



BLAND SHIRE COUNCIL
west wyalong



Annual Report 2020/21

OUR VISION, MISSION AND VALUES



Message from the Mayor and General Manager

In last year's report we said that it would be an understatement to say that the previous 12 months had not been a challenging time and not just for the Bland Shire but for the entire country. Now, 12 months on, we are still grappling with the effects of Covid-19.

While there has been a strong focus over the last 12 months on protecting the health and wellbeing of our staff and members of the community there has also been a strong emphasis on ensuring that the operations of Council continued in as an effective and efficient manner as possible.

This has meant the continuation of a number of major projects that have been funded through various State and Federal grant programs, maintaining Council's extensive road network and maintaining all existing amenities and facilities.

The development of the new Business Park, off Central Road, is progressing well with strong interest being shown by a number of new businesses and existing local businesses wishing to expand.

Council has engaged a consultancy firm to develop a housing strategy for the Bland Shire that will provide Council with some guidance in how to deal with the ever increasing demand for new housing.

Some of that demand is due to the expansion of the Lake Cowal Gold Mine which will also see an increase in population for the Shire bring both social and economic benefits as well as some challenges for Council.

Council has been involved in extensive negotiations with both the State and Federal Governments to secure funding for a major water security project that will be undertaken in partnership with Goldenfields Water County Council. The benefits arising from this project will see a secure water supply for West Wyalong for many years to come and an increase in water pressure around town which has been an ongoing issue for many residents.

The Tivoli Theatre project is nearing its long awaited completion with an official opening expected in late 2021. The new theatre will provide a much needed entertainment venue for the Shire as well as a location for social interaction.

The financial position of Council remains in a strong and sustainable position due to prudent financial management by Councillors and staff and places Council in a good position for the future.

As we approach the end of 2021, the effects of COVID-19 are still being felt within our workplaces, places of learning and wider communities. The enduring presence of the virus

means we have to implement the right processes and technology to help minimise the spread and keep all of us safe.

We commend this report to you and in doing so; we would like to acknowledge the input of the Bland Shire community into council's operations thus ensuring that we are delivering the best possible levels of service and facilities.



Brian Monaghan
Mayor



Ray Smith PSM
General Manager

Table of Contents

Message from the Mayor and General Manager	3
2020/21 Highlights	6
Local Government Planning and Reporting Framework	9
Our Shire	11
Bland History	11
Bland Today	11
Councillors	15
Councillor Attendance & Representation	16
Details of Mayoral and Councillor Fees, Expenses and Facilities	20
Our Organisation Structure	24
Office of the General Manager	26
Staff Turnover.....	27
Staff by Gender and Employment Type	28
Staff by Age and Gender	28
Diversity	29
EEO and Employee Engagement Survey 2020/21	29
Employee Engagement: Up or Down?.....	29
Strategic Priorities	34
Report on Capital Works Projects	36
Business Activities	37
Private Works and Financial Assistance.....	38
Details of External Bodies, Companies and Partnerships.....	40
Legal Proceedings	43
Contracts Awarded	44
Public Forum Sessions – 2020/21 Participation	45
Disability Inclusion Act 2014.....	46
Corporate & Community Services Directorate	47
Financial Statements.....	48
Rates	49
2020/21 Annual Report Government Information (Public Access) Act (GIPA)	50
Public Interest Disclosures Report	57
Carers Recognition Act 2010	58
Technical Services Directorate	59
Asset Reporting	60
Development Statistics.....	63
Swimming Pool Inspections	65
Environmental Reporting.....	65
Companion Animals.....	66
Stormwater Management.....	69
Recovery and Threat Abatement Plans.....	70
Coastal Protection Services	70
Appendix 1.....	71
Appendix 2.....	72
Appendix 3.....	73
Appendix 4.....	74
Appendix 5.....	75

2020/21 Highlights

OUR PEOPLE

The library recently purchased a StorytimePOD. The POD has been a welcome addition to the children's area with many curious little kids wanting to watch and listen to stories and songs. The StorytimePOD, which has a touchscreen, provides digital storytelling and learning activities in English and LOTE (Languages other than English) for children aged 2 – 9+ years.



Bland Shire Council adopted, in part, "That the L&R Group be offered a further two year extension option for the swimming pool contract. The L&R Group has gone beyond the terms of the contract in developing the pool and the community during their running of the pool, an example is the Triathlon which was solely developed by the L&R Group to benefit the whole community.

The current COVID-19 situation is continuing to significantly impact Community Care services. Extra precautions have been put into action for all staff and any members of the public when entering the Community Care Services building. A Clinical Nurse Educator provided some in-house training focusing on correct procedures for handwashing and donning and doffing PPE.



The Bland Foyer Art Gallery had its first opening in March 2020. Local artist's artwork are on display during Visitor Information Centre hours on a rotation basis giving artists the opportunity to display their work. Local youth were also invited to submit photographs and paintings celebrating life in the Bland Shire to help bring new life to selected empty shop fronts in West Wyalong's Main Street.



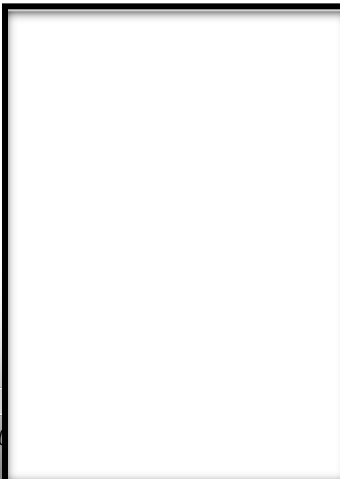
OUR PLACES

The Coordinator Plant and Workshop has a 10 year rolling plan for plant replacement from which the 2020/21 major plant replacement is derived. The equipment replaced this financial year included: Grader, Jetpatcher, Grounds Mower (for ovals), and a town entrance/vacant block mower.

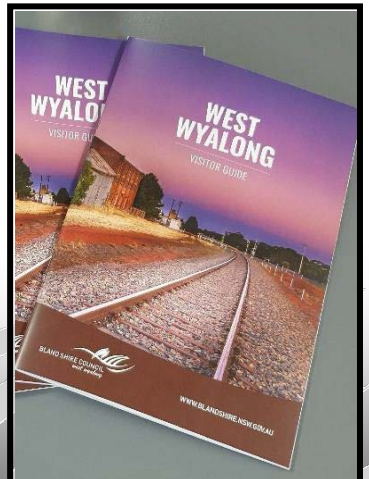


In response to community requests, Council installed a defibrillator at Wyalong Hall for the use of the community. The Defib is located on the outside of the Hall in a lockbox with a code to ensure it is protected, yet accessible at all times should the community require it. The code has been provided to key community members to ensure the community can utilise the Defib in the event of an emergency.

Bland Shire Council developed a new business park in the industrial area of West Wyalong. Details on the marketing strategy, concept design and development costs were discussed at the September Council Workshop. There has been a number of enquiries concerning the purchase of land within the new complex and these are being pursued.



Bland Shire has a new West Wyalong Visitors Guide that represents all the villages and towns in the Bland Shire. It has been 10 years since we had a new updated guide. Over the years new tourism initiatives has been added to all the villages and towns and this new guide contains all the information and beautiful images to attract tourism to the Bland Shire.



OUR LEADERSHIP

Community Services held their annual youth programs during the school holidays. Sessions for any workshop usually booked out very early after publishing. This year was no different with a Macramé workshop, NRMA Safer Driver Program, Bland Big Scavenger Hunt, Scuba Diving Workshop, Main Street Mini Golf, Obstacle and many more.



Bland Shire Council together with Business West Wyalong held 2 webinar sessions during Small Business Month – October 2020. The sessions were held via zoom and face to face at the Council Chambers for those that preferred. Topics of discussions were: Jobkeeper, Employment Law, Customer Service & Staff Training and Employment Superannuation.

With funding from the Australian Government, Bland Shire Council and Why Leave Town Promotions held a business breakfast and workshop at the newly established BelleFleur Restaurant. The workshop gave the businesses the tools to encourage the community to shop local and explained how shopping local benefits our community and economy by keeping money in town.



Tech Savvy Seniors is a NSW Government initiative in partnership with Telstra. The Tech Savvy Seniors digital literacy program is designed to help seniors develop the skills and confidence to get connected and participate in the online world. Training is delivered free of charge in NSW public libraries, and at a low cost through NSW community colleges.



OUR PROSPERITY

Council received funding to upgrade the existing skate park under a Stronger Country Communities Program. A consultation session were held at the Skate Park to ensure users and parents were given the opportunity to provide input into the design. An opportunity for online feedback were also provided to ensure all aspects were considered to provide a safe space before construction started.



The installation of new vinyl flooring throughout the Children Services Unit building is finished following the kitchen repairs. The new flooring throughout the entire building (excluding wet areas) will improve hygiene and gives the service a fresh new look.

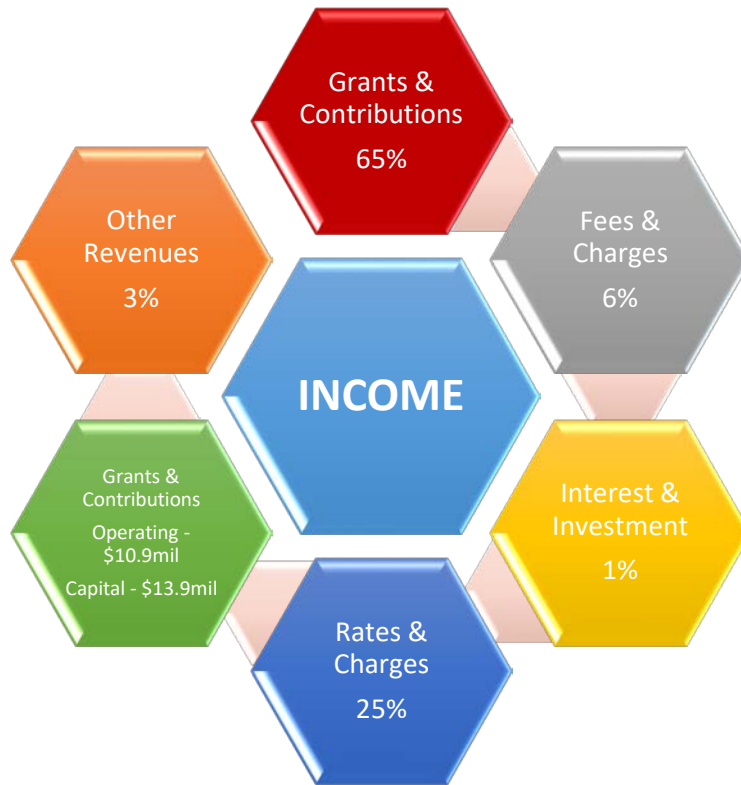
Bland Shire Library was announced the 2020 Winner of the NSW Public Libraries Association's Innovation in Outreach Services Award: Population under 10,000 for its annual author visit program.



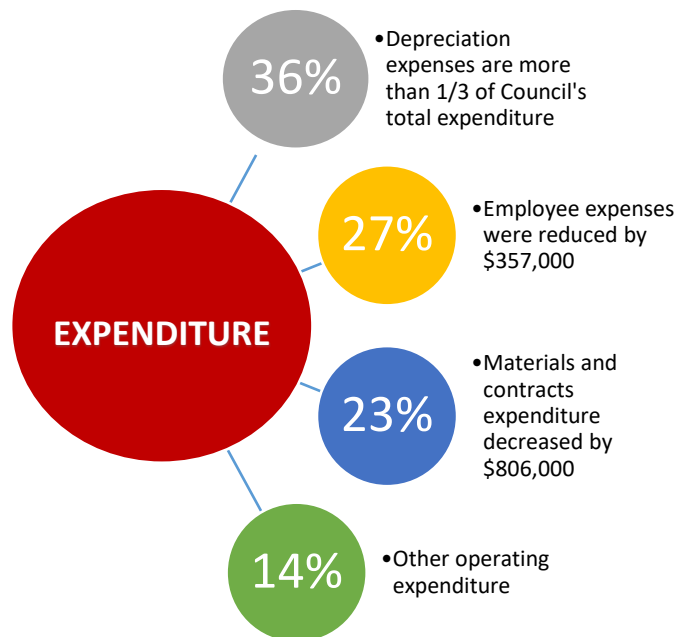
Despite some significant changes to this year's Australia Day celebrations it was a huge success. The Australia Day Awards Dinner provided to be a hit with all who attended, particularly the nominees and their families. The dinner provided a great opportunity to showcase the achievements of this year's award nominees and honour them for their dedication and service to our community.



