and the proposal meets the objectives of this zoning, however the proposed design must comply with the requirements of the LEP. A Development Application will need to be prepared and lodged by Cobar Shire Council. Due to the nature, scale and community focus of the project, there is very low risk in meeting this regulatory requirement.

4.4.2 Office of Local Government Capital Expenditure Guidelines

The project expenditure requires Cobar Shire Council to consider the project within the Office of Local Government Guidelines. Council has funding available to support the project. The Business Case, Operational Modelling and other work developed to support the project are anticipated to fulfil Council's obligations in relation to these guidelines.

4.5 PROPOSED MANAGEMENT ACTIVITIES

4.5.1 ASSET MANAGEMENT & OPERATIONS

Cobar Shire Council will be responsible for the maintenance, operation (through the use of external contractors) and ownership of Cobar Memorial Swimming Pool. The project and future asset management of the facility will fall within the scope of the Council's asset management plan and based on whole of life / asset improvement principles. The ownership and responsibility for the operations and maintenance of all assets developed as part of the project lie with Council. The asset management approach incorporates:

- Improve governance and accountability by demonstrating that Council's building assets and related facilities are being managed sustainably and delivered effectively and efficiently;
- Enhance service management and customer satisfaction by improving understanding of service requirements and options;
- Improving risk management by assessing the probability and consequences of asset failure;
- Improving financial efficiency by recognition of all costs of owning and operating these assets over their entire lifecycle;
- Improving knowledge base by maintaining and updating asset inventory;
- Balancing planned and reactive maintenance to reduce costs;
- Ensuring that required annual maintenance and renewal strategies are integrated into the Long Term Financial Plan, and
- Ensuring that required resources to maintain assets at a satisfactory standard are integrated into the Workforce Strategy.

Council will manage the Cobar Memorial Swimming Pool in accordance with defined critical elements:

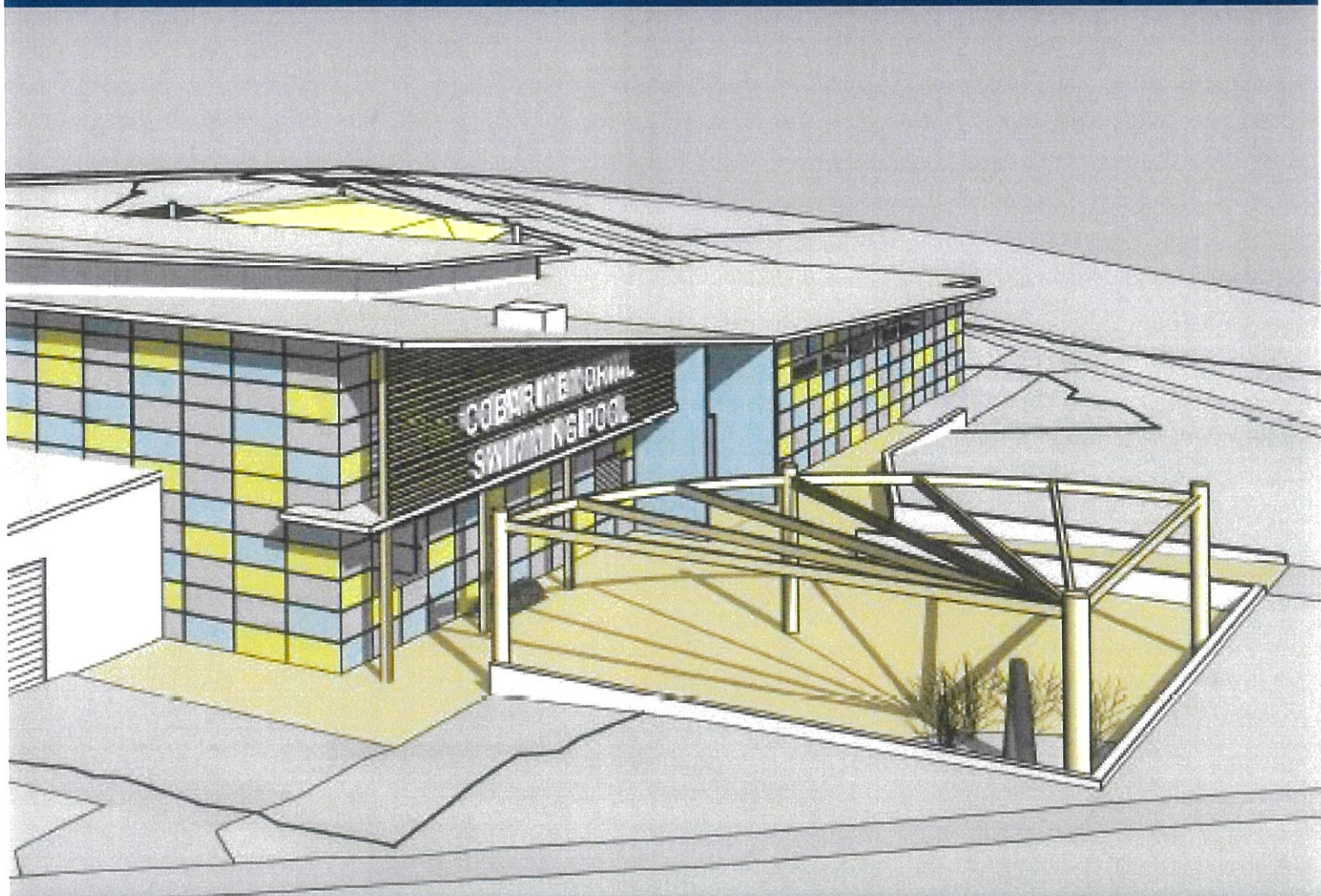
- Provision of a defined level of service;
- Systems to monitor performance;
- A plan for managing the impact of growth
- A lifecycle approach to developing cost-effective management strategies for the long term that meet the defined level of service;
- Identification of, assessment, and appropriate control of risks;
- A long-term financial plan which identifies required expenditure and how it will be financed, and
- An asset management improvement strategy.

Cobar Memorial Swimming Pool

Cost-Benefit Analysis

Prepared for Cobar Shire Council

27 June 2022



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We acknowledge the Wongaibon people, as the Traditional and continuing Custodians of the land on which Cobar sits. We pay respect to their Elders past, present and emerging and recognise their cultural and ancestral connections to the land, skies and waters of the site under investigation throughout this project.

We also acknowledge the land on which Savills staff lives and works, and pay our respects to Elders past, present and emerging.

1. Introduction

This section of the business case presents a Cost Benefit Analysis for the Cobar Memorial Swimming Pool (CMSP).

A Cost Benefit Analysis (CBA) is an approach to calculating and comparing the benefits and costs of a course of action in a given situation. The NSW Government uses a CBA to weigh up risks and benefits versus costs of projects to ensure the State Government delivers the best possible outcomes for the people of NSW.

1.1 The project

Cobar Shire Council are seeking to upgrade the CMSP and are currently preparing a master plan to facilitate this. The existing complex is comprised of an Olympic size main pool, a heated and shaded smaller multipurpose pool, a water slide and catching pool as well as an undercover family BBQ / play area and numerous shade structures.

Some of the challenges with the current facility include:

- The main pool (Myrtha lining of ten years age) is beyond its economic life with chipped and failed tiling that is dated and needing to be refurbished.
- There is no roofing over the main building including around the toilet, change room and shower areas, which on frequent hot days results in the area becoming too hot to use.
- The kiosk is limited in size and has no food preparation area and is difficult to clean.
- There is insufficient site storage.
- Disability access, including showering facilities and the accessible toilet and parent change room (combined) are currently out of the way and therefore appears to be non-inclusive to many within the community.

2. Cost Benefit Analysis

2.1 Introduction

This CBA calculates and compares the benefits and costs of three options (including the Base Case) with all costs and benefits compared to a Base Case. It was prepared following the NSW Government Guide to Cost-Benefit Analysis (TPP 17-03) and the CBA takes a broad community welfare perspective, meaning that economic, social, and environmental costs and benefits are considered. The steps in preparing a CBA, as per TPP17-03, are listed below:

- Step 1: State the project objectives
- Step 2: Define the base case and project options
- Step 3: Identify and forecast costs and benefits
- Step 4: Value the costs and benefits
- Step 5: Identify qualitative factors and distributional impacts
- Step 6: Assess risks and test sensitivities
- Step 7: Assess net benefits
- Step 8: Report the results

2.2 Project objectives

The objectives of the project are to provide a public swimming facility in Cobar which supports participation in a range of aquatic, recreation and social activities and to provide a public swimming facility in Cobar with fit-for-purpose facilities that optimises operating costs and improves accessibility and safety outcomes.

Base case and project options

Three options were developed for this CBA, an outline of each option is provided below:

- Base Case: assumes that recent historical operating costs and visitation levels of 25,000 per year are maintained. The base case assumes that existing buildings that are proposed to be replaced under Scenarios 1 and 2 (front of house buildings), would need to be upgraded and renewed to meet current standards and expectations to address noted issues and maintain levels of service.
- Scenario 1: includes the delivery of a new entry, kiosk, amenities, new toddlers pool and staff facilities. Visitation levels are assumed to be 30,000 per year due to improved facility quality and service offerings.
- Scenario 2: this includes the changes in Scenario 1 as well as the addition of an indoor 'multipurpose' pool to replace the current outdoor pool program. Visitation levels are assumed to be 37,500 per year due to the indoor facility and year-round operation. There are increases in staff costs and management fee for year-round operation, increase in chemicals and utilities for a larger and indoor program pool.

2.3 Project economic benefits

The economic benefits of each option, that can be quantified for the CBA, are compared to the Base Case and are comprised of improvements to physical health through increased use of the CMSP. These include a reduction in instances of disease, health system savings, increased productivity, and improved educational outcomes; mental health benefits; reduced risk of drownings and increased income to council.

This CBA includes the health benefits resulting from the upgrades to the CMSP supporting increased participation in swimming in Cobar LGA. The health benefits generated by meeting or exceeding physical activity guidelines and playing sport are well documented. These benefits can be grouped into the following broad categories:

- (a) improved physical health – with benefits including increased energy and stamina, stress relief, improved endurance, reduced tiredness increasing mental alertness, weight maintenance and reduction, cardiovascular fitness, and improved sleep^{1 2}.
- (b) reduced risk of chronic and acute disease – with one large study finding “*there is irrefutable evidence of the effectiveness of regular physical activity in the primary and secondary prevention of over 25 diseases including cardiovascular disease, diabetes, cancer, hypertension, obesity, depression and osteoporosis.*”³
- (c) improved mental health – several studies⁴ show that physical activity, performed at a frequency, intensity, and duration which is substantially less than that required for the development and maintenance of cardiorespiratory and muscular fitness, generates significant mental health benefits including reducing the risk of future depressive illness.
- (d) improved education and productivity outcomes as a result of increased physical activity.



Reduced risk of chronic disease, dementia and falls



Improved mental health and wellbeing and volunteering benefits



Improved education and employment outcomes

There are numerous other benefits which are supported by a strong evidence base but which will require further research to quantify, including:



Increased levels of safety



Reduced anti-social behaviour



Increased social connectedness and inclusion



Urban renewal



Increased community pride and identity creation

Source: KPMG, 2018, Social Value of Sport and Recreation

¹<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC1470658>

² <https://www.who.int/news-room/fact-sheets/detail/physical-activity>

³ Warburton, D. E. R., and Bredin, S. S. D. (2018). “Lost in translation: what does the physical activity health evidence actually tell us?” in *Lifestyle in heart health and disease*, eds. R. R. Watson and S. Zibadi (London, UK: Academic Press), 175–186.

⁴https://www.researchgate.net/profile/Peter-Reaburn/publication/269598423_The_mental_health_benefits_of_regular_physical_activity_and_its_role_in_preventing_future_depressive_illness/links/5539aa010cf226723aba31ea/The-mental-health-benefits-of-regular-physical-activity-and-its-role-in-preventing-future-depressive-illness.pdf

Studies⁵ show interventions to increase physical activity are most effective when they alter the underlying variables that influence physical activity. Literature reviews^{6 7} on the impact of the 'physical environment' shows access to facilities, satisfaction with facilities, safety around the facility, access to exercise equipment and frequently observing others exercise are important factors in increasing physical activity. A study⁸ found those with easy access to sports facilities were 1.16 times more likely to participate in physical activity than those without easy access to sports facilities.

There is substantial cross-sectional evidence and some longitudinal research which indicates that the proximity recreational facilities (e.g., parks, fitness centres) is associated with increased physical activity. In fact, a major study in Australia found there is statistically significant positive relationships between the level of participation and the level of provision of sport facilities in each Local Government Area⁹. This study noted the influence of certain types of sport infrastructure varies between age groups. For example, the availability of swimming pools is important during childhood and adolescence.

Research shows that the geography of sport is not only about where sport venue built-forms are located. It is also about what types of sport infrastructure are available and the capacity and quality of sport facilities. These factors along with other supporting structures and facilitators, are very important in determining participation / visitation to those facilities. Study results¹⁰ show that the availability of sport infrastructure, regardless of individual socio-economic conditions, increases sport /physical activity significantly.

Participation and physical activity

In Australia 14.8% of adults participate in swimming (2,948,880) and just over 30% of children participate in swimming which makes swimming the most popular sport in the nation. The average swimmer spends 4 hours per week swimming and AusPlay survey data also shows there is a potential opportunity to increase swimming participation by 26% in the next 12 months by attracting those considering swimming and those at risk of dropping out or that have dropped out.

In 2017, 53% of adults in Western NSW reported undertaking insufficient activity, which was the highest level in NSW and 27% higher than the NSW average¹¹. However, Cobar LGA achieves an average of 5 visits per annum to the CSMP per resident, which is higher than the NSW average of 4.4 visits per resident. This highlights that in a region with higher than average levels of physical inactivity, swimming attracts more participants than the NSW average. As participation in swimming in Cobar LGA is strong facility improvements will also be important to retain current participants and attract new participants to help reduce higher than average levels of unhealthy physical inactivity.

The participation levels in swimming, by age group, used for the CBA were sourced from AusPlay¹² and combined with the Census and population data for Cobar LGA to estimate the number of residents by age group that utilise the CSMP.

Savills also used AusPlay data¹³, which provides information on participation levels in outer regional NSW, to place Cobar residents into activity levels of inactive, low, moderate, and high activity.

⁵Trost, et al, 2002, Correlates of adults' participation in physical activity: review and update, accessed from https://www.researchgate.net/profile/Stewart-Trost/publication/11001088_Correlates_of_adults'_participation_in_physical_activity_Review_and_update/links/57031b3808aea09bb1a3089f/Correlates-of-adults-participation-in-physical-activity-Review-and-update.pdf

⁶ Owen, Leslie, Salmon and Fotheringham, 2000. Environmental determinants of physical activity and sedentary behaviour. Exercise Sport Science Review 28:153–158,

⁷ Choi et. A, 2017, Correlates associated with participation in physical activity among adults: a systematic review of reviews and update. Accessed at <https://bmcpublihealth.biomedcentral.com/articles/10.1186/s12889-017-4255-2>

⁸ <https://bmcpublihealth.biomedcentral.com/articles/10.1186/s12889-016-3574-z>

⁹ <http://www.sportandrecreationspatial.com.au/resources/2017%20Facility%20ANZJPH.pdf>

¹⁰ <https://www.tandfonline.com/doi/abs/10.1080/16184740802571377>

¹¹ https://www.wnswphn.org.au/uploads/documents/corporate%20documents/Western%20NSW%20Primary%20Health%20Network%20Health%20Needs%20Assessment%20%202019-2022_FINAL_upload.pdf

¹² https://www.clearinghouseforsport.gov.au/_data/assets/pdf_file/0006/843063/State_of_Play_Report_-_Swimming.pdf

¹³ <https://www.clearinghouseforsport.gov.au/research/ausplay/results>

For Scenarios 1 and 2, Savills adopted that 30% of new visits were from Cobar residents that did not previously use the CMSP and 70% of new visits were additional visits by residents already using the CSMP.

Savills also adopted that new and existing participants increase their level of physical activity to the next level of activity as a result of facility upgrades (i.e., inactive to low; low to medium; medium to high).

Benefit 1: The CMSP upgrades will help improve physical health in the community through increased participation in swimming

Australian society bears a cost for each person that is physically inactive due to lower life expectancy, increased medical expenditures and increased absenteeism. However, a weekly swim is enough to take most people out of the physically inactive category¹⁴.

A visit to an aquatic facility creates an economic benefit, due to improved health outcomes and consequent reductions in health spending and absenteeism. The majority of this benefit is derived from persons currently in the no activity level into low activity level.

Savills calculated and applied a health benefit per participant from their increased physical activity due to CMSP upgrades.

Table shows the total benefits of improved physical health in the community through increased participation in swimming over 25 years at a 7% discount rate. This accounts for health system savings, reduced risk of cardiovascular disease and reduced risk of other health conditions.

Table 1: Net present value of benefits of improved physical health that reduces instances of disease and creates health system savings in the community resulting from the CMSP upgrades, over 25 years at 7% discount rate

Base Case	Scenario 1	Scenario 2
n/a	\$741,798	\$1,706,136

Source: Savills

Benefit 2: The CMSP upgrades will support increased physical activity resulting in improved mental health outcomes

This CBA includes the mental health benefits resulting from the CMSP upgrades supporting increased participation in physical activity in the community where mental health disorders and high levels of stress are prevalent. Almost half (45.4%) of Australian adults have, at some point in their lifetime, experienced a mental health disorder and almost one in five Australians will experience a mental health disorder each year. The prevalence of mental disorders is often highest in youth and young adults with around one in four (26.4%) of people aged 16 – 24 experiencing a mental disorder¹⁵. The Western NSW Primary Health Needs Assessment identified mental health as one of the top 10 health priorities in the region.

Engaging in physical activity improves the mental wellbeing of participants, with many studies showing that physical activity improves mental health by improving cognitive function and self-esteem and reducing negative moods, anxiety, and depression¹⁶. Other studies found physical activity helped improve mental wellbeing by alleviating symptoms like low self-esteem, social withdrawal, anxiety, and depression¹⁷. Additional mental wellbeing benefits of physical activity include social interaction, self-efficacy, and lower levels of distraction.¹⁸

¹⁴ Barnsley, P. Peden, A. Scarr, J. (2017) Economic Benefits of Australia’s Public Aquatic Facilities, Royal Life Saving Society – Australia, Sydney
¹⁵ Australian Bureau of Statistics, 2010, Year Book Australia, 2009-10, Feature Article Mental Health.
¹⁶ Callaghan P.. Exercise: a neglected intervention in mental health care? J Psychiatric Mental Health Nursing. 2004
¹⁷ Guskowska M.. Effects of exercise on anxiety, depression and mood, Psychiatry Poland. 2004
¹⁸ Peluso MA, Andrade LH.. Physical activity and mental health: the association between exercise and mood. Clinics. 2005

To quantify the mental health benefits generated by the CMSP Savills used a similar approach to forecasting the physical health benefits but calculated and applied benefits from reduced mental health conditions. It is also relevant to note that the majority of studies find mental health benefits of physical exercise occur with increases in physical activity below the required minimum level of physical activity (i.e., 150 minutes per week).