2020/21 Financial Snapshot



Council's flood damage claim is continuing and \$7 million was spent repairing Council's roads using local contractors



Local Government Planning and Reporting Framework



The Integrated Planning and Reporting (IPR) framework aims to ensure councils are providing a clear picture for the future and are better connected with their communities to gain a more detailed understanding of their area and regional context. The IPR framework for NSW local government was implemented at Bland Shire Council from 1 July 2012.

Our Planning Process



Community Engagement Strategy

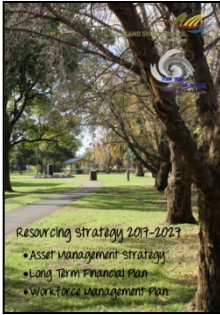
Prior to developing the Community Strategic Plan, Bland Shire Council adopted a Community Engagement Strategy committing Council to one of the largest community consultation processes in its history. The Community Engagement Strategy outlined the framework from which Council worked to engage its community in the development, adoption and review of its Community Strategic Plan. It was a commitment by Council to a process of meaningful communication with the community to capture the wants, needs and vision of the community for the Bland Shire's future.



Community Strategic Plan (10 Years)

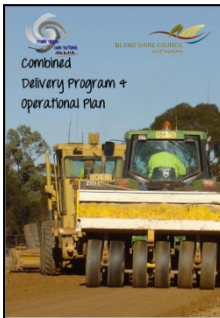
Reflects the community's vision and outlines the key long term objectives which set the direction for the future. It is developed and delivered as a partnership between Council and the community. Strategies within this plan are presented in the following themes:

- 👤 **Our People** *A strong, healthy, connected and inclusive community*
- 🏠 **Our Places** *Maintain and improve the Shire's assets and infrastructure*
- 👥 **Our Leadership** *A well run Council acting as the voice of the community*
- 📈 **Our Prosperity** *Growing our population and jobs*



Resourcing Strategy (10 Years)

Includes information on the time, the people, the money and the assets required by Council to progress the strategies within the Delivery Program and Operational Plan. It includes the Asset Management Strategy, Long Term Financial Plan and Workforce Management Plan.



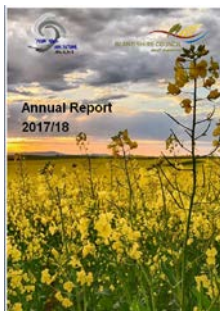
Combined Delivery Program (4 Years) and Operational Plan (1 Year)

Details the strategies and actions across the operational areas of Council that will be undertaken to achieve the community objectives as stated in the Community Strategic Plan and includes the annual budget and Revenue Policy.



Revenue Policy (1 Year)

Details the fees and charges payable for all Council facilities and services.



Annual Report (1 Year)

Focuses on the Council's implementation of the Combined Delivery Program and Operational Plan and the effectiveness of the principal activities undertaken in achieving our objectives. Also includes information as prescribed by the Local Government (General) Regulation.

Our Shire

Bland History

The Shire of Bland was first declared in 1906. A “temporary” council was incorporated on 16th June 1906 and operated for a period of 6 months. The first election of the Council took place in December 1906 when Councillors G. Punton, D. Byrne, P. Kearins, J.N. Crowley, L.J. McNamara and James Howard were elected. Council remained in this state until September 1935 when a Provisional Council was formed beginning the process of the amalgamation with the Municipality of Wyalong.

The Shire of Bland and Wyalong Municipality were formally amalgamated on 7th December 1937 and the present day Bland Shire Council was created.

Bland Today

The Local Government Area of Bland is located on the northern fringes of the Riverina, New South Wales.

The Shire’s major centre of West Wyalong is located on the junction of the Newell and Mid Western Highways and within a 160 kilometre radius of Wagga Wagga, Griffith, Forbes, Parkes and Cowra and within 300 kilometres of Canberra – providing an authentic rural lifestyle with the conveniences of the city well within reach.

Communities located within the Bland Shire include Barmedman, Kikoira, Mirrool, Naradhan, Tallimba, Ungarie, Weethalle and Wyalong.

The Bland Shire offers outstanding Council owned parks and gardens, sporting and community facilities, terrific schools, key medical and business facilities and boasts a fierce and unique community spirit.

The community is proud of its facilities and services but Council and the community believe the Shire’s greatest asset is its people.

The Bland Shire has a rich history and a vibrant future. Today the Shire is a blossoming rural economy built around sheep, cattle, wheat and other crop varieties while in more recent times the Shire has also experienced significant developments away from agriculture. Evolution Mining operates a gold mine at Lake Cowal while Pace Farm has the biggest egg producing facility in the southern hemisphere.

TOTAL POPULATION

5955

(Source: 2016 Census)

POPULATION—MALE

2971

POPULATION—FEMALE

2988

COUNCIL AREA (SQ KM)

8557.7

MEDIAN AGE

43 Years

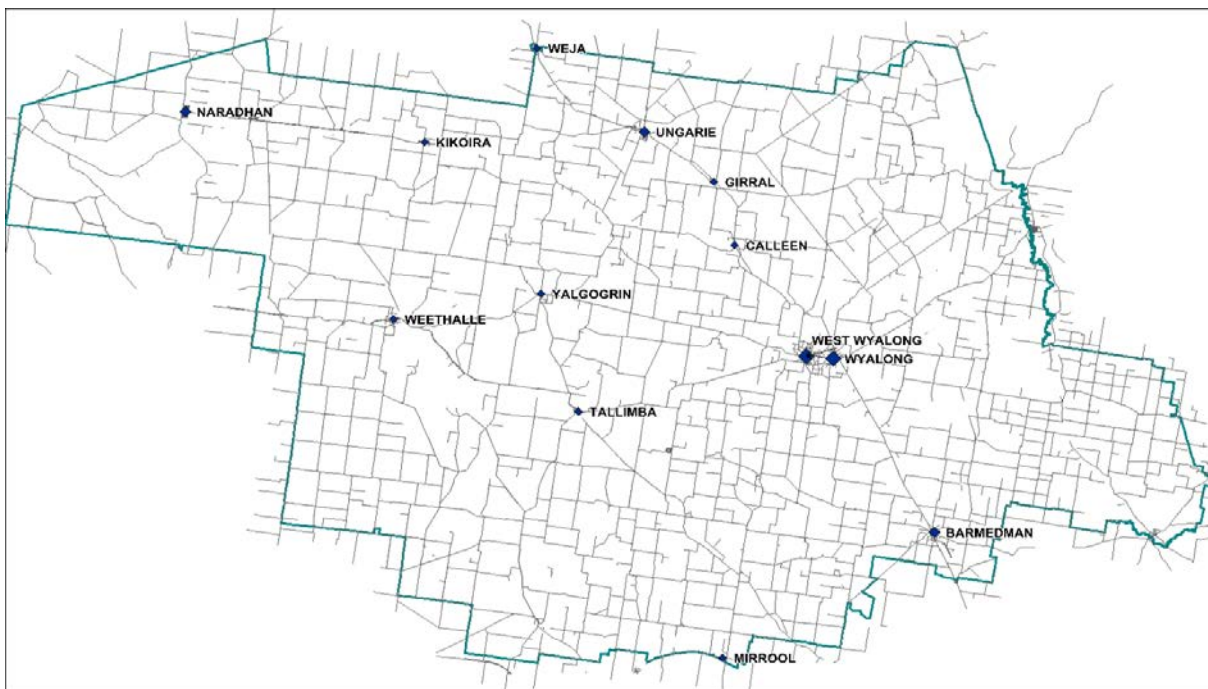
MEDIAN WEEKLY HOUSEHOLD T

INCOME- \$1100

POPULATION DENSITY

0.7 PERSONS per KM²

Bland Local Government Area (LGA)



Population Overview

On Census night in 2016, there were 5955 residents counted within the Bland LGA. Of these, 50.1% were female and 49.9% were male.

The median age of people in Bland Shire was 43 years. Children aged 0 - 14 years made up 20.6% of the population and people aged 65 years and over made up 21.5% of the population

Age Group Distribution - Bland LGA (2016 Census)				
Age	Number	%age of total persons	Australia	%age of total persons
0-4 years	351	5.9%	1,464,779	6.35
5-9 years	459	7.7%	1,502,646	6.4%
10-14 years	415	7.0%	1,397,183	6.0%
15-19 years	333	5.6%	1,421,595	6.1%
20-24 years	267	4.5%	1,566,793	6.7%
25-29 years	271	4.6%	1,664,602	7.1%
30-34 years	319	5.4%	1,703,847	7.3%
35-39 years	318	5.3%	1,561,679	6.7%
40-44 years	361	6.1%	1,583,257	6.8%
45-49 years	325	5.5%	1,581,455	6.8%
50-54 years	385	6.5%	1,523,551	6.5%
55-59 years	468	7.9%	1,454,332	6.2%
60-64 years	393	6.6%	1,299,397	5.6%
65-69 years	363	6.1%	1,188,999	5.1%
70-74 years	264	4.4%	887,716	3.8%
75-79 years	249	4.2%	652,657	2.8%
80-84 years	194	3.3%	460,549	2.0%
85 years and over	211	3.5%	486,842	2.1%

Source: ABS Website

Bland Shire Council provides and maintains millions of dollars worth of assets, from the essential infrastructure of roads, paths, kerb and gutter, wastewater and waste management, to the parks, playgrounds, community buildings and amenities that enhance the quality of life for our residents and visitors.

Council's road network comprises:

- 707km of sealed roads
- 184km of Regional sealed roads
- 2,370km of unsealed roads
- 34km of footpaths and shared pathways
- 190km of kerbs and gutters
- 9 bridges
- 46 pedestrian bridges
- 2 car parks
- 1,269 culverts

Materials for the construction and maintenance of these road and infrastructure assets are provided by 99 privately owned gravel pits and 3 Council owned pits located on road reserves, while its equipment is stored at two Council depots.

Council also provides many facilities to help create a strong, cohesive and creative community

There are a total of 143 buildings and structures including:

- Library/Visitor Information Centre/Administration offices
- Children's Services Unit
- Community Care Centre
- Public Halls
- Museums
- Men's Shed
- Buildings under Crown Trust reserves and Council Section 355 Committees.

To encourage the community to get active and enjoy our enviable climate

Council provides:

- 17 parks and recreational spaces
- 14 playgrounds
- 7 sporting precincts including 9 ovals
- Wetlands
- 2 swimming complexes
- Outdoor fitness circuit

In addition, Council operates and maintains:

- West Wyalong Stadium
- 17 public toilets/amenities blocks
- 5 cemeteries
- 3 sewerage treatment plants
- Livestock saleyards
- Aerodrome
- 8 landfills
- Animal pound

Our Council

Councillors

The Council is a body of nine members who are elected for a four-year term to carry out duties under the provisions of the Local Government Act 1993 and Regulations. The Mayor and Deputy Mayor are elected every second year at the September Council meeting by the Councillors. This council term will conclude with the next General Local Government election in September 2021.