Table shows the total benefits of improved mental health outcomes in the community through increased participation in swimming over 25 years at a 7% discount rate.

Table 2: Net present value of benefits of improved mental health in the community resulting from the CMSP, over 25 years at 7% discount rate

Base Case	Scenario 1	Scenario 2
n/a	\$435,950	\$1,002,686

Source: Savills

Benefit 3: The CMSP upgrades will support increased physical activity resulting in increased productivity and improved educational outcomes

Physical activity is associated with improved affective experience and enhanced cognitive processing¹⁹. Executive function and brain health underlie academic performance. Basic cognitive functions related to attention and memory facilitate learning, and these functions are enhanced by physical activity and higher aerobic fitness²⁰. A study found that time spent engaged in physical activity is related not only to a healthier body but also to a healthier mind²¹. A single bout of moderate-intensity physical activity, such as swimming, has been found to increase neural and behavioural functions associated with the allocation of attention to a specific cognitive task²². Findings from several studies suggest there is a relationship between exercise and academic performance through a dose-response association, suggesting that the more components of physical fitness (e.g., cardiovascular endurance, strength, muscle endurance) considered acceptable for the specific age and gender that are present, the greater the likelihood of successful academic performance^{23 24}.

To quantify the improved productivity and educational benefits generated by the CMSP, Savills used a similar approach to the forecasting the physical health benefits but calculated and applied benefits from improved productivity and education outcomes associated with increased physical activity.

Table shows the total benefits of improved educational outcomes and increased productivity in the community through increased participation in swimming over 25 years at a 7% discount rate.

Table 3: Net present value of benefits of increased productivity and improved educational outcomes in the community resulting from the CMSP, over 25 years at 7% discount rate

Base Case	Scenario 1	Scenario 2
n/a	\$304,539	\$700,440

Source: Savills

¹⁹ Hogan CL, Mata J, Carstensen LL. Exercise holds immediate benefits for affect and cognition in younger and older adults. *Psychol Aging*. 2013 Jun;28(2):587-94. doi: 10.1037/a0032634. PMID: 23795769; PMCID: PMC3768113.

²⁰ Committee on Physical Activity and Physical Education in the School Environment; Food and Nutrition Board; Institute of Medicine; Kohl HW III, Cook HD, editors. *Educating the Student Body: Taking Physical Activity and Physical Education to School*. Washington (DC): National Academies Press (US); 2013 Oct 30. 4. Physical Activity, Fitness, and Physical Education: Effects on Academic Performance.

²¹ Hillman CH, Erickson KI, Kramer AF. Be smart, exercise your heart: Exercise effects on brain and cognition. *Nature Reviews Neuroscience*. 2008;9(1):58-65

²² Hillman CH, Pontifex MB, Raine LB, Castelli DM, Hall EE, Kramer AF. The effect of acute treadmill walking on cognitive control and academic achievement in preadolescent children. *Neuroscience*. 2009;159(3):1044

²³ Grissom JB. Physical fitness and academic achievement. *Journal of Exercise Physiology Online*. 2005;8(1):11-25

²⁴ London RA, Castrechini S. A longitudinal examination of the link between youth physical fitness and academic achievement. *Journal of School Health*. 2011;81(7):400-408

Benefit 4: The CMSP will reduce risk and incidence of drowning

This CBA includes the benefit of reducing the risk and incidence of drowning amongst children in Cobar LGA. A study examining unintentional drowning by remoteness in Australia found rural populations are proportionately overrepresented in drowning statistics²⁵. Globally, drowning is the leading cause of unintentional injury death among children²⁶. Drowning is preventable provided people have and apply appropriate knowledge, skills, and attitudes²⁷. Four major strategies have been proposed for preventing child drowning: supervision, restricting access, improving aquatic competencies, and improving cardiopulmonary resuscitation (CPR). Restricting access to bodies of water, particularly swimming pools, is effective in reducing drowning. However, one of the challenges in drowning prevention is protecting those children who evade the barrier or for water bodies where it is challenging to restrict access such as rivers. For such situations aquatic competencies have been proposed to provide children with skills and knowledge to keep themselves safe or remove themselves from danger²⁸.

This CBA accounts for the strategy of preventing drowning through increase participation of children in swimming lessons. One study showed that participation in swimming lessons was associated with an 88% reduction in the risk of drowning in 1- to 4-year-old children²⁹. Another study examined multiple potential risk factors for drowning in rural regions and reported a protective effect of ‘proper’ swimming lessons in the 1- to 4-year age group, indicated a 40% reduction in drowning risk³⁰.

Table shows the total benefits of reduced drownings over 25 years at a 7% discount rate.

Table 4: Net present value of benefits of reduced drowning from upgrades to the CMSP, over 25 years at 7% discount rate

Base Case	Scenario 1	Scenario 2
n/a	\$298,853	\$687,362

Source: Savills

Benefit 5: The CMSP will generate increased revenue for Council

The Design and Viability Assessment for CMSP forecasts the upgrades to the CMSP will increase the amount of revenue generated for Council. The forecast revenues under each of the scenarios is detailed in Table 7. The net present value of direct property revenue under each of the scenarios for the CMSP is shown in Table 5, noting this accounts for changes in revenues compared to the base case.

Table 5: Net present value of benefits of property revenue from the CMSP upgrades, over 25 years at 7% discount rate

Base Case	Scenario 1	Scenario 2
n/a	\$446,841	\$1,084,423

Source: Savills

²⁵ Taylor, DH, Peden, AE, Franklin, RC. Next steps for drowning prevention in rural and remote Australia: A systematic review of the literature. *Aust J Rural Health*. 2020; 28: 530– 542

²⁶ Royal Life Saving. *Royal Life Saving Society—Australia (2018) Royal Life Saving National Drowning Report 2018*; Royal Life Saving: Sydney, Australia, 2018.

²⁷ Leavy, J.; Crawford, G.; Franklin, R.; Denehy, M.; Jancey, J. Drowning. In *The International Encyclopedia of Public Health*, 2nd ed.; Oxford, Academic Press: Cambridge, MA, USA, 2017; pp. 361–365.

²⁸ Wallis, B.A.; Watt, K.; Franklin, R.C.; Taylor, M.; Nixon, J.W.; Kimble, R.M. Interventions associated with drowning prevention in children and adolescents: Systematic literature review. *Inj. Prev.* 2015, 21, 195–204

²⁹ <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4151293/>

³⁰ Yang L, Nong QQ, Li CL, Feng QM, Lo SK. Risk factors for childhood drowning in rural regions of a developing country: a case-control study. *Inj Prev.* 2007;13(3):178–182.

2.4 Project Costs

Capital costs

A summary of capital costs for each of the options is shown in Table 6. These costs are based on the Opinion of Probable Cost prepared by Facility Design Group.

Table 6: Summary of capital costs for the CMSP

Metric	Base Case	Scenario 1	Scenario 2
Capital Costs	-\$1,400,000*	-\$3,086,457	-\$10,721,467
Renewal Capital Costs	-\$1,850,000	-\$1,958,891	\$0

Source: Facility Design Group, Xypher Sport and Leisure. Required at the latest by year 10.

Operating costs

A summary of operating costs and revenues (without inflation) is shown in Table 7.

Table 7: Forecast revenue and costs (first year of operation)

	BAU	Scenario 1	Scenario 2
Revenue			
General Aquatic	\$90,000	\$103,500	\$124,200
Aquatic Programs	\$20,000	\$22,000	\$27,500
Café + Merchandise	\$90,000	\$108,000	\$129,600
Total income from operations	\$200,000	\$233,500	\$281,300
Expenses from continuing operations			
Staff Costs	-\$198,000	-\$198,000	-\$297,000
Management Fee	-\$30,000	-\$30,000	-\$60,000
Operating Costs	-\$60,000	-\$53,750	-\$64,750
Cost of Goods	-\$45,000	-\$54,000	-\$64,800
Utilities	-\$90,000	-\$90,000	-\$157,500
Total expenditure from operations	-\$423,000	-\$425,750	-\$644,050

Source: Facility Design Group, Xypher Sport and Leisure

2.5 Summary CBA results

A summary of the net present values for each option and the benefit cost ratios are shown in Table 8. This shows Scenario 1 is the preferred option with a Benefit Cost Ratio (BCR) of 1.05:1 and a Net Present Value of \$99,834.

Table 8: Summary of cost benefit analysis for the CMSP, over 25 years at a 7% discount rate.

Option	NPV Costs	NPV Benefits	Benefit – Cost Ratio	Net Present Value
Base Case	-\$1,647,415	\$0	n/a	-\$1,647,415
Scenario 1	-\$2,128,982	\$2,227,982	1.05:1	\$99,834
Scenario 2	-\$11,381,451	\$5,181,047	0.46:1	-\$6,200,403

COBAR SHIRE COUNCIL



Community Enhancement Program

FILE: P5-78

**Responsible Officer:
Project Coordinator**

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INTRODUCTION

The development of this Community Enhancement Program has been a partnership with the Community and Council that identifies projects that are needed to make our shire a great place to work, live and play.

Council has valued this contribution in producing these projects which will allow investments from both the Federal and State Governments, mining and industrial sector, in making a significant impact on what is now planned and needed for our communities.

Council wishes to use any new mining and industrial development applications, whether the consent authority is Council or the NSW Government, to advocate for monetary contributions to the Community Enhancement Program.

These projects will be used to attract grants and allow Council to approve the use of the list to acknowledge the communities' expectations.

OUTLINED PROJECTS

Parks & Gardens

Heritage Park

- Improvements to heritage park including entrance upgrades and better pedestrian linkage around the park.
- Restoration of the head frame
- Improve lighting at the park
- Construct carpark/free camping alternative on the eastern side of the park

Drummond Park

- Installation of a hand washing sink rear of the toilet block
- Install solar lights

Ward Oval

- Upgrades to all lighting at Ward Oval
- New shotput and discuss nets
- Upgrades to the existing pavilions
- Installation of new cattle yards
- Installation of water access at horse camping area
- Install an accessible electric BBQ
- Plant more suitable trees
- Construct storage facilities for all user groups
- Develop walking / bike tracks
- Construct an off-leash dog park

Other Parks and General

- Maintain footpaths and expand the connection around town
- Develop a BMX bike track
- Develop Lions Park
- Resurface tennis courts
- Increase accessibility to all parks and equipment
- Exercise equipment

Newey Development

- Develop a masterplan
- Develop free camping in accordance with the masterplan
- Desilt the Newey to allow a range of water sports, including boating and skiing
- Construct more walkways around the Newey in accordance with the masterplan

<ul style="list-style-type: none"> - Upgrade the toilet block - Install more picnic areas at the Newey - Construct a boat ramp - Clean out all drains leading into the Newey to maximise water run off
Old Res Development
<ul style="list-style-type: none"> - Seal entrance road - Develop free camping - Upgrade facilities BBQ area, bins, seating etc. - Desilt
Community/Council buildings
<ul style="list-style-type: none"> - Restore and maintain historical buildings within Cobar Shire - Upgrade the old hostel into a useful building for the community - Restore Western Hotel verandah - Restore the Big Beer Can for a tourism attraction - Upgrades to the Council administration/chambers building. - Works depot upgrades
Cobar Youth and Community Centre
<ul style="list-style-type: none"> - Install solar lights at the skate park - Upgrade indoor stadium - Upgrade outdoor courts and lighting
Cobar Memorial Swimming Pool
<ul style="list-style-type: none"> - Upgrade the filtration plant - Replace the perimeter fence - Develop an indoor heated pool - Splash pool for young children/babies - Upgrades existing facilities in accordance with the masterplan
Cobar Regional Airport
<ul style="list-style-type: none"> - Develop a masterplan - Design and construct a new terminal building - Construction of new hangars
Cobar Cemetery
<ul style="list-style-type: none"> - Design and survey existing and new cemetery - Extend niche wall
The Great Cobar Museum
<ul style="list-style-type: none"> - Consider a lift at the Great Cobar Museum to allow accessibility to the second floor of the building

<ul style="list-style-type: none"> - Restore the Royal Far West train carriage - Develop pedestrian linkage between the Museum and Heritage Park - Storage for excess objects not on display
Cobar Caravan Park
<ul style="list-style-type: none"> - Develop a masterplan - Expand the capacity and number of cabins - Upgrade existing facilities
Town Beautification
<ul style="list-style-type: none"> - Introduce street art throughout Cobar and Villages - Tank art / murals on the Fort Bourke lookout and other tanks around the town - Continue tree planting - Purchase of suitable property in CBD to encourage retail development
Dalton Park Horse Complex
<ul style="list-style-type: none"> - Construction of a new jockey room, kitchen, and associated building - Connection to raw water - Installation of rodeo lights and power supply - Landscaping and entrance to the complex - Develop sale yards - Develop wetlands
Lilliane Brady Village
<ul style="list-style-type: none"> - Refurbish all bathrooms at the LBV - Upgrade the main entrance and office space
Tourism
<ul style="list-style-type: none"> - Community events - More signage to attractions around town, including updating current tourism signage - Welcome sign on the fence at the charging station in the carpark behind the Grand Hotel - Create a tourist track from Cobar to Peak including Great Cobar, Cornishtown, Daptyville shaft, rail line, Pinkie
Roads
<ul style="list-style-type: none"> - More signage at pedestrian crossings - Truck bypass in town to avoid larger trucks traveling down the Main Street CBD - Upgrade two bridges at Booberoi Creek - Upgrade stormwater/drainage issues in Cobar and Villages - Continue to seal shire roads
Other projects
<ul style="list-style-type: none"> - New livestock truck wash

<ul style="list-style-type: none"> - New residential subdivision - Upgrade industrial estate to encourage development - Develop a recycling hub - Develop a solar farm - Develop a wellbeing hub/ crisis accommodation - New recreational facilities in Cobar cinema, art gallery, bowling - Appropriate buildings available for business to expand and grow - Develop a wind farm - Cobar CBD activation projects – including but not limited to more seating and outdoor dining options, accessibility and connectivity, library toilets upgrade and bike racks. - MR421 Kidman Way north pedestrian crossing over rail line - New concrete water reservoir in Cobar - Tilpa weir picnic area upgrades
Villages
Nymagee
<ul style="list-style-type: none"> - Install Park shade structure - Road maintenance and graveling on town street - Disability access ramp for community centre - Mural and photos representing Nymagee’s history - Cricket ground fencing - Nymagee hall maintenance - Nymagee airstrip lighting - Nymagee gymkhana ground upgrades
Euabalong / Euabalong West
<ul style="list-style-type: none"> - New cricket nets and pitch at Euabalong - Upgrade and expand caravan park expansion of cabins, amenity block, coin operated laundry. - Euabalong community hall upgrades - Lights at railway crossing in Euabalong West - Seal or grade town streets - Euabalong West Park upgrades - Truck parking bay - Euabalong West walking track - Replace Euabalong/ Euabalong West pumps and pipes

**MINUTES OF THE ANNUAL GENERAL MEETING OF THE COBAR
LIQUOR ACCORD COMMITTEE HELD IN THE COBAR SHIRE
COUNCIL CHAMBERS ON TUESDAY 07 JUNE 2022 COMMENCING
AT 2:05PM**

1. WELCOME & APOLOGIES

Present:

Mr Luke Anderson	Operations Manager	Cobar Bowling & Golf Club
Mrs Linda Carter	Manager	Cobar Memorial Services Club
Lucas Hardy		NSW Police
Cindy Byran	Manager	Empire Hotel
Kelly Fairbank	EA to GM	Cobar Shire Council

Apologies:

Nil

2. PUBLIC ADDRESS SESSION

Nil.

3. ADOPTION OF PREVIOUS MINUTES

Resolved:

That the minutes of the previous meeting held on Tuesday, 14 December 2021 be confirmed as a true and correct record of the proceedings of that meeting.

Luke Anderson/Cindy Bryan

CARRIED

4. BUSINESS ARISING FROM THE MINUTES

Nil

5. CORRESPONDENCE

Nil

6. ITEMS OF BUSINESS

6.1 BARRED PATRONS

Cindy from the Empire hotel has barred 1x U18 patron for 12 months from the date of their 18th birthday (On races night)

6.2 LICENCE PREMISES REPORT

- All members present agreed that business has been relatively quiet.
- A common problem is still lack of staff. Cindy from the Empire hired in staff & security for the Cobar Races weekend. No issues at all on the night.

7. POLICING MATTERS

7.1 GENERAL POLICING MATTERS

- Reminder with low staff numbers to be vigilant with ID.

9. GENERAL BUSINESS

- Change of time for Liquor Accord Meetings
Change of time to 10 to 11am 1st Tuesday of each month to help attendance whilst staff numbers are low to allow managers to attend.
- Contact Members
Linda to contact members regarding attendance of Liquor accord meetings & check emails & that they are receiving information.

10. NEXT MEETING

Tuesday, 02nd August 2022 at 10am in the Council Chambers.