Cr Brian Monaghan
Mayor & Councillor
Elected: 15 September 2012



Cr Rodney Crowe
Deputy Mayor & Councillor
Elected: 20 September 2016



Cr Bruce Baker
Elected: 20 September 2016



Cr Liz McGlynn
Elected: 5 April 2004



Cr Penny English
Elected: 20 September 2016



Cr Kerry Keatley
Elected: 16 March 2011



Cr Tony Lord
Elected: 5 April 2004



Cr Murray Thomas
Elected: 20 September 2016



Cr Jan Wyse
Elected: 20 September 2016

Councillor Attendance & Representation

Representatives on State/Regional Organisations and Council Committees

Organisation / Committee	Representative / Delegate
NSW Association of Mining & Energy Related Councils	Cr McGlynn Cr Thomas (alternate)
Bland-Temora Rural Fire District Zone Liaison Committee	Cr Keatley General Manager
Bland-Temora RFS Zone Bushfire Management Committee	Cr Baker Director Technical Services
NSW Public Libraries Association	Cr Wyse Director Corporate & Community Services
Cowal Gold Project Community Environmental Monitoring & Consultative Committee (CEMCC)	Mayor Monaghan Cr Thomas (alternate)
Riverina Eastern Regional Organisation of Councils (REROC)	Mayor Monaghan General Manager
Newell Highway Taskforce	Cr Lord
Goldenfields Water County Council	Cr McGlynn
Murrumbidgee Primary Health Network	Cr Monaghan
Lachlan Valley Noxious Plants Advisory Committee	Cr Crowe Foreman Environmental Services
Australian Rural Roads Group	Mayor Monaghan Cr McGlynn (alternate) Cr Thomas (alternate)
Riverina Regional Library	Cr Wyse Director Corporate & Community Services
Country Mayors Association of NSW	Mayor Monaghan General Manager
Riverina Joint Organisation	Mayor Monaghan General Manager

Council Meetings

Ordinary Council meetings are held on the 3rd Tuesday of each month, except January, commencing at 6.30pm. These meetings must be conducted in accordance with the Local Government Act, Regulations and Council's Code of Meeting Practice. A decision supported by a majority of the votes at a Council meeting at which a quorum is present is a decision of the Council.

The public has the right to see the agenda and business paper for each meeting, free of charge, and attend all Council meetings. These meetings, or parts thereof, may be closed to the public to consider matters under particular circumstances as outlined in the Act.

Audio recordings of each meeting and the minutes are available from Council's website.

Councillor Attendance											
Council Meetings 2020/21	21 July 2020	18 August 2020	15 September 2020	20 October 2020	17 November 2020	15 December 2020	16 February 2021	16 March 2021	20 April 2021	18 May 2021	15 June 2021
Cr Bruce Baker	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Cr Rodney Crowe	✓	✓	✓	✓	x	✓	✓	✓	✓	✓	✓
Cr Penny English	✓	✓	✓	x	✓	✓	✓	✓	✓	✓	✓
Cr Kerry Keatley	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Cr Tony Lord	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Cr Liz McGlynn	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Cr Brian Monaghan	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Cr Murray Thomas	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Cr Jan Wyse	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

✓ in attendance

x not in attendance

Council Workshops

Council Workshops are held on the 1st Tuesday of each month, except January. These workshops are an informal information sharing session to support and discuss the development of agenda items and / or issues. They are not decision making forums and are not open to the public.

Councillor Attendance											
Council Workshops 2020/21	7 July 2020	4 August 2020	1 September 2020	6 October 2020	3 November 2020	1 December 2020	2 February 2021	2 March 2021	6 April 2021	4 May 2021	1 June 2021
Cr Bruce Baker	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Cr Rodney Crowe	✓	✓	✓	✓	✓	x	✓	✓	✓	✓	✓
Cr Penny English	✓	x	✓	✓	✓	x	✓	x	x	x	✓
Cr Kerry Keatley	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Cr Tony Lord	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Cr Liz McGlynn	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Cr Brian Monaghan	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Cr Murray Thomas	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Cr Jan Wyse	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

✓ in attendance

x not in attendance

Community Reference Group Meetings

Council provides opportunities for all interested members of the community to have input into a range of topics and issues through open Community Reference Group meetings. The COVID-19 pandemic restrictions have impacted on the frequency of these meetings.

Councillor Attendance		
Community Reference Group Meetings 2020/21		
	January – December 2020	13 April 2021
Cr Bruce Baker	No forums were held due to COVID-19 and lockdowns	X
Cr Rodney Crowe		X
Cr Penny English		X
Cr Kerry Keatley		✓
Cr Tony Lord		✓
Cr Liz McGlynn		✓
Cr Brian Monaghan		✓
Cr Murray Thomas		✓
Cr Jan Wyse		X

✓ *in attendance*

x *not in attendance*

Details of Mayoral and Councillor Fees, Expenses and Facilities

Total amount of money expended during that year on the provision of councillor facilities and the payment of councillor expenses

The total amount expended on payment of expenses and provision of facilities during the year was \$151,751.

The following Mayoral and Councillors Fees were paid during the year:-

- i) Mayoral Fees \$ 25,880
- ii) Councillors Fees/Allowances \$ 106,740

Council reimburses all reasonable travelling expenses incurred in attending meetings of Council or its Committees and in attending to Council business inside and outside the area (with Council's prior approval). The total travelling cost provided for Councillors was \$5,596.

Provision of dedicated office equipment allocated to councillors

There is no dedicated equipment allocated to councillors.

Telephone calls made by councillors

The Mayor is provided with a mobile phone and call costs were \$2,416.

Attendance of councillors at conferences and seminars

Costs associated with attendance at approved conferences and seminars are fully reimbursed. Costs of attending other conferences and meetings of other organisations in accordance with a resolution of the council are also reimbursed. Covid-19 impacted conferences in 20/21.

Training of councillors and provision of skill development

Expenses incurred during 2020/21 in the training of councillors and provision of skill development:

Event	Cost
Councillor Training	\$ 3,295

The list below details the training and/or workshops attended by Bland Shire Councillors during the current term of office.

Program	Date & Location	Councillor
OLG Workshop	November 2016 Wagga	Cr Crowe Cr Wyse
LGNSW Annual Conference, including Councillor Training Sessions	October 2016 Wollongong	Mayor Lord Cr Baker Cr Wyse
Councillor Professional Development Workshop One	April 2017 Wagga	Cr Baker Cr English
LGNSW Annual Conference	December 2017 Sydney	Mayor Lord
OLG Tourism Conference	March 2018 Parkes	Cr Wyse
Inland Rail Conference	July 2018 Parkes	Cr Wyse
Chairing & Effective Meeting Procedures	October 2018 Cowra	Cr Thomas
LGNSW Annual Conference	October 2018 Albury	Cr Baker Cr English Cr Wyse
Councillor Workshop 1: AR Bluett Award Presentation (LGNSW Annual Conference)	October 2018 Albury	Cr Baker
Councillor Workshop 2B: Elected Members: Developing Capabilities (LGNSW Annual Conference)	October 2018 Albury	Cr Wyse
Mayors' Weekend Seminar	November 2018 Sydney	Mayor Monaghan
Social Media & Media Skills for Councillors	February 2019	Cr Thomas
Audit, Risk & Improvement Committee	April 2019 Dubbo	Cr Thomas
Financial Issues in Local Government	June 2019 Sydney	Cr Thomas

The provision of induction training and professional development for Mayors and other councillors

Following the September 2016 council elections all declared elected representatives participated in an induction program. This program was provided by Council and included the following topics:

- Overview of organisation structure and areas of responsibility
- Bland Local Government Area (LGA) Profile
- Councillor Induction Handbook and Package
- Code of Conduct
- Local Government Act Amendments
- Integrated Planning & Reporting (IPR)
- Meeting Procedures & Code of Meeting Practice
- Council Committees and Representation
- Business Paper Review
- Tour of Council office and facilities
 - Administration Building
 - Human Resources
 - Depot – Chauvel Street
 - Community Care Centre
 - The Wetlands
 - Depot – Neeld Street including pound and treatment works
 - Landfill
 - Childrens Services Unit
- Official Councillor Photos

Councillors are provided with information on available training and development opportunities as they become available. Council staff make the necessary arrangements for attendance and the cost of registration fees, travel, accommodation and meals are met by Council for councillors participating in the training.

Interstate visits by councillors, including transport, accommodation and other out of pocket travelling expenses

There were no interstate visits by Councillors during this reporting period.

Overseas visits by councillors, including transport, accommodation and other out of pocket travelling expenses

There were no overseas visits by Councillors during this reporting period.

Expenses of any spouse, partner or other person who accompanied a councillor in the performance of civic functions, being expenses payable in accordance with the guidelines for the payment of expenses and the provision of facilities for Mayors and Councillors.

There were no expenses incurred during this reporting period.

Expenses involved in the provision of care for a child or an immediate family member of a councillor

There were no expenses incurred during this reporting period.

Details of Overseas Visits by Councillors, Council Staff or Representatives

There were no overseas visits by Councillors, Council staff or representatives during this reporting period.

Our Organisation Structure

Bland Shire Council consists of two (2) Directorates and the Office of the General Manager, all of which are responsible for the implementation of the Combined Delivery Program and Operational Plan:



*Senior Staff Position – LG Act

Executive Remuneration Packages

The executive team consist of 2 senior staff and 1 General Manager. The General Manager; Director Corporate & Community Services and Director Technical Services are designated senior staff positions and the incumbents are employed under a contract arrangement. Executive remuneration packages are on a total employment cost basis and inclusive of a Council owned vehicle, superannuation and salary.

General Manager's Total Remuneration

Total Remuneration Package – General Manager	
Component	Value
Total value of the salary component of the package	\$211,383.13
Total amount of any bonus, performance or other payments that do not form part of the salary component	0
Total amount payable by way of the employer's contribution or salary sacrifice to any superannuation scheme to which the general manager may be a contributor	\$20,122.09
Total value of any non-cash benefits for which the general manager may elect under the package	\$18 000.00
Total amount payable by way of fringe benefits tax for any such non-cash benefits	0
Total Remuneration Package	\$249,505.22

Senior Staff Packages Total Remuneration

Total Remuneration – Senior Staff Packages (Directors)	
Component	Total Value
Total value of the salary component of their packages	\$370,217.69
Total amount of any bonus, performance or other payments that do not form part of the salary components of their packages	0
Total amount payable by the council by way of the employer's contribution or salary sacrifice to any superannuation scheme to which any of them may be a contributor	\$35,204.74
Total value of any non-cash benefits for which any of them may elect under the package	\$36,000.00
Total amount payable by way of fringe benefits tax for any such non-cash benefits	\$41,661.86
Total Remuneration Packages	\$483,084.29

Office of the General Manager



General Manager

Ray Smith

Office of the General Manager Responsibility Areas:

- Executive Support
- Human Resource Management
- Community Relations
- Community Development
- Youth Services
- Website
- EEO
- Training
- Payroll
- Economic Development
- Tourism & Visitor Information Delivery

Our Workforce

The total number of employees at Bland Shire Council as at 30 June 2021 is 134.