THERE BEING NO FURTHER BUSINESS THE MEETING CLOSED AT 2.41 PM
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WorkOrder Statistics for the Period 1/07/2021 to 30/06/2022

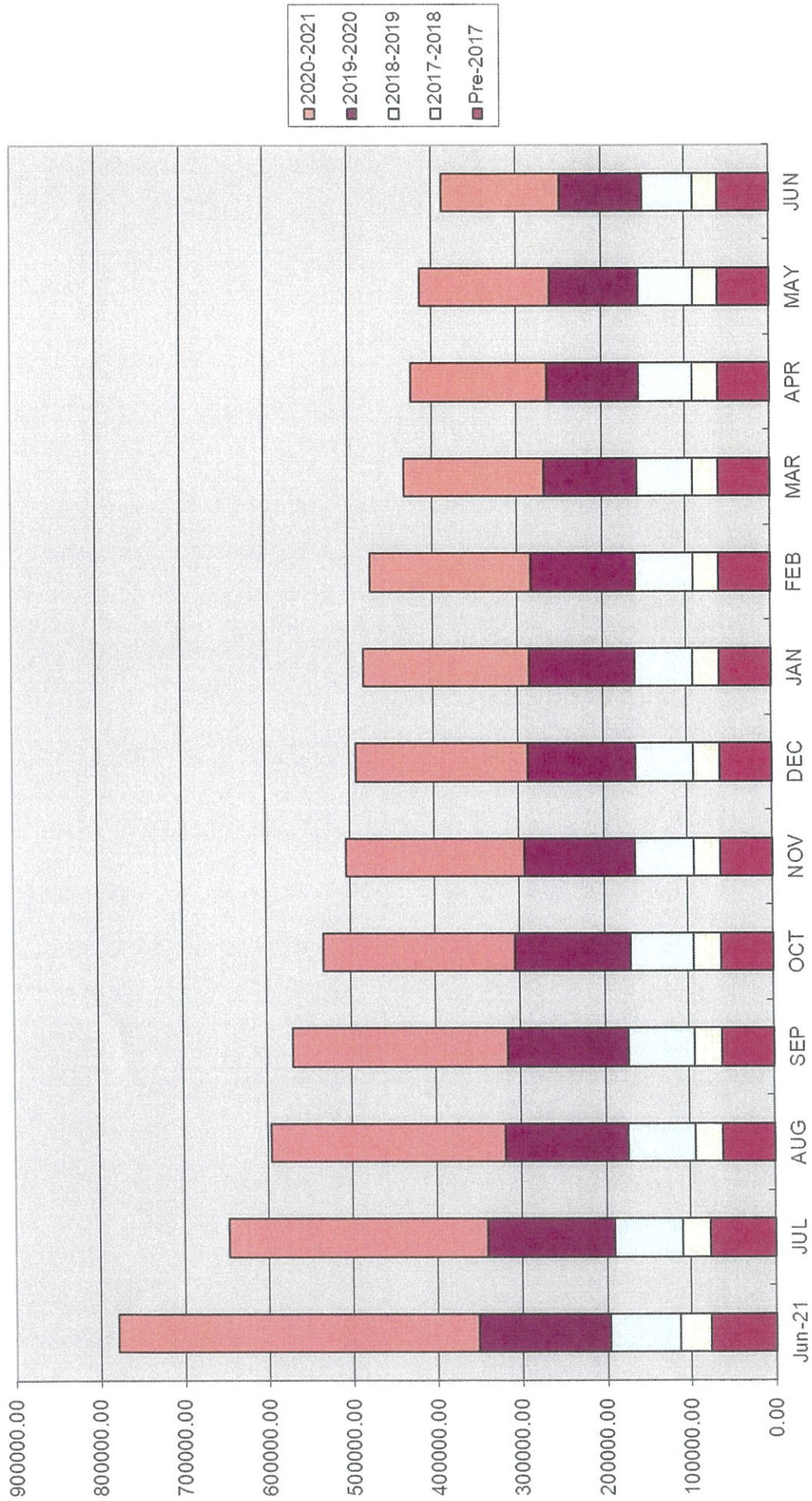
	<u>Outstanding B/Fwd</u>	<u>New</u>	<u>Completed</u>	<u>Outstanding</u>
<u>Corporate & Economic Development</u>				
Totals for Corporate & Economic Development	0			
<u>Engineering Services</u>				
Cemetery				
Totals for Cemetery	0	3	3	
Totals for Cobar Sporting Fields	0	2	2	
Drains				
Totals for Drains	0	5	5	
Footpaths				
Totals for Footpaths	7	15	14	8
Land				
Totals for Land	0	3	3	
Overgrown Land				
Totals for Overgrown Land	1	8	7	2
Parks & Gardens				
Totals for Parks & Gardens	1	26	25	2
Parking Facilities				
Totals for Parking Facilities	0	4	4	
Public Toilets				
Totals for Public Toilets	0	2	2	
Roads Maintenance				
Totals for Roads Maintenance	4	28	24	8
Rubbish				
Totals for Rubbish	1	15	15	1
Sewer				
Totals for Sewer	0	11	11	
Signs				
Totals for Signs	0	12	8	4
Trees				
Totals for Trees	3	26	25	4
Water				
Totals for Water	5	141	139	7
Totals for Engineering Services	22	301	287	36
<u>Finance & Community Services</u>				
Admin General				
Totals for Admin General	0	1	1	
Rates				
Totals for Rates	0	29	29	
Swimming Pool				
Totals for Swimming Pool	0	1	1	
Totals for Finance & Community Services	0	31	31	0
<u>Executive Management</u>				
Staff				
Complaints		1	1	
Compliments		1	1	
Totals for Staff	0	2	2	
Totals for Executive Management	0	2	2	

Planning & Environmental Services

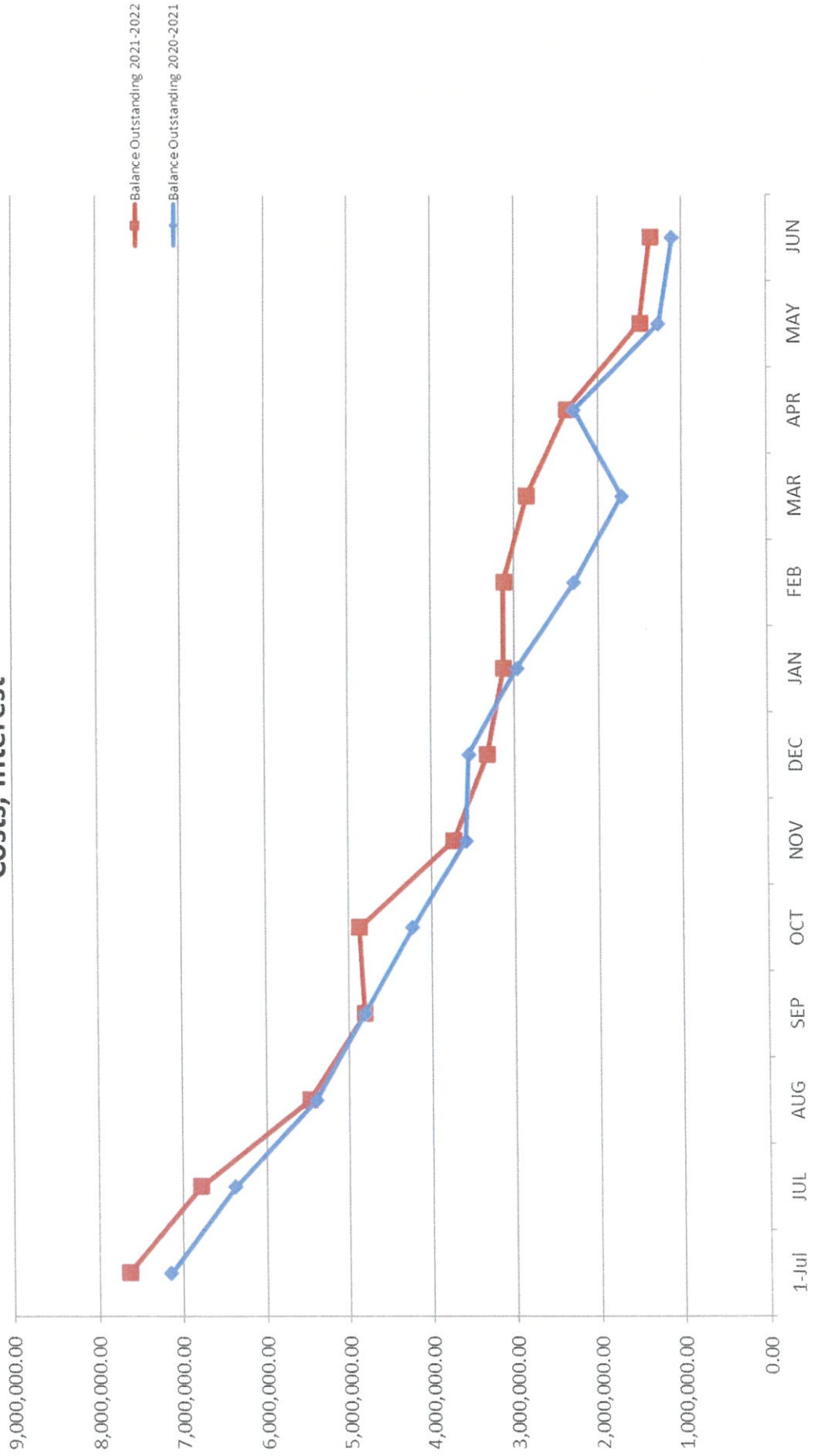
Animals				
Totals for Animals	3	89	89	3
Buildings				
Totals for Buildings	4	13	10	7
Council Buildings				
Totals for Council Buildings	3	4	3	4
Certificates				
Totals for Certificates	0	2	2	
Development				
Totals for Development	1	4	4	1
Food Premises				
Totals for Food Premises	0	1	1	
Garbage				
Totals for Garbage	1	19	17	3
Health Concerns				
Totals for Health Concerns	0	1	1	
Land				
Totals for Land	3	20	18	5
Litter				
Totals for Litter	0	1	1	
Noise				
Totals for Noise	0	2	1	1
Noxious Weeds				
Totals for Noxious Weeds	0	1	1	
Pollution				
Totals for Pollution	0	3	2	1
Vehicles				
Totals for Vehicles	0	1	1	
Totals for Planning & Environmental Services	15	161	151	25

TOTALS FOR COUNCIL 2021-2022

Rate Arrears 2021 - 2022
General Rates, Water Access, Sewer, Domestic Waste, Interest & Legal Costs



Total Rates Outstanding General Rates, Water Access, Sewer Usage, Sewer Access, Domestic Waste, Legal Costs, Interest



Capital Works as at 30 June 2022	Budget 2020-21	Actual 2020-2021	Budget 2021-22	Actual MTD	Actual YTD	Total 2020-2022	Comments
SR12 - Yathong - Gravel Fixing Local Roads (\$2.9M funding; \$730k R2R)			\$ 3,650,800	\$ 110,478	\$ 725,275	\$ 725,275	14km laid
SR 7 - Mt Gap - Causeway Stabilisation	\$ 46,852		\$ 46,852				
SR 18 Bruce Cullenward Rd - gravel resheet			\$ 250,000		\$ 344,003	\$ 344,003	Complete
SR 9 Neclarbo Rd - gravel resheet R2R	\$ 5,568,000	\$ 2,048,513	\$ 200,000		\$ 27,686	\$ 27,686	Complete- reallocated to SR18
SR6 Pulpulla Rd (R2R-5568000) (FLR-55000000)	\$ 1,250,000		\$ 3,519,487		\$ 3,807,088	\$ 5,855,601	Complete
Grids and Culverts			\$ 2,500,000		\$ 6,205	\$ 6,205	Tender Finalised
SR1 Bucklanbe Rd			\$ 800,000	\$ 16,419	\$ 96,580	\$ 96,580	ongoing - Weather permitting
MR407 - Mulya Road Repair Program			\$ 46,852	\$ 526,168	\$ 733,456	\$ 733,456	Complete- minor graveling remaining
MR 411 Tipping Way - Bend Alignment			\$ 101,475				
Wool Track construction (MR416) (REPAIR program)		\$ 479,327	\$ 300,000		\$ 135,121	\$ 135,121	Complete
SR 3 Neljambo Road - gravel resheet R2R	\$ 681,314		\$ 201,987		\$ 180,877	\$ 660,204	Flood Damage component to do
SR 13A Lerrida Rd - Resealing (R2R)			\$ 150,000				
SR20 Grain Rd - R2R - Initial seal			\$ 378,500		\$ 156,900	\$ 156,900	Complete
SR 24 Mt Grace - gravel resheet			\$ 3,039,825	\$ 19,090	\$ 359,671	\$ 359,671	ongoing - 90% complete
SR26 Wilga Downs Rd - Fixing Local Roads (\$250k R2R)	\$ 3,039,825		\$ 3,039,825	\$ 54,865	\$ 1,247,497	\$ 1,247,497	ongoing
Cobar Industrial Estate Road and Storm Water Upgrades - Stage 1 (R4R)			\$ 1,375,921		\$ 91,066	\$ 91,066	ongoing
Cobar Industrial Estate Road and Storm Water Upgrades - Stage 2 (R4R)			\$ 4,129,942				
TOTALS	\$ 10,585,991	\$ 2,527,840	\$ 20,691,640	\$ 727,019	\$ 7,911,425		
Total			\$ 7,911,425				
Budget for 2021/2022			\$ 20,691,640				
Balance			\$ 12,780,215				

Shire Roads Maintenance June 2022		Actual 2020-21		Actual YTD		Actual MTD		Comments	
Road Inspections Shire Roads	\$	132,521.07	\$	135,361.63	\$	18,215.42	Inspections/Supervision		
Gravel Pit Licencing	\$	-	\$	250.91	\$	251			
SR1 Buckanbe Road/Budda Road - Graveling	\$	34,671.47	\$	25,985.00	\$	-			
SR1 Buckanbe Road/Budda Road - Maintenance Grading	\$	3,374.82	\$	7,026.18	\$	-			
SR1 - Vegetation Maintenance	\$	-	\$	-	\$	-			
SR2 Seventy Eight Mile Road - Graveling	\$	18,015.62	\$	60,015.91	\$	-			
SR2 Seventy Eight Mile Road - Maintenance Grading	\$	-	\$	7,404.17	\$	-			
SR2 - Vegetation Maintenance	\$	-	\$	-	\$	-			
SR3 Nelyambo Bridge Road - General Maintenance	\$	-	\$	45,300.00	\$	-			
SR3 Nelyambo Bridge Road - Maintenance Grading	\$	-	\$	56,302.15	\$	-			
SR3 - Vegetation Maintenance	\$	-	\$	-	\$	-			
SR4 - Graveling	\$	-	\$	-	\$	-			
SR4 Gidgee Road - Maintenance Grading	\$	2,445.07	\$	-	\$	-			
SR4 - Vegetation Maintenance	\$	-	\$	-	\$	-			
SR5 - General Maintenance	\$	-	\$	-	\$	-			
SR5 - Maintenance Grading	\$	-	\$	-	\$	-			
SR5 - Vegetation Maintenance	\$	-	\$	-	\$	-			
SR6 - Graveling	\$	-	\$	714.00	\$	714.00			
SR6 Pulpulla Road - Maintenance Grading	\$	58,056.04	\$	4,953.01	\$	-			
SR6 - Vegetation Maintenance	\$	-	\$	464.32	\$	-			
SR7 Mount Gap Road - Graveling	\$	-	\$	221.45	\$	-			
SR7 Mount Gap Road - Maintenance Grading	\$	32,682.21	\$	13,361.74	\$	-			
SR7 - Vegetation Maintenance	\$	-	\$	-	\$	-			
SR8 - General Maintenance	\$	-	\$	854.56	\$	-			
SR8 Coomeratta Road - Maintenance Grading	\$	-	\$	2,378.40	\$	-			
SR8 - Vegetation Maintenance	\$	-	\$	-	\$	-			
SR9 - Graveling	\$	-	\$	1,981.85	\$	-			
SR9 Neckarbo Road - Maintenance Grading	\$	2,481.50	\$	4,910.53	\$	-			
SR9 - Vegetation Maintenance	\$	-	\$	2,250.00	\$	-			
SR10 - Graveling	\$	3,920.00	\$	7,382.50	\$	-			
SR10 Belarabon Road - Maintenance Grading	\$	8,394.74	\$	17,182.09	\$	230.43			
SR10 - Vegetation Maintenance	\$	-	\$	-	\$	-			
SR11 - General Maintenance	-\$	379.24	\$	26,595.62	\$	-			
SR11 Bloomfield Road - Maintenance Grading	\$	-	\$	10,065.38	\$	437.11			
SR11 - Vegetation Maintenance	\$	-	\$	-	\$	-			
SR12 Yathong Road - Graveling	\$	-	\$	1,358.15	\$	-			
SR12 - Vegetation Maintenance	\$	1,704.55	\$	-	\$	-			
SR13 - Graveling	\$	-	\$	120,479.70	\$	-			
SR13 Bedooba Road - Maintenance Grading	\$	2,942.69	\$	67,585.05	\$	491.77			
SR13 Lerida Road - Vegetation Maintenance	\$	1,944.55	\$	11,430.07	\$	-			
SR13 Lerida Road - Maintenance Sealed Length	\$	17,843.65	\$	50,653.18	\$	-			

Shire Roads Maintenance June 2022

	Actual 2020-21	Actual YTD	Actual MTD	Comments
SR14 Manuka Road - General Maintenance	\$ -	\$ -	\$ -	
SR14 Manuka Road - Maintenance Grading	\$ 3,259.44	\$ -	\$ -	
SR14 Manuka Road - Vegetation Maintenance	\$ -	\$ -	\$ -	
SR15 Shuttleton Road - General Maintenance	\$ -	\$ -	\$ -	
SR15 Shuttleton Road - Maintenance Grading	\$ 77.39	\$ -	\$ -	
SR15 Shuttleton Road - Vegetation Maintenance	\$ -	\$ -	\$ -	
SR16 - General Maintenance	\$ -	\$ -	\$ -	
SR16 Sandy Creek Road - Maintenance Grading	\$ -	\$ -	\$ -	
SR16 - Vegetation Maintenance	\$ -	\$ -	\$ -	
SR17 - Graveling	\$ -	\$ -	\$ -	
SR17 Merri Road - Maintenance Grading	\$ 57,676.73	\$ 4,906.30	\$ 167.25	
SR17 - Vegetation Maintenance	\$ 2,152.24	\$ 689.51	\$ -	
SR18 - Graveling	\$ 498.59	\$ 1,116.03	\$ -	
SR18 Bruce Cullenward Road - Maintenance Grading	\$ 160,858.44	\$ 54,944.64	\$ 314.68	
SR18 - Vegetation Maintenance	\$ -	\$ -	\$ -	
SR19 Burthong Road - Graveling	\$ -	\$ -	\$ -	
SR19 Burthong Road - Maintenance Grading	\$ 17,955.66	\$ 73,142.91	\$ -	
SR19 - Vegetation Maintenance	\$ 1,704.55	\$ -	\$ -	
SR20 - Graveling	\$ -	\$ -	\$ -	
SR20 Grain Road - Maintenance Grading	\$ 118,450.92	\$ 319,378.65	\$ 1,071.86	Maintenance Spot Grading
SR20 Grain Road - Vegetation Maintenance	\$ 1,704.55	\$ -	\$ -	
SR20 Grain Road - Maintenance Sealed Length	\$ 17,723.51	\$ 775.13	\$ -	
SR21 - General Maintenance	\$ -	\$ 92.90	\$ -	
SR21 Tallebung Road - Maintenance Grading	\$ 90,819.34	\$ 45,269.03	\$ -	
SR21 - Vegetation Maintenance	\$ 1,704.55	\$ -	\$ -	
SR22 - Graveling	\$ 404.46	\$ -	\$ -	
SR22 Round Hill Road - Maintenance Grading	\$ 41,268.35	\$ 227,044.27	\$ 5,248.50	Maintenance Grading
SR22 - Vegetation Maintenance	\$ -	\$ -	\$ -	
SR23 Booberoi Road - General Maintenance	\$ 26,902.14	\$ -	\$ -	
SR23 Booberoi Road - Maintenance Grading	\$ 16,154.59	\$ 12,126.57	\$ 1,157.44	Spot Grading
SR23 - Vegetation Maintenance	\$ -	\$ -	\$ -	
SR24 Mount Grace Road - Graveling	\$ 8,030.46	\$ -	\$ -	
SR24 - Vegetation Maintenance	\$ -	\$ -	\$ -	
SR25 Wilgaroon Road - General Maintenance	\$ -	\$ 5,435.80	\$ 4,920.00	Graveling
SR25 Wilgaroon Road - Maintenance Grading	\$ -	\$ 10,578.19	\$ 206.68	
SR25 - Vegetation Maintenance	\$ -	\$ -	\$ -	
SR26 - Graveling	\$ 1,202.03	\$ 2,616.98	\$ -	
SR26 Wilga Downs Road - Maintenance Grading	\$ 34.40	\$ 11,651.99	\$ 1,625.04	Spot Grading
SR26 - Vegetation Maintenance	\$ -	\$ -	\$ -	
SR27 Cooneybar Road - Graveling	\$ -	\$ -	\$ -	
SR27 Cooneybar Road - Maintenance Grading	\$ 8,243.66	\$ 66,788.59	\$ 59,312.28	Maintenance Grading