Year	Full time	Part time	Casual	Total
2016	95	12	22	129
2017	93	16	16	125
2018	100	12	15	127
2019	106	15	14	135
2020	102	16	17	135
2021	101	29	4	134

There is a slight increase in Part Time and Casual staff

Staff Turnover

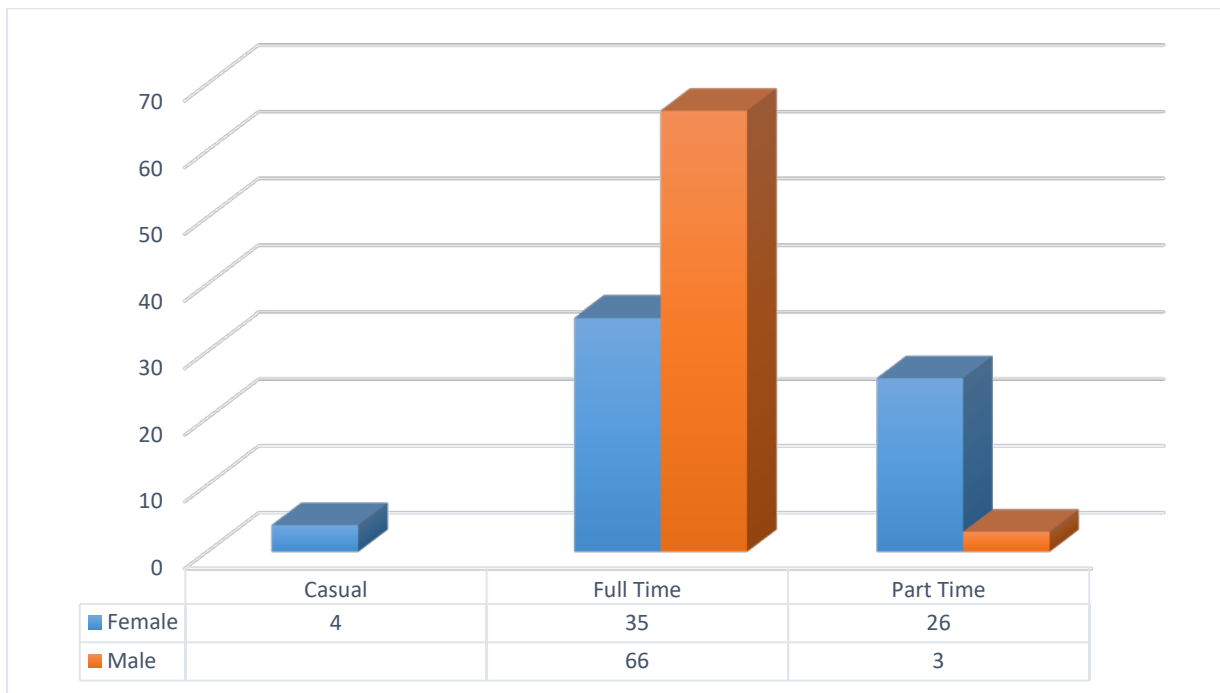
Statistics include all classifications, e.g. full time, part time, temporary, casual and contract

Year	Number	Turnover rate
2016/17	4	3.2%
2017/18	2	1.5%
2018/19	7	5.1%
2019/20	16	11%
2021/21	32	23%

Staff turnover has increased. The highest turnover in staff is due to casual staff ending their employment and resignation of permanent staff.

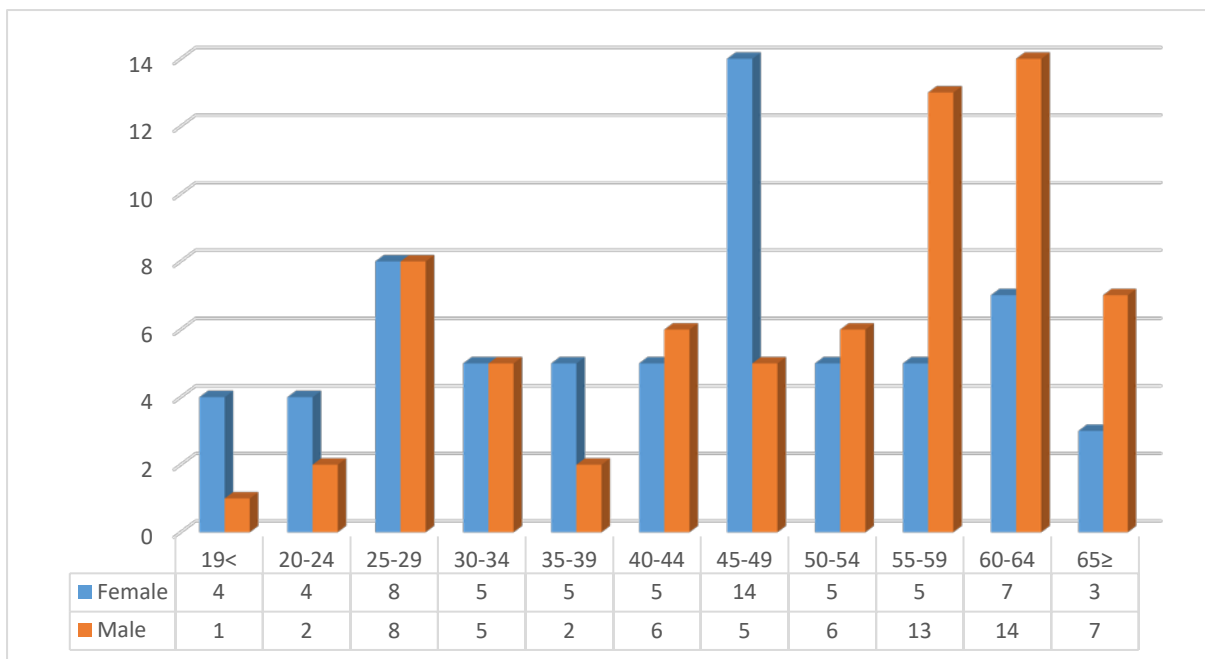
Reason	Male	Female
Retire	3	0
Resign	2	4
Casual Employment	0	5
Redundancy	1	0
Total	6	9

Staff by Gender and Employment Type



Council supports work-life balance, this is evident in the 46% of female employees that are employed on a casual or part-time basis.

Staff by Age and Gender



One of Council's challenges is the ageing workforce, 23% of the total workforce reaches retirement age in the next 2-5 years. Succession planning and transition to retirement programs are being developed to maintain the workforce and transfer skills and knowledge. Council has appointed 5 trainees to aid in closing the skills gap and for future succession plans.

Diversity

Number of Female Staff	65 (48%)
Number of Male Staff	69 (51%)

EEO and Employee Engagement Survey 2020/21

The EEO and Employee Engagement Survey 2021 was open from 16 June 2021 to 9 July 2021.

We received 41 responses out of 134 staff members (30%), which is less than the previous survey conducted in 2019 (54% response rate).

Employee Engagement: Up or Down?



- Effective Communication
- Trust between Employees and Management
- Number of staff participating in survey



- In doing nothing about Bullying and Harassment
- In lack of confidence and trust in Senior Management
- In Managers/Supervisors doing the Bullying and Harassment
- Staff believe that the work they do is important
- Staff enjoy working with their co-workers

What is important to staff?

Job satisfaction, Strong/Enjoyable team environment, Work-life balance and an Appropriate Management Style.

Equal Employment Opportunity

Bullying and Harassment is still occurring, but more employees have reported it or spoken up against it. The survey results indicate that the Bullying and Harassment is the same type, but identified different people or group of people. A majority of staff know how to and, to whom to report bullying and harassment incidents.

Strategic Analysis

From the results, it is clear that staff believe Council could be a better place to work, if improvements were made in the following areas:

- **Communication:**
Respondents indicated effective communication was lacking, most notably within the organisation. Employees feel they can voice concerns about changes that affect their job. Staff meetings, e-mails and verbal messages passed through the Supervisor, are the most effective way to communicate.
- **Job Satisfaction:**
Factors affecting staff morale are: confidence in leadership, lack of performance management of under-performing staff and poor communication. A majority of staff are satisfied with their job and duties.
- **Appropriate Management Style:**
A small percentage of respondents feel that senior management are good role models. Most respondents feel that they can rely on their supervisor for support and work-related problems.

Additionally, Council needs to continue to support and nurture the following areas:

- Strong and collaborative team environments;
- Communication from Senior Management
- Opportunities that encourage staff to do their best and continue working for Council.

Some suggested strategies or initiatives to improve Communication, Performance Management and Leadership include:

- Encourage information sharing and collective planning
- Ensure all work areas are functioning efficiently, there are no double-ups, and resources and ideas can be shared
- Meeting minutes are taken and provided to all employees

The EEO Committee will further analyse the results to identify actions and set performance indicators as part of the revised EEO Management Plan.

Emerging Issues:

COVID-19 Pandemic

Employees will experience levels of psychological distress in ways managers and leaders haven't seen before.

Council's Employee Assistance Program needs to be promoted and employees need to be encouraged to use it.

Working from home or remotely has its own challenges. The IT infrastructure, internet accessibility and ergonomics need to be assess. Employee efficiency is also a concern.

Council needs to revisit what is expected from their employees during these trying times, are current performance goals still appropriate?

Managers and supervisors don't know how to manage staff virtually, a lot of the current training for managers is focused on face-to-face meetings.

Halting recruitment is one measure to deal with the pandemic, although this will likely result in a serious lack of resources and services. It might increase the demand for talent in the near future.

We might not consider COVID to be a gender issue, but it is. Women account for the majority of the casual workforce. Casuals are likely to feel the pinch the most due to a lack of job security and benefits.

There will be plenty of people who are forced to utilise their annual leave to care for relatives or home-school children, at a time where they'd much prefer to hold onto those entitlements.

The immediate response from Council should be how to help employees maintain focus, engagement and productivity.

Human Resources Activities

Human Resource Management activities undertaken by Council in 2020/2021.

Human Resources Unit provides a wide range of human resource services including recruitment, selection and induction, learning and development, workplace relations, change management, performance management, employee counselling and assistance, strategic advice to General Manager and Directors on HR matters and advice to supervisors on industrial and operational HR issues.

Workplace Relations

Consultative Committee meetings were held on a regular basis as far as possible. Council kept the major unions and staff informed on Workplace changes.

Recruitment and selection

During 2020/2021, 32 positions were advertised. The 32 vacancies were filled by either new full time employees, promotions or casual employees.

All appointments were merit based and in accordance with the Council's EEO policy.

Traineeships/Apprenticeships

Council is committed to offer development opportunities to members of the Bland Shire community. Cadetships, traineeships and apprenticeships offered by the Council cut across a range of operations and include Administration, Library, Financial Services, Civil Construction, Children's Services and Horticulture.

Work Experience Placement

Council maintains its commitment to providing safe, challenging and enlightening work experience opportunities to students within the Shire. These placements provide students with an opportunity to gain valuable career insights across a variety of areas, along with promoting careers within Local Government. Council provided work experience to 4 students during 2020/2021.

Learning and Development

Staff development requirements are identified in the annual Performance and Development reviews which form the basis of the training and development plan. Council focusses on developing staff, career paths and succession planning.

Workforce Management Action Plan

- 1. Provide sustainable, productive, highly skilled & Committed workforce which supports current and future service deliver needs*

	Action	Timeframe	Strategy
1.1	Assist in the management of workforce relations and provision of timely advice on workplace relations matters	2020/21 – 2021/22	CSP12 DP12.2 OP12.2.1
1.2	Review and monitor the implementation of the workforce plan	2020/21 – 2021/22	CSP12 DP12.2 OP12.2.2
1.3	Develop, implement and monitor Learning and Development Plan	2020/21 – 2021/22	CSP12 DP12.2 OP12.2.4
1.4	Maintain and promote the Employee Assistance Program (EAP)	2020/21 – 2021/22	CSP12 DP12.2 OP12.2.5
1.5	Promote and encourage employee representation on workforce committees	2020/21 – 2021/22	CSP12 DP12.2 OP12.2.6
1.6	Identify and organise training needs and mandatory training	2020/21 – 2021/22	CSP12 DP12.2 OP12.2.7

2. *Develop, implement and monitor HR programs to solidify Council's reputation as an employer of choice*

	Action	Timeframe	Strategy
2.1	Support the implementation and monitoring of the EEO Management Plan	2020/21 – 2021/22	CSP12 DP12.3 OP12.3.1
2.2	Implement workforce programs ensuring Council remains an employer of choice	2020/21 – 2021/22	CSP12 DP12.3 OP12.3.2
2.3	Implement and monitor effectiveness of the LGNSW Capability Framework in the Performance and Development Review process	2020/21 – 2021/22	CSP12 DP12.3 OP12.3.3
2.4	Conduct Employee Engagement and EEO survey	2020/21 – 2021/22	CSP12 DP12.3 OP12.3.4

CSP: Community Strategic Plan, **DP:** Delivery Program, **OP:** Operational Plan

3. *Through partnerships with stakeholders foster our education, learning and training industry and increase employment opportunities within the shire*

	Action	Timeframe	Strategy
3.1	Maintain Council's traineeship and apprenticeship program	2020/21 – 2021/22	CSP16 DP16.2 OP16.2.1
3.2	Foster partnerships with education sector	2020/21 – 2021/22	CSP16 DP16.2 OP16.2.1

Strategic Priorities

The Integrated Planning and Reporting Guidelines for local government in NSW require the General Manager to provide progress reports to Council every six months on the improvement being made with respect to the principal activities detailed in its delivery program.

This report also encompasses the key objectives contained within the Annual Operational Plan as Bland Shire Council currently has a combined Delivery Program and Operational Plan.

Council's key activities were identified within the four year Delivery Program (2017-2022) and one year Operational Plan (2020/2021) (DPOP) and are all linked to the main strategies and actions that have been established within the Community Strategic Plan – Your Vision, Our Future (CSP).

There are 16 strategies contained within the CSP which are grouped into four (4) key themes. The following list outlines each theme and each strategy that supports that theme:

Theme Our People - A Strong, healthy, connected and inclusive community

1. Ensure health and support services address the needs of the community
2. Partner with organisations to strengthen community health and safety
3. Nurture a strong sense of community and enrich the cultural life of the residents
4. Ensure services are accessible for all Residents

Theme Our Places - Maintain & improve the Shire's assets & infrastructure

5. Work in partnership with key stakeholders to provide equitable access to Council's road infrastructure, services and facilities
6. Manage waste and recycling to improve the utilisation of existing resources, including exploring new technologies
7. Manage water and sewerage resources
8. Ensure that public places and facilities are well maintained and easily accessible
9. Develop, implement and monitor appropriate programs, plans and budgets for the effective and efficient management of Council's assets and infrastructure

Theme Our Leadership - A well run Council acting as the voice of the community





10. To provide quality leadership, governance and management to develop strong community partnerships
11. Provide opportunities for all stakeholders to contribute to Council's decision making
12. Lead the community
13. Develop and maintain a framework of plans and policies that ensures open and transparent Council information

Theme Our Prosperity - Growing our population and jobs

- 16. Visitors and tourists are welcomed
- 17. Promote the Shire as a place to do Business
- 18. Work with our communities and businesses to use our resources in a sustainable way for the future of the Bland Shire

Council's targets and measures are outlined within a joint Delivery Program and Operational Plan as many of the objectives extend over more than a one year period.

The complete 2020/21 Combined Delivery Program and Operational Plan Progress Report is included as Appendix 1.

2020/21 Operational Plan Actions		
Total number of actions:		158
	Not due to start	2
	Not progressed	4
	Complete	117
	Progressing	35

Report on Capital Works Projects

Capital Works, Projects & Tasks – 2020/21	
Project	Progress & Status as at 30 June 2020
Rugby & Rodeo Grounds Lighting	Completed
Weethalle Showground Kiosk	Completed
Ungarie Showground Improvements	Completed
Mirrool Tennis Court Upgrade	Completed
Perseverance Oval Fence	Completed
Monash St Park Playground	Completed
K9 Cube	Completed
Upgrade Outdoor Basketball Court	Completed
Office at Caravan Park	Completed
Floodlight for “Big” Football	Completed
Barmedman Pump Track	Completed
Ungarie Pump Track	Completed
Ron Crowe Oval Seating	Completed
Shire Wide Approaches & Signs	Installation in progress

Business Activities

Category 1 & 2 Business Activities

A Category 1 business is one that “must be capable of being separately identified within the operations of Council’s and have its accounting and other operations structure in such way as to provide a distinct reporting framework for its operations to Council.”

A Category 2 business is a business with an annual gross operating income of less than \$2m.

Council’s business activities as reported within the Annual Financial Statements include Council’s Sewerage Business Activity (Category 2).

Summary of Progress of the Council in implementing the principles of Competitive Neutrality

- a) Category 2 Business Activities have been identified: Sewerage Business Activity
- b) All income and expenditure has been reported for the Business Activity and the Special Purpose Financial Statements have been prepared in accordance with:
 - The NSW Government Policy Statement “Application of National Competition Policy to Local Government”
 - The Division of Local Government Guidelines “Pricing and Costing for Council Business – A Guide to Competitive Neutrality”
 - Local Government Code of Accounting Practice and Financial Reporting
 - The NSW Office of Water (Department of Environment, Climate Change & Water) Guidelines “Best Practice Management of Water and Sewerage”

Private Works and Financial Assistance

Summary of any resolutions made under section concerning work carried out on private land and details of work, where the charge is less than the approved fee to be charged and the total amount subsidised by council.

There were no resolutions made under section 67 concerning work carried out on private land during 2020/21.

During the year Council undertook works on private land but no subsidies were provided. The Council's policy in relation to these works is to charge plant at rates based on a commercial return (including operator) and capital invested. Additional labour is charged at cost plus 60% for overheads.

Summary or details of work	Cost	Total amount by which Council has subsidised any such work
Various private works	\$31,208	Nil

Section 355 Committees of Management

Annual assistance provided to Council Committees of Management as defined under S.355 during the 2020/21 year was \$9,668.

Contributions and Grants to Financially Assist Others

Contributions, Grants and Donations 2020/21		
Beneficiary	Purpose	Amount
Southern Sports Academy	LG Contribution	\$1,000
Western Region Academy of Sports	WRAS Program Contribution	\$355
Weethalle Country Music Muster	Strengthening Communities	\$3,709
2021 Team Penning Event	Strengthening Communities	\$3,560
Rose Garden	Strengthening Communities	\$2,000
Bland District Historical Society	Strengthening Communities	\$1,950
Various projects in Bland Shire	Drought Communities Program	\$1,000,000
TOTAL		\$1,012,574

Details of External Bodies, Companies and Partnerships

External bodies that exercised functions delegated by Council

The Council had delegated functions to the following bodies:

- **Lachlan Valley Noxious Plants Advisory Committee** - The encouragement and promotion of a common approach by Councils in its area to the control of noxious plants in the area.
- **Transport for NSW** - Complete works as delegated
- **Riverina Eastern Regional Organisation of Councils (REROC)** - The development of resource sharing initiatives between member councils and other adjoining councils.
- **Central NSW Organisation of Councils (CENTROC)** - The development of resource sharing initiatives between member councils and other adjoining councils.
- **Murrumbidgee Local Land Services** – Resource sharing through statutory obligations.
- **Riverina Regional Library** – Cooperation between libraries in the Riverina Region to provide enhanced library services including the Shires of Bland, Coolamon, Cootamundra-Gundagai, Federation, Greater Hume, Lockhart, Snowy Valleys, Temora and Wagga Wagga City Council.

Council jointly participates in the:

- Road Safety Officer Project administered by REROC with Temora, Junee and Coolamon Councils – with support from Transport for NSW.
- Internal Audit Services – administered by Coolamon Shire with Coolamon, Cootamundra-Gundagai, Junee, Lockhart and Temora Shire Councils.
- Mine Access Road Partnership – Lachlan, Forbes and Bland Shires and Evolution Gold Mine
- Funded Bland Shire services for Bland Shire Children Services, Bland Community Care and Bland Community Development

The Council has delegated functions to the following bodies operating as Council Committees of Management as defined under S.355:

- Barmedman Community Centre
- Barmedman Sports & Recreation Committee
- Barmedman Tidy Towns Committee
- Ungarie Showground & Recreation Committee
- Ungarie Advancement Group
- Ungarie Retirement Village
- Weethalle Recreation Ground Committee
- Wyalong School of Arts & Hall Committee
- Mirrool Silo Kick Challenge Committee

Corporations, Partnerships, Trusts, Joint Ventures, Syndicates or Other Bodies (whether or not incorporated) in which Council participated

Council was involved in the following organisations: -

Name	Purpose
Murrumbidgee Local Land Services	Promotion of a common approach by Councils in the area to the control of Land Management.
Eastern Riverina Arts Program	To promote and encourage culture and the arts in the Eastern Riverina area.
Riverina Eastern Regional Organisation of Councils (REROC)	A Regional Organisation of Councils in the eastern part of the Riverina region formed to explore opportunities for resource sharing and engage in strategic alliances; to identify regional solutions for local problems and to lobby other levels of government and to promote the common interests of the area.
Family Day Care	In partnership with Temora Shire Council to provide Family Day Care services to the Temora Shire.
Central West Regional Group of Councils	Participation in Human Recourses Group and Work Health and Safety Group
NSW Food Authority	To conduct food shop compliance inspections
Riverina Joint Organisation (RIVJO)	To help drive better planning, economic development and service delivery in regional NSW.
Road Safety Officer	Promotion of common road safety messages and campaigns in partnership with Temora, Coolamon and Junee Shire Councils as well as the Transport for NSW.
Riverina Regional Library	Cooperation between libraries in the Riverina Region to provide enhanced library services including the Shires of Bland, Coolamon, Cootamundra-Gundagai, Federation, Greater Hume, Junee, Lockhart, Snowy Valleys, Temora and Wagga Wagga City Council.
West Wyalong Local Aboriginal Land Council	To promote a professional working relationship between council and the local indigenous groups and individuals.

Murrumbidgee Local Health District

To promote the availability of various allied health services within the Bland Shire in partnership with a locally established 'Community Health Committee'.

Riverina Tourism

Promotion of Tourism to councils in The Riverina area which include the Shires of Bland, Carrathool, Coolamon, Cootamundra-Gundagai, Hay, Leeton Lockhart, Murrumbidgee, Narrandera, Snowy Valley and Temora.

Corporations, Partnerships, Trusts, Joint Ventures, Syndicates or Other Bodies (whether or not incorporated) in which the Council held a controlling interest

The Council did not hold a controlling interest (whether alone or in conjunction with other councils) in any company during the year.

Council periodically invites representatives of key stakeholder organisations to address Council and the community to provide information and operational updates during Council meetings. There were one (1) presentations during the 2020/21 year.

Council Meeting	Organisation
November 2020	Financial Statements and Audit Presentation – Brad Bohun

Legal Proceedings

Summary of the amounts incurred by the council in relation to legal proceedings

Includes:

- *Amounts, costs and expenses incurred by Council in relation to proceedings taken by or against Council (including out of court settlements)*
- *Summary of the state of progress of each legal proceeding and result (if it has been finalised)*

Council has agreed to participate in a class action against Statewide Mutual but at the time of preparing this report no legal costs had been incurred and it is unlikely that there will be costs in the future.

Contracts Awarded

Details of each contract awarded for amounts greater than \$150,000.

Contractors Name	Nature of Goods or Services Supplied	Total Amount Payable
Adaptive Trading Pty Ltd	Community Theatre - Tivoli	\$ 773,429.84
BJ & VM Keys Earthworks	Plant hire, roadworks	\$ 395,663.40
Cleary Earthworks & Civil	Plant hire, roadworks	\$1,080,752.20
Cooper Civil & Crushing P/L	Gravel crushing and supply	\$ 177,099.12
CRS (NSW) Pty Ltd	Plant hire, roadworks	\$1,255,930.50
Downer EDI Works Pty Ltd	Plant hire, roadworks	\$ 518,453.60
Essential Energy	LED Street lighting installed	\$ 220,920.08
Renrow Steel & Fabrication Pty Ltd	WW Basketball Court	\$ 190,987.50
Riverina Earthmoving & Civil	Plant hire, roadworks	\$ 218,682.75
Rods Earthmoving & Excavation Pty Ltd	Plant hire, roadworks	\$ 371,788.40
Town & Country Asphaltting	Plant hire, roadworks	\$ 630,165.25

Public Forum Sessions – 2020/21 Participation

Members of the public have the opportunity to address Council on items of business to be considered at each Council meeting in the Public Forum. Addresses are to be for a maximum of 3 minutes each with a total time allowed for the Public Forum session of 15 minutes. No motions or resolutions are made during the Public Forum time.

There were a total of nine (9) attendees that addressed Council during the Public Forum session of its meetings held during the 2020/21 year.

Council Meeting	Participant	Issue
July 2020	Mr Andrew Bartlett - West Wyalong Tennis Club	Presentation of plans and grant opportunities for improvements; seeking additional funds from council.
July 2020	Mr Robert Brand, Thunderstruck Space	Presentation of projects and works undertaken
September 2020	Joanne Woods, Anabranch Creative	Presentation of her artwork of the West Wyalong Main Street
November 2020	Mrs Lashay Cattle and Mickayla Sams	Proposed Bike Track
December 2020	Mr Charlie Boyd	DA2021/0034 - Quarries positioning within the Bland Shire district
December 2020	Mr Richard Thompkins - The Regional Group - West Wyalong Quarry	DA2021/0034 - Expressions of concern and considerations to be reputed
February 2021	Ms Louise Cauchi - Rixa Quarries	Development Application
February 2021	Ms Michelle Wheatley - Regal Estate	Property Zoning for business opportunity
June 2021	Mrs Lashay Cattle and Mickayla Sams	Bland Shire Youth Space - Bike Track Project

Disability Inclusion Act 2014

Information on the implementation of Council's Disability Inclusion Plan

Bland Shire Council's Disability Inclusion Action Plan 2017-2021 outlines Council's actions over the next four years to make the Bland Shire more inclusive of people with a disability. The plan forms part of other major reforms within the disability sector, to encourage positive change to the lives of people with disability and supports the full participation of all community members in all aspects of the community.