Shire Roads Maintenance June 2022		Actual 2020-21	Actual YTD	Actual MTD	Comments
SR27 - Vegetation Maintenance		\$ -	\$ -	\$ -	
SR28 - General Maintenance		\$ -	2,820.75	\$ -	
SR28 Yimkin Road - Maintenance Grading		25,713.43	1,795.25	\$ -	
SR28 - Vegetation Maintenance		\$ -	\$ -	\$ -	
SR29 - Graveling		112,607.42	67,958.79	\$ -	
SR29 Booroomugga Road - Maintenance Grading		\$ -	10,211.52	\$ -	
SR29 Booroomugga Road - Vegetation Maintenance		\$ -	\$ -	\$ -	
SR30 - Graveling		\$ -	\$ -	\$ -	
SR30 Canbelego Road - Maintenance Grading		2,795.15	1,149.16	\$ -	
SR30 - Vegetation Maintenance		\$ -	\$ -	\$ -	
SR31 - Graveling		1,757.37	12,781.10	\$ -	
SR31 Moolah Road - Maintenance Grading		\$ -	17,273.09	259.24	
SR31 - Vegetation Maintenance		\$ -	\$ -	\$ -	
SR32 - Graveling		\$ -	8,053.50	\$ -	
SR32 Developmental Road - Maintenance Grading		\$ -	8,274.60	\$ -	
SR32 - Vegetation Maintenance		\$ -	\$ -	\$ -	
SR33 - General Maintenance		\$ -	\$ -	\$ -	
SR33 Nymagee Station Road - Maintenance Grading		56,436.18	553.03	\$ -	
SR33 - Vegetation Maintenance		\$ -	\$ -	\$ -	
SR34 - General Maintenance		\$ -	230.43	\$ -	
SR34 Wallacevale Road - Maintenance Grading		\$ -	\$ -	\$ -	
SR34 - Vegetation Maintenance		\$ -	\$ -	\$ -	
SR35 - General Maintenance		\$ -	\$ -	\$ -	
SR35 Osterly Downs Road - Maintenance Grading		\$ -	\$ -	\$ -	
SR35 - Vegetation Maintenance		\$ -	\$ -	\$ -	
SR36 - General Maintenance		\$ -	\$ -	\$ -	
SR36 Palesthan Road - Maintenance Grading		234,099.94	35,365.81	131.33	
SR36 - Vegetation Maintenance		\$ -	\$ -	\$ -	
SR37 - General Maintenance		1,722.70	\$ -	\$ -	
SR37 - Vegetation Maintenance		\$ -	\$ -	\$ -	
SR38 - General Maintenance		184.93	379.41	\$ -	
SR38 CSA Access Road - Grader Maintenance		60.82	124.11	\$ -	
SR38 - Vegetation Maintenance		\$ -	1,127.95	\$ -	
SR38 - Sealed Maintenance		\$ -	\$ -	\$ -	
SR39 - General Maintenance		\$ -	\$ -	\$ -	
SR39 Coombie Road - Maintenance Grading		\$ -	\$ -	\$ -	
SR39 - Vegetation Maintenance		\$ -	\$ -	\$ -	
SR40 Filtration Plant Road - General Maintenance		\$ -	1,025.78	\$ -	
SR40 Filtration Plant Road - Grader Maintenance		\$ -	372.99	\$ -	
SR40 - Vegetation Maintenance		\$ -	\$ -	\$ -	
SR40 - Sealed Maintenance		\$ -	\$ -	\$ -	
SR41 - General Maintenance		\$ -	\$ -	\$ -	

Shire Roads Maintenance June 2022					
	Actual 2020-21	Actual YTD	Actual MTD	Comments	
SR41 Tilpa Weir Road - Maintenance Grading	\$ -	4,798.00	\$ -		\$

Shire Roads Maintenance June 2022						
	Actual 2020-21	Actual YTD	Actual MTD	Comments		
SR41 - Vegetation Maintenance	\$ -	\$ -	\$ -			
SR42 Endeavor Mine Road - General Maintenance	\$ -	\$ 548.85	\$ -			
SR42 Endeavor Mine Road - Grader Maintenance	\$ 121.09	\$ 3,000.00	\$ -			
SR42 Endeavor Mine Road - Vegetation Maintenance	\$ -	\$ 3,767.92	\$ -			
SR42 Endeavor Mine Road - Sealed Maintenance	\$ 186.93	\$ 669.14	\$ -			
SR43 - General Maintenance	\$ -	\$ -	\$ -			
SR43 Sewerage Works Road - Maintenance Grading	\$ -	\$ 1,475.91	\$ 1,475.91	Maintenance Grading		
SR43 - Vegetation Maintenance	\$ -	\$ -	\$ -			
SR44 - General Maintenance	\$ -	\$ -	\$ -			
SR44 Old Reservoir Road - Maintenance Grading	\$ 2,424.79	\$ 1,676.89	\$ -			
SR44 - Vegetation Maintenance	\$ -	\$ -	\$ -			
SR45 - General Maintenance	\$ -	\$ -	\$ -			
SR45 - Grader Maintenance	\$ -	\$ -	\$ -			
SR45 - Vegetation Maintenance	\$ -	\$ -	\$ -			
SR45 - Sealed Maintenance	\$ 1,957.49	\$ -	\$ -			
SR46 - Gravel & Seal	\$ 924.63	\$ 1,208.41	\$ -			
SR46 Rosevale Road - Maintenance Grading	\$ 54,238.76	\$ 3,063.39	\$ 837.93			
SR46 - Vegetation Maintenance	\$ -	\$ -	\$ -			
SR48 Euabalong Tip Road - Maintenance Grading	\$ 900.52	\$ 1,146.37	\$ -			
SR 6 - Pulpulla	\$ -	\$ -	\$ -			
SR 7 - Mt Gap	\$ 675.88	\$ -	\$ -			
SR 8 - Coomeratta	\$ -	\$ -	\$ -			
SR 9 - Neckarboo	\$ -	\$ -	\$ -			
SR 10 - Belarabon	\$ -	\$ 15.02	\$ -			
SR 12 - Yathong	\$ -	\$ -	\$ -			
SR 15 - Shuttleton	\$ -	\$ -	\$ -			
SR 17 - Roto	\$ -	\$ -	\$ -			
SR 18 - Bruce Cullenward	\$ -	\$ -	\$ -			
SR 19 - Burthong	\$ -	\$ -	\$ -			
SR 20 - The Grain Road	\$ -	\$ -	\$ -			
SR 22 - Round Hill	\$ -	\$ -	\$ -			
SR 23 - Booberoi	\$ -	\$ -	\$ -			
SR 24 - Willanthry	\$ -	\$ -	\$ -			
SR 25 - Wilgaroon	\$ -	\$ -	\$ -			
SR 26 - Byrock	\$ -	\$ -	\$ -			
SR 27 - Coolibah	\$ -	\$ -	\$ -			
SR 28 - Yimkim	\$ -	\$ -	\$ -			
SR 29 - Booroomugga	\$ -	\$ -	\$ -			
SR 31 - Trida	\$ -	\$ -	\$ -			
SR 32 - Developmental	\$ -	\$ -	\$ -			
SR 36 - Gunnebang	\$ -	\$ -	\$ -			
TOTALS	\$ 1,394,252.77	\$ 1,709,892.21	\$ 97,068			