Council has already implemented a range of programs and strategies to remove access barriers and increase participation of people with disability in our community. This Plan builds on our previous work and seeks to strengthen the capacity of all Bland Shire residents. As an all-encompassing planning tool, the Plan has four major focus areas:

1. Positive attitudes and behaviour;
2. Liveable communities;
3. Employment; and
4. Systems and Processes

Adopting a broad focus across all of these areas will ensure the Bland Shire is continually striving for improvement to ensure our community is inclusive and offers opportunities for the full participation of all community members. Engaging the community is vital to the Plan's success and community members and other local stakeholders are urged to support its implementation. An inclusive Bland Shire will benefit everyone and strengthen our community.

The Disability Inclusion Action Plan 2017-2021 and progress on the key outcome areas and actions is included in Appendix 2 of this report.

Corporate & Community Services Directorate



**Director Corporate &
Community Services**

Alison Balind

Director Corporate & Community Services Responsibility Areas:

- Rates
- Corporate Budget – finance operations
- Annual Financial Statements
- Long Term Financial Planning
- Manage s355 Committees
- Customer Service
- Corporate Records Management & Administration
- Information Technology
- GIPA
- Aged & Community Care
- Family Day Care
- Preschool
- Mobile Resource Unit
- Vacation Care
- Toy Library
- It Takes A Village Program
- Library Services
- Risk Management
- Insurances
- Museums
- IPR Development & Review
- Governance
- Internal Audit

Financial Statements

Council's audited 2020/21 Financial Statements and Special Schedules are attached as Appendix 3.

The report and attached statements are produced in accordance with Australian Accounting Standards and the requirements of the NSW Office of the Local Government (OLG). The Financial Statements are presented in the same format across NSW as required by the OLG, are independently audited, reported to Council, placed on public exhibition and lodged with the OLG each year.

The Bland Shire Council Financial Statements, provided at the end of this Annual Report, include:

- Income Statement
- Statement of Comprehensive Income
- Statement of Financial Position
- Statement of Changes in Equity and
- Statement of Cash flows.

Grants & Contributions for operating increased substantially and we should expect a decrease in income from grants and contributions in following years.

Flood damage works from the 2016/17 Floods were completed during 2020/21.

Council made a strong effort to manage its depreciation expenses and was able to report a decrease in depreciation for the 20/21 financial year.

Prudent financial management sees Bland Shire Council remain in a sound financial position.

Rates

Rates & Charges Written Off

Rates & Annual Charges

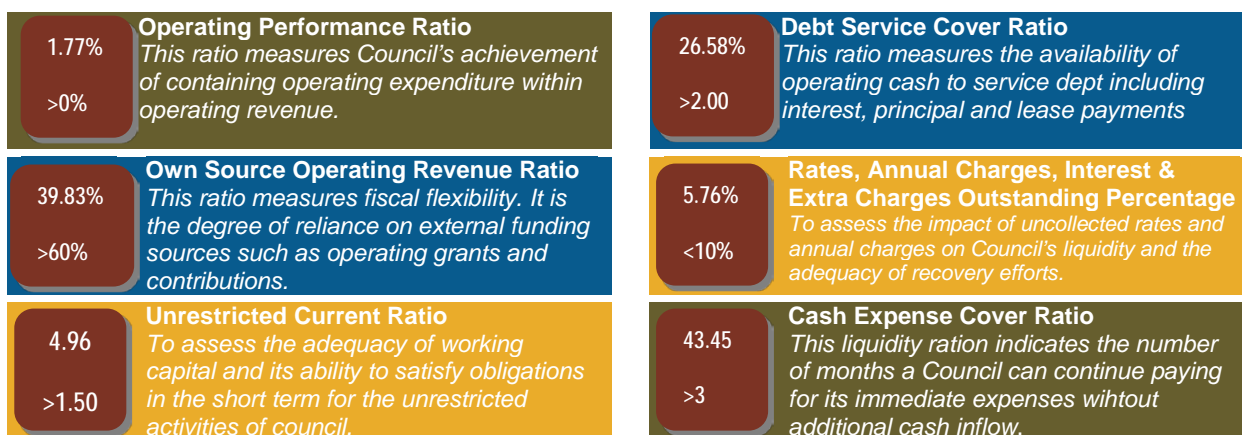
Rates	6518
Sewer	92
Domestic Waste Management Charges	2,209
Trade Waste Charges	0
Pensioner Rebates	153,884
TOTAL	162,703

Special Rates Variation

Council did not have a special rate variation of general income, therefore no activities undertaken in this regard during this reporting period.

Local Government Industry Indicators

The Office of Local Government has developed financial indicators to compare Councils. Below is a pictorial view of Bland Shire Council's performance.



2020/21 Annual Report Government Information (Public Access) Act (GIPA)

Obligations under s. 125 of the GIPA Act

1. Review of proactive release program - Clause 8(a)

Clause 8A: Details of the review carried out by the agency under section 7 (3) of the Act during the reporting year and the details of any information made publicly available by the agency as a result of the review

Reviews carried out by the agency	Information made publicly available by the agency
Yes	Yes

A systematic program is undertaken annually to review documents listed in Council's Information Guide. The review seeks to identify corporate information not contained in the Information Guide that could be proactively made available to the public without imposing unreasonable additional cost to Council.

Under Section 6 of the GIPA Act, Council must make its 'open access information' publicly available unless there is an overriding public interest against disclosure of the information. Open access information is required to be published on Council's website unless to do so would impose an unreasonable additional cost on Council (in these instances, Council's website explains where that information can be obtained – generally by contacting Council's Customer Service Centre or by contacting Council's Public Officer as stated).

Open access information is defined in Section 18 of the GIPA Act and includes:

Council's policy documents;

A Information Guide which contains information about Council's structure and functions, and lists the type of information that is publicly available;

A disclosure log of formal access applications which includes release of information that Council believes may be of interest to other members of the public;

A register of contracts worth more than \$150,000 which Council has with private sector bodies;

A record of open access information that Council has not made publicly available on the basis that there is an overriding public interest against disclosure;

Such other information that may be prescribed by the GIPA Regulation as open access information.

Council encourages applications for information not available on its website to be made under the informal request provisions of the GIPA Act to ensure the information requested is clearly identified and reduce the possibility of delays.

During the reporting period, Council continued to proactively release information, in addition to the statutory release of open access information.

Documents held by Bland Shire Council

The following list of general documents held by Council has been divided into four sections as outlined by Schedule 5 of the Government Information (Public Access) Act:

Information about Council.

Plans and Policies;

Information about Development Applications;

Approvals, Orders and other Documents

Schedule 5 of the Government Information (Public Access) Act requires that these documents held by Council are to be made publicly available for inspection, free of charge. The public is entitled to inspect these documents either on Council's website (unless there is an unreasonable additional cost to Council to place these documents on the website) or at the offices of the Council during ordinary office hours or at any other place as determined by the Council. Any current and previous documents of this type may be inspected by the public free of charge. Copies can be supplied for reasonable copying charges, in accordance with Council's adopted Revenue Policy. These documents are:

Information about Council

Council's adopted Code of Conduct
Code of Meeting Practice
Annual Report
Annual Financial Reports
Auditor's Report
Management Plan
EEO Management Plan
Policy concerning the payment of Expenses incurred by, and the Provision of facilities to, Councillors
Annual Reports of Bodies Exercising functions delegated by Council
Any Codes referred to in the LGA
Returns of the Interests of Councillors, designated persons and delegates
Agendas and Business Papers for any meeting of Council or any Committee of Council
Minutes of any meeting of Council or any Committee of Council
Departmental Representative Reports presented at a meeting of Council
Land Register
Register of Investments
Register of Delegations
Register of Graffiti removal works
Register of current Declarations of Disclosures of Political donations
Register of Voting on Planning Matters
Plans and Policies
Local Policies adopted by Council concerning approvals and orders
Plans of Management for Community Land
Environmental Planning Instruments, Development Control Plans and Contribution Plans

Information about Development Applications

Development Applications and any associated documents received in relation to a proposed development:
Home Warranty Insurance documents
Construction Certificates
Occupation Certificates
Structural Certification Documents
Town Planner Reports
Submissions received on Development Applications
Heritage Consultant Reports
Tree Inspections Consultant Reports
Acoustic Consultant Reports
Land contamination Consultant Reports
Records of decisions on Development Applications including decisions on appeals

Records describing general nature of documents that council decides to exclude from public view including internal specifications and configurations and commercially sensitive information.

Approvals, Orders and Other Documents

Applications for approvals under part 7 of the LGA

Applications for approvals under any other Act and any associated documents received

Records of approval granted or refused, any variation from Council Policies and reasons for the variation, and decisions made on appeals concerning approvals

Orders given under Part 2 of Chapter 7 of the LGA, and any reasons given under Section 136 of the LGA

Orders given under the Authority of any other Act

Records of Building Certificates under the Environmental Planning and Assessment Act 1979

Plans of land proposed to be compulsorily acquired by Council

Compulsory Acquisition Notices

Leases and Licenses for use of Public Land classified as Community Land

Six applications received. Available information released in all but one. Information not released due to non-payment of reduced charges for material copies.

Number of formal access applications received

Clause 8B: The total number of access applications received by the agency during the reporting year (including withdrawn applications but not including invalid applications)

Total number of applications received
6

Six applications received. Available information released in all but one. Information not released due to non-payment of reduced charges for material copies.

Number of refused formal applications for Schedule 1 information - Clause 7(c)

Clause 8C: The total number of access applications received by the agency during the reporting year that the agency refused either wholly or partly, because the application was for the disclosure of information referred to in Schedule 1 to the Act (information for which there is conclusive presumption of overriding public interest against disclosure)

Number of Applications Refused	Wholly	Partly	Total
	0	0	0
% of Total	0%	0%	

2. Statistical information about access applications - Clause 7(d) and Schedule 2

Table A: Number of applications by type of applicant and outcome*										
	Access Granted in Full	Access Granted in Part	Access Refused in Full	Information not Held	Information Already Available	Refuse to Deal with Application	Refuse to Confirm /Deny whether information is held	Application Withdrawn	Total	% of Total
Media	0	0	0	0	0	0	0	0	0	0%
Members of Parliament	0	0	0	0	0	0	0	0	0	0%
Private sector business	0	1	0	1	0	0	0	0	2	25%
Not for profit organisations or community groups	0	0	0	0	0	0	0	0	0	0%
Members of the public (by legal representative)	0	1	0	0	1	0	0	0	2	25%
Members of the public (others)	2	1	0	0	1	0	0	0	4	50%
Total	2	3	0	1	2	0	0	0	8	50%
% of Total	25%	38%	0%	13%	25%	0%	0%	0%		

* More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

Table B: Number of applications by type of application and outcome										
	Access Granted in Full	Access Granted in Part	Access Refused in Full	Information not Held	Information Already Available	Refuse to Deal with Application	Refuse to Confirm /Deny whether information is held	Application Withdrawn	Total	% of Total
Personal Information applications*	0	0	0	0	0	0	0	0	0	0%
Access applications (other than personal information applications)	1	3	0	1	2	0	0	0	7	88%
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0	1	13%
Total	2	3	0	1	2	0	0	0	8	
% of Total	25%	38%	0%	13%	25%	0%	0%	0%		