Shire Roads Maintenance June 2022

Actual 2020-21 Actual YTD Actual MTD Comments

Total	\$	1,709,892	
Budget for 2021/2022	\$	1,483,952	
BALANCE	-\$	225,940	

Regional Roads Maintenance 30 June 2022

	Actual 2020-21	Actual YTD	Actual MTD	Comments
Road Inspections Regional Roads	\$ 8,044.55	\$ 611.39	\$ -	
Traffic Facilities	\$ 2,317.17	\$ 1,635.25	\$ -	
Gravel Pit Licencing	\$ -	\$ 250.91	\$ 250.91	
MR 228 - General Maintenance	\$ 3,213.55	\$ 4,153.35	\$ 676.37	
MR 228 Whitbarrow Way - Pavement Maintenance	\$ -	\$ 837.93	\$ 837.93	
MR 228 Whitbarrow Way - Vegetation Maintenance	\$ -	\$ 2,970.80	\$ -	
MR 228 Whitbarrow Way - Maintenance Grading	\$ -	\$ 64,145.54	\$ 343.92	
Regional Road Signage	\$ 25,200.77	\$ -	\$ -	
MR 407 Mulya Road - General Maintenance	\$ 3,062.31	\$ 4,428.34	\$ -	
MR 407 Mulya Road - Pavement Maintenance	\$ 33,597.24	\$ -	\$ -	
MR 407 Mulya Road - Gravel Resheeting	\$ -	\$ -	\$ -	
MR 407 Mulya Road - Vegetation Maintenance	\$ -	\$ -	\$ -	
MR 407 Mulya Road - Maintenance Grading	\$ 224,269.63	\$ 2,970.19	\$ -	
MR 407 Mulya Road - Sealing	\$ -	\$ -	\$ -	
MR 411 Tipping Way - General Maintenance	\$ -	\$ -	\$ -	
MR 411 Tipping Way - Pavement Maintenance	\$ 30,712.61	\$ 146,454.64	\$ 2,444.86	Slashing
MR 411 Tipping Way - Gravel Resheeting	\$ -	\$ -	\$ -	
MR 411 Tipping Way - Vegetation Maintenance	\$ -	\$ -	\$ -	
MR 411 Tipping Way - Maintenance Grading	\$ 4,360.91	\$ 742.63	\$ -	
MR 411 Tipping Way - Sealing	\$ -	\$ -	\$ -	
MR 416 The Wool Track - General Maintenance	\$ 14,274.71	\$ 56,642.41	\$ -	
MR 416 The Wool Track - Pavement Maintenance	\$ 3,512.90	\$ 13,441.71	\$ -	
MR 416 The Wool Track - Gravel Resheeting	\$ 379,837.09	\$ 302,286.70	\$ -	
MR 416 The Wool Track - Vegetation Maintenance	\$ -	\$ 2,977.11	\$ -	
MR 416 The Wool Track - Maintenance Grading	\$ 119,542.91	\$ 81,053.14	\$ 437.11	
MR 416 The Wool Track - Sealing	\$ -	\$ -	\$ -	
MR 419 Glenwood Road - General Maintenance	\$ 742.13	\$ 8,751.30	\$ -	
MR 419 Glenwood Road - Gravel Resheeting	\$ 59.50	\$ -	\$ -	
MR 419 Glenwood Road - Vegetation Maintenance	\$ -	\$ -	\$ -	
MR 419 Glenwood Road - Maintenance Grading	\$ 1,518.43	\$ 130,385.92	\$ -	
MR 423 Lachlan Valley Way - General Maintenance	\$ -	\$ -	\$ -	
MR 423 Lachlan Valley Way - Pavement Maintenance	\$ 15,749.76	\$ 20,853.21	\$ 1,962.54	
MR 461 Priory Tank/Balowra Road - General Maintenance	\$ 10,608.76	\$ 3,679.68	\$ 3,561.49	Signs Purchase- Yet to be installed
MR 461 Priory Tank/Balowra Road - Pavement Maintenance	\$ 6,689.95	\$ 5,151.67	\$ 586.18	
MR 461 Priory Tank/Balowra Road - Vegetation Maintenance	\$ -	\$ -	\$ -	
MR 461 Priory Tank/Balowra Road - General Maintenance	\$ 8,153.53	\$ 543.77	\$ 1,005.61	Signs
MR 7518 Fifty Two Mile Road - General Maintenance	\$ 14,012.34	\$ 28,977.96	\$ 884.00	
MR 7518 Fifty Two Mile Road - Pavement Maintenance	\$ 3,224.98	\$ 23,833.38	\$ -	
MR 7518 Fifty Two Mile Road - Gravel Resheeting	\$ 8,800.00	\$ 23,210.55	\$ -	
MR 7518 Fifty Two Mile Road - Vegetation Maintenance	\$ -	\$ 5,675.19	\$ -	
MR 7518 Fifty Two Mile Road - Maintenance Grading	\$ 253,187.31	\$ 148,982.54	\$ -	
MR 7518 Fifty Two Mile Road - Sealing	\$ 179,741.55	\$ 2,204.24	\$ -	
MR 7521 Kiacatoo Road - General Maintenance	\$ 3,018.48	\$ 11,575.70	\$ 354.01	
MR 7521 Kiacatoo Road - Pavement Maintenance	\$ 18,518.79	\$ 14,625.49	\$ 2,159.96	Patching
MR 7521 Kiacatoo Road - Gravel Resheeting	\$ -	\$ -	\$ -	

Regional Roads Maintenance 30 June 2022					
	Actual 2020-21	Actual YTD	Actual MTD	Comments	
MR7521 Kiacatoo Road - Vegetation Maintenance	\$ -	\$ -	\$ -		
MR7521 Kiacatoo Road - Maintenance Grading	\$ 274.00	\$ 2,719.64	\$ -		
MR7522 The Wool Track - General Maintenance	\$ 40,637.40	\$ 1,994.50	\$ -		
MR7522 The Wool Track - Gravel Resheeting	\$ 102,843.49	\$ 13,569.62	\$ -		
MR7522 The Wool Track - Vegetation Maintenance	\$ -	\$ -	\$ -		
MR7522 The Wool Track - Maintenance Grading	\$ -	\$ 14,320.00	\$ -		
MR 461 Priory Tank/Balowra Road - General Maintenance	\$ 116.07	\$ 653.66	\$ -		
MR 461 - Pavement Maintenance	\$ -	\$ -	\$ -		
MR 61 - Vegetation Maintenance	\$ -	\$ -	\$ -		
MR 61 - Resealing	\$ -	\$ -	\$ -		
MR 68 Curranyalpa Road - General Maintenance	\$ 8,799.98	\$ -	\$ -		
MR 68 - Gravel Resheeting	\$ -	\$ 95,833.00	\$ -		
MR 68 - Vegetation Maintenance	\$ -	\$ -	\$ -		
MR 68 Curranyalpa Road - Maintenance Grading	\$ -	\$ -	\$ -		
MR 7524 Frederick St - Highway to Louth Rd	\$ -	\$ -	\$ -		
TOTALS	\$ 1,528,642.80	\$ 1,243,143.06	\$ 15,504.89		
Total		\$ 1,243,143.06			
Budget for 2021/2022		\$ 1,416,498.00			
Balance		\$ 173,354.94			

FLOOD DAMAGE CLAIM (MARCH & NOVEMBER 2021 FLOOD EVENT)

	Approved - YTD	Allocated - YTD	Committed
SHIRE Roads			
SR3 - Flood Damage	\$ 120,931.41	\$ 16,236.00	On going
SR1 - Flood Damage	\$ 80,494.68	\$ 18,212.50	On going
SR2 - Flood Damage	\$ 135,927.60	\$ -	Complete
SR6 - Flood Damage	\$ 146,839.54	\$ -	Complete
SR7 - Flood Damage	\$ 323,258.22	\$ -	Complete
SR8 - Flood Damage	\$ 21,598.03	\$ -	Complete
SR9 - Flood Damage	\$ 63,578.50	\$ -	Complete
SR10 - Flood Damage	\$ 67,867.15	\$ -	Complete
SR11 - Flood Damage	\$ 40,283.19	\$ -	Complete
SR12 - Flood Damage	\$ 13,975.45	\$ -	Complete
SR13 - Flood Damage	\$ 50,387.81	\$ -	Complete
SR18 - Flood Damage	\$ 14,750.86	\$ -	Complete
SR20 - Flood Damage	\$ 12,314.45	\$ -	Complete
SR21 - Flood Damage	\$ 184.21	\$ -	Complete
SR22 - Flood Damage	\$ 33,037.50	\$ -	Complete
SR24 - Flood Damage	\$ 4,065.24	\$ -	Complete
SR25 - Flood Damage	\$ 2,725.43	\$ -	Complete
SR26 - Flood Damage	\$ 15,586.35	\$ -	Complete
SR27 - Flood Damage	\$ 7,411.34	\$ -	Complete
SR32 - Flood Damage	\$ 40,216.98	\$ -	Complete
SR33 - Flood Damage	\$ 12,959.32	\$ -	Complete
SR34 - Flood Damage	\$ 28,316.86	\$ -	Complete
SR35 - Flood Damage	\$ 40,912.88	\$ -	Complete
SR37 - Flood Damage	\$ 2,160.00	\$ -	Complete
SUB- TOTALS	\$ 1,279,783	\$ 34,449	
REGIONAL Roads			
MR68 - Flood Damage	\$ 191,965.49	\$ -	Complete
MR407 - Flood Damage	\$ 70,596.27	\$ -	Complete
MR416 - Flood Damage	\$ 64,922.83	\$ -	Complete
MR419 - Flood Damage	\$ -	\$ -	Complete
MR461 - Flood Damage	\$ 47,839.28	\$ 928.89	Complete
MR7518 - Flood Damage	\$ 33,127.21	\$ -	Complete
SUB- TOTALS	\$ 408,451	\$ 929	
TOTALS	\$ 1,688,234	\$ 35,377	
Budget for 2021/2022	\$ 2,800,000	\$1.4M for each flood event	
BALANCE	\$ 1,111,766		