* A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

Table C: Invalid applications		
Reason for invalidity	No of applications	% of Total
Application does not comply with formal requirements (section 41 of the Act)	0	0%
Application is for excluded information of the agency (section 43 of the Act)	0	0%
Application contravenes restraint order (section 110 of the Act)	0	0%
Total number of invalid applications received	0	0%
Invalid applications that subsequently became valid applications	0	0%
Total	0	0%

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of the Act		
	Number of times consideration used*	% of Total
Overriding secrecy laws	0	0%
Cabinet information	0	0%
Executive Council information	0	0%
Contempt	0	0%
Legal professional privilege	0	0%
Excluded information	0	0%
Documents affecting law enforcement and public safety	0	0%
Transport safety	0	0%
Adoption	0	0%
Care and protection of children	0	0%
Ministerial code of conduct	0	0%
Aboriginal and environmental heritage	0	0%
Privilege generally - Sch 1(5A)	0	0%
Information provided to High Risk Offenders Assessment Committee	0	0%
Total	0	

*More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of the Act		
	Number of occasions when application not successful	% of Total
Responsible and effective government	0	0%
Law enforcement and security	0	0%
Individual rights, judicial processes and natural justice	1	33%
Business interests of agencies and other persons	2	67%
Environment, culture, economy and general matters	0	0%
Secrecy provisions	0	0%
Exempt documents under interstate Freedom of Information legislation	0	0%
Total	3	

Table F: Timeliness		
	Number of applications	% of Total
Decided within the statutory timeframe (20 days plus any extensions)	6	1000%
Decided after 35 days (by agreement with applicant)	0	0%
Not decided within time (deemed refusal)	0	0%
Total	6	

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)				
	Decision varied	Decision upheld	Total	% of Total
Internal review	0	0	0	0%
Review by Information Commissioner*	0	0	0	0%
Internal review following recommendation under section 93 of Act	0	0	0	0%
Review by ADT	0	0	0	0%
Total	0	0	0	
% of Total	0%	0%		

*The Information Commissioner does not have the authority to vary decisions, but can make recommendation to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made.

Table H: Applications for review under Part 5 of the Act (by type of applicant)		
	Number of applications for review	% of Total
Applications by access applicants	0	0%
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0	0%

Table I: Applications transferred to other agencies		
	Number of applications for review	% of Total
Agency-Initiated Transfers	0	0%
Applicant – Initiated Transfers	0	0%
Total	0	

Public Interest Disclosures Report

Public authorities are required to report annually to Parliament on their obligations under the [Public Interest Disclosures Act 1994](#) (section 31). The annual report must be prepared within four months after the end of each reporting year and submitted to the Minister responsible for the public authority. It must be tabled in each House of Parliament by the Minister as soon as practical after it is prepared, unless it is included in an annual report prepared for the purposes of the [Annual Reports \(Departments\) Act 1985](#) or the [Annual Reports \(Statutory Bodies\) Act 1984](#).

1. Statistical information on PIDs

	June 2019 – June 2020
Number of public officials who made PIDs	Nil
Number of PIDs received	Nil
Of PIDs received, number primarily about:	
Corrupt conduct	N/A
Maladministration	N/A
Serious and substantial waste	N/A
Government information contravention	N/A
Local government pecuniary interest contravention	N/A
Number of PIDs finalised	Nil

Note: The number of PIDs finalised only refers to PIDs that have been received since June

2. Commentary on PID obligations

- 2.1. Council has adopted an Internal Reporting Policy based primarily on the guidelines issued by the NSW Ombudsman.
- 2.2. Council's General Manager has raised the existence of the Policy through a number of staff meetings as well as through the Staff Consultative Committee.

Carers Recognition Act 2010

Council has met its obligations under the Carers Recognition Act 2010 as outlined by the Australian Government. The obligations being:

- Having an understanding of the Statements for Australian Carers
- Raising awareness among employees and contractors on the purpose of the Act
- Ensure staff and contractors have an understanding of the obligations associated with the Act
- Consider the needs of carers

Technical Services Directorate



Director Technical Services

Will Marsh

Technical Services Responsibility Areas:

- Urban Sealed Roads
- Urban Unsealed Roads
- Rural Sealed Roads
- Rural Unsealed Roads
- Urban Roadside
- Transport for NSW
- Street Cleaning
- Aerodrome
- Parking Areas
- Private Works
- Cemeteries
- Passive Recreation Areas
- Parks & Gardens
- Sporting Ovals
- Tree Planting & Removal
- Cycle/Walking Paths
- Rural Fire Service
- State Emergency Service
- Saleyards
- Street Lighting
- Stores Management
- Plant & Depot Management
- Noxious Plants
- Pest Control
- Sewerage Services
- Subdivision Control
- Waste Services
- Public Conveniences
- Caravan Park
- Public Swimming Pools
- Asset Management
- Cleaning
- Public Halls
- Council Leases
- Council Properties Management
- WH&S
- GIS
- Town Planning
- Development Control
- Public Health & Regulatory Controls
- Heritage Management
- Environmental Management
- Ranger

Asset Reporting

Assets acquired during 2020/21 year

Assets acquired during the year are included in each of the Business Activities in the following conditions of work section.

Assets held at the end of 2020/21 for each of Council's principal activities

The assets held by Council at the end of year 2020/21 are presented in the Financial Statements which is part of this Annual Report.

Condition of public works (including public buildings, public roads, water, sewerage and drainage works)

Council owns, operates and maintains many public works facilities including the following:

- Roads
- Bridges, culverts, causeways, stormwater drains
- Footpaths, kerb and gutters, street trees
- Buildings and public amenities
- Aerodrome
- Saleyards
- Parks and gardens and playing fields
- West Wyalong Stadium
- Sewerage treatment works and reticulation systems
- Caravan Park
- Cemeteries
- Swimming Pools
- Landfill Sites

1. Roads and Bridges

Council's roads vary from formed natural surfaces to two lane sealed rural and urban roads and Council has in place detailed forward planning programs to maintain its road assets. From the NSW Government's Integrated Planning and Reporting program a one year works program has been formulated from a broad three-year program. These are all part of a ten year forward plan.

Council's operations day workforce carried out the major works, reconstruction and maintenance and over the past twelve months the following has been carried out:

- Gravel Resheeting
- Wet Grading
- Maintenance

Council is also completing a large flood damage program using contractors.

2. Stormwater Drainage

Council's stormwater drainage system in all towns and villages consists mainly of kerb and gutter and open drainage channels some of which are concrete. Inspected and maintained on an as needs basis.

Council continues to investigate the Humbug Creek at Ungarie.

3. Footpaths, kerb and gutter and street trees

Removal of a number of large street trees causing damage to footpath, kerb and gutter and under power lines

4. Buildings and Public Amenities

Council owns, operates, occupies and/or leases a number of buildings and public amenities throughout the towns and villages in the Shire. Maintenance is carried out by contract and/or Council.

Building maintenance is an ongoing concern with the condition of buildings being reviewed annually.

In addition to the above the asbestos register details the condition of any asbestos in each building as well as remediation works required. Where action was required, it was carried out as part of the Building Maintenance Project.

5. Aerodrome

Council owns and operates the West Wyalong Aerodrome, which includes a sealed runway, gravel cross strip, terminal building and various private hangers. The Aerodrome facilities include a pilot activated lighting system and non-directional beacon. The facility is in a satisfactory condition and there are no full time employees at the Aerodrome. The aerodrome is licensed to CASA requirements.

6. Saleyards

Council owns and leases the West Wyalong Saleyards. Occasional sheep sales are held at the Saleyards.

7. Parks, Gardens and Sporting Fields

Council maintains various parks, gardens and sports grounds in the towns and villages and carries out works ranging from mowing to irrigation to landscaping. All parks and ovals are in a state of continual improvement with extensions of watering systems, cricket wicket upgrades, and landscaping a priority.

8. Sewerage Works

Council owns and operates three sewage treatment plants in West Wyalong, Barmedman and Ungarie. The West Wyalong Sewage Treatment Plant operates under an Environmental Protection Authority Load-based Licence. The pump stations are connected by Telemetry.

The sewage treatment plants supply a reticulation system. Overall, the two reticulation systems are in a satisfactory condition.

The bulk of the treated effluent from the West Wyalong Sewage Treatment Plant is re-used for irrigation on selected Council parks, sporting fields, Wyalong Lawn Cemetery and the West Wyalong Golf Course. New additions to the treatment plant is an automated gate system and a new aerator installed.

9. Caravan Park

Council operates and maintains the West Wyalong Caravan Park by lease arrangement. Maintenance works (other than capital works) are carried out by the lessee. The office section were rebuild and completed in 2021.

10. Cemeteries

Council operates and maintains cemeteries in Wyalong, Barmedman, Tallimba, Ungarie and Weethalle.

All cemeteries are monumental in addition to a Lawn Cemetery in Wyalong. The responsibility for maintenance of the cemeteries rests with Council employees within the recreation group and the village maintenance crew.

11. Swimming Pools

The Ungarie swimming pool comprises of a 25m pool and toddler pool with the plant for the two pools being separated. The amenities are housed in a brick building and are of a good standard.

The water slide located at Holland Park Olympic Pool is operational and is compliant with WorkCover licence requirements. The water slide has recently been refurbished.

The pools are operated by a contractor.

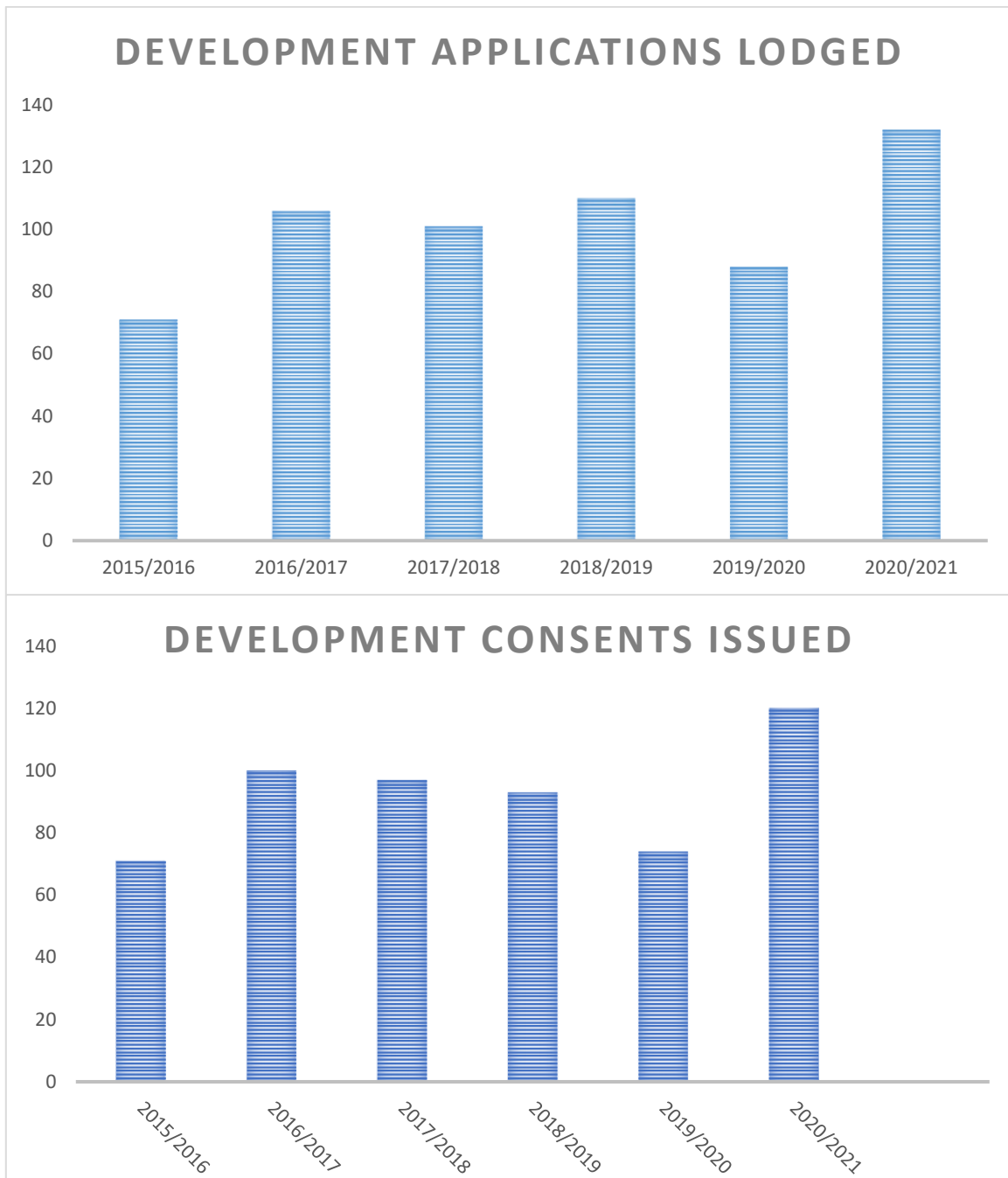
12. Landfill Sites

Council operates the West Wyalong Landfill sites under an Environmental Protection Authority Licence, and seven sites at villages throughout the Shire. The Bland Shire Waste Management Strategy has been adopted by Council and changes to the operations and landfill sites are progressing.

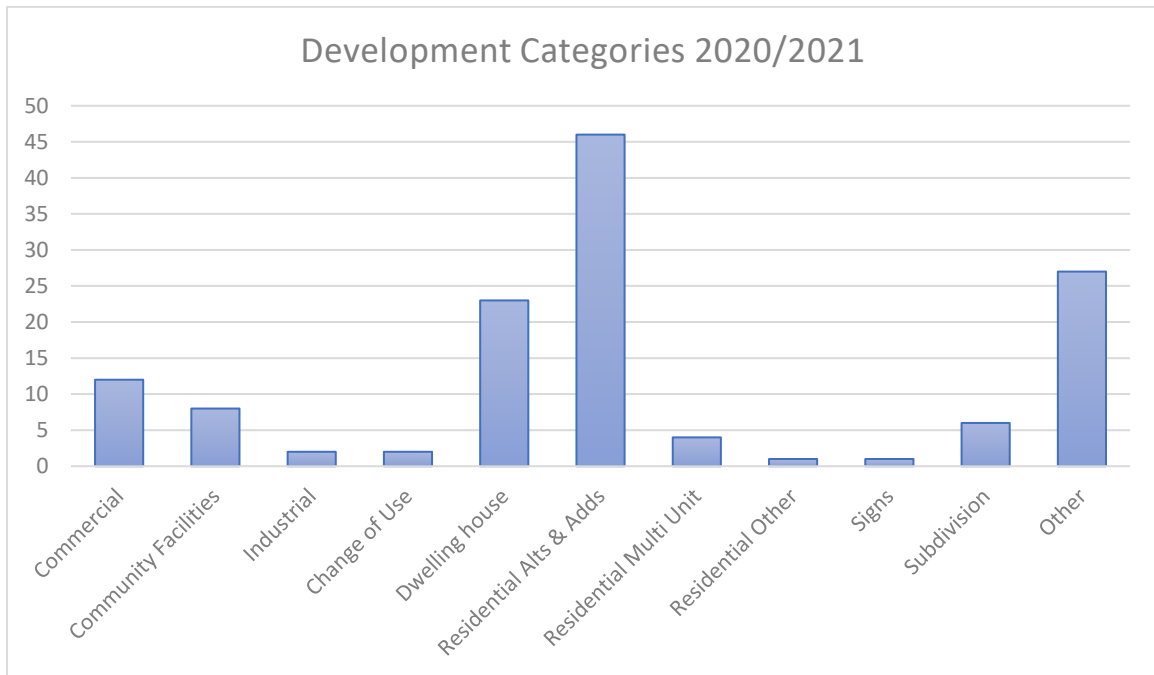


Development Statistics

Development Applications



Development Categories



Swimming Pool Inspections

Details of inspections of private swimming pools.

- *inspections of tourist and visitor accommodation*
- *of premises with more than 2 dwellings*
- *that resulted in issuance of a certificate of compliance under S.22D of the Act*
- *that resulted in issuance of a certificate of non-compliance under S18BA of the regulation.*

There are 11 swimming pools registered that are associated with tourist and visitor accommodation. Of these, three have current certificates of compliance issued under section 22D of the Swimming Pools Act 1992. There are 8 pools that require inspection during 2021.

Environmental Reporting

Environmental Planning and Assessment Act 1979

There were no environmental upgrade or planning agreements in force or entered into during this reporting period.

Particulars of any environmental upgrade agreement entered into, in accordance with any requirements imposed under S.406

Report on special variation expenditure if required to do so by the instrument made by the Minister

There were no environmental upgrade agreements entered into during this period.

Companion Animals

Lodgement of pound data collection returns with the Office of Local Government

Information on the pound activities is maintained by Council's Rangers. This information is collated each month and entered into the Survey of Council Seizures of Cats and Dogs on the NSW Pet Registry website.

Lodgement of data relating to dog attacks with the Office of Local Government

Dog attacks are entered on the NSW Pet Registry within 72 hours of the attack being reported to Council. During the reporting period one (1) dog attacks were investigated by Council's Rangers.

Amount of funding spent relating to companion animal management and activities

The amount of funding spent in relation to companion animal management was approximately \$213,878 which includes employees costs, veterinary support and pound maintenance.

Companion animal community education programs

Council provides information on its website in relation to responsible pet ownership. This information is updated on a regular basis.

Strategies council has in place to promote and assist the desexing of dogs and cats

Council encourages all animals that are leaving the pound to be desexed prior to their release.

Strategies in place to comply with the requirement under section 64 (Companion Animals Act) to seek alternatives to euthanasia for unclaimed animals

All animals that are not claimed by the owner are assessed for suitability for rehousing. Council has established an extensive network of rehousing organisations. The rehousing rate for dogs was 58 per cent, however, there has been an increase in the number of dogs released to their owner. Only three (3) dogs were Euthanased during the reporting period with this due to them being unsuitable to rehome. The rate of rehousing of cats has decreased during this reporting period. This rate now stands at 60 per cent. The rehousing of cats remains difficult.

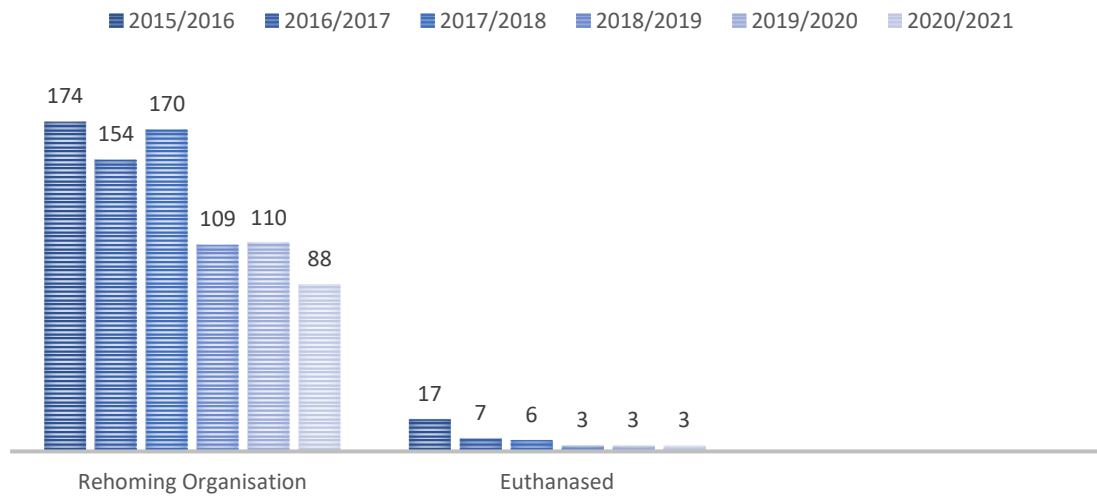
Off leash areas provided by the council area

During 2020/21 work was completed on Mirri Ngurang Park, a fully fenced off leash dog park at the Coinda Reserve. The project was funded by a Stronger Countries Community Fund Grant of \$68,000.00.

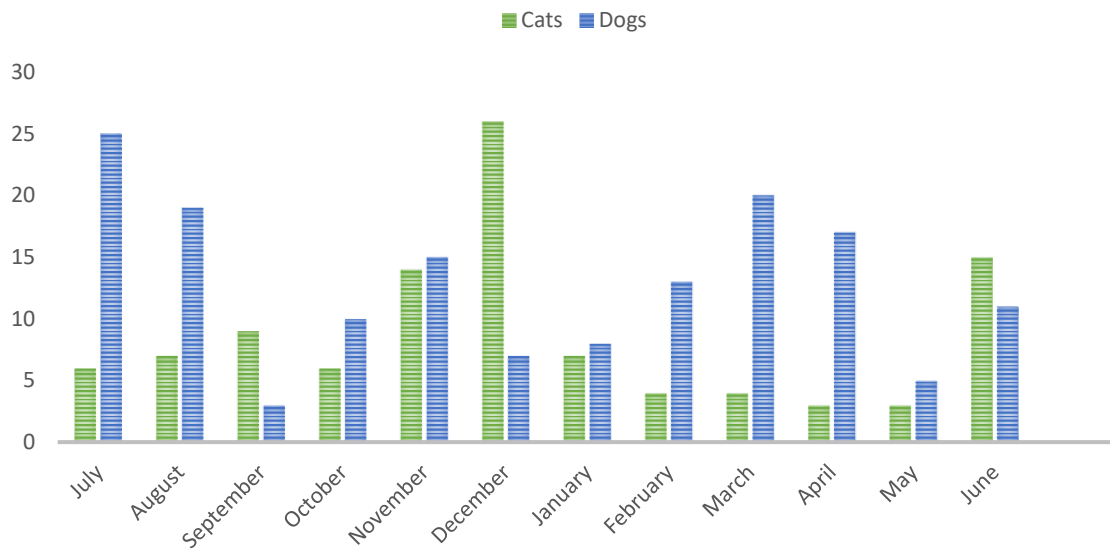
Detailed information of fund money used for managing and controlling companion animals.

During 2020/21 expenditure for Companion Animal management was \$210,595.90 which includes employee costs, provision of veterinary supplies and care and activities. Council received \$4852.00 from OLG for companion animal management during 2020/21.

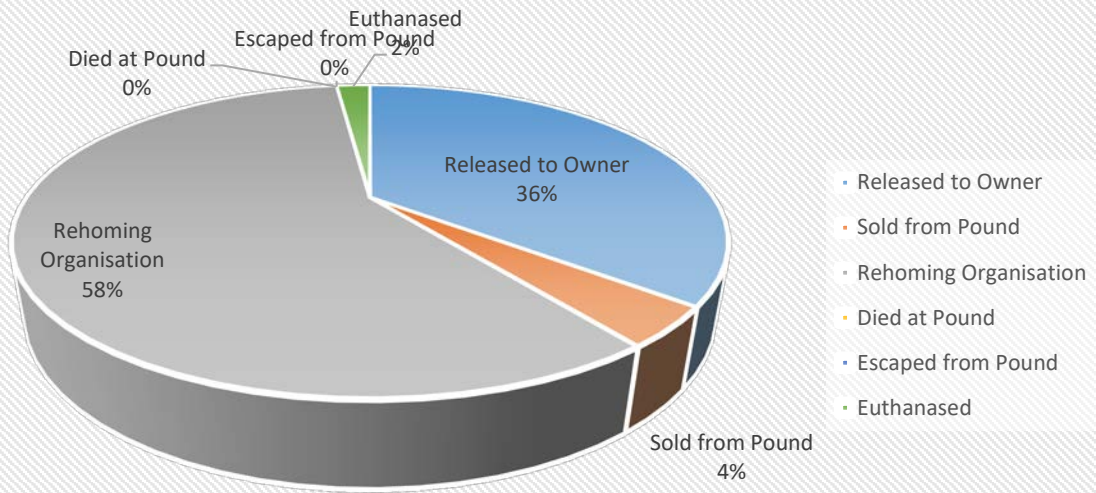
REHOUSING V EUTHANASIA OF DOGS 2015 TO 2021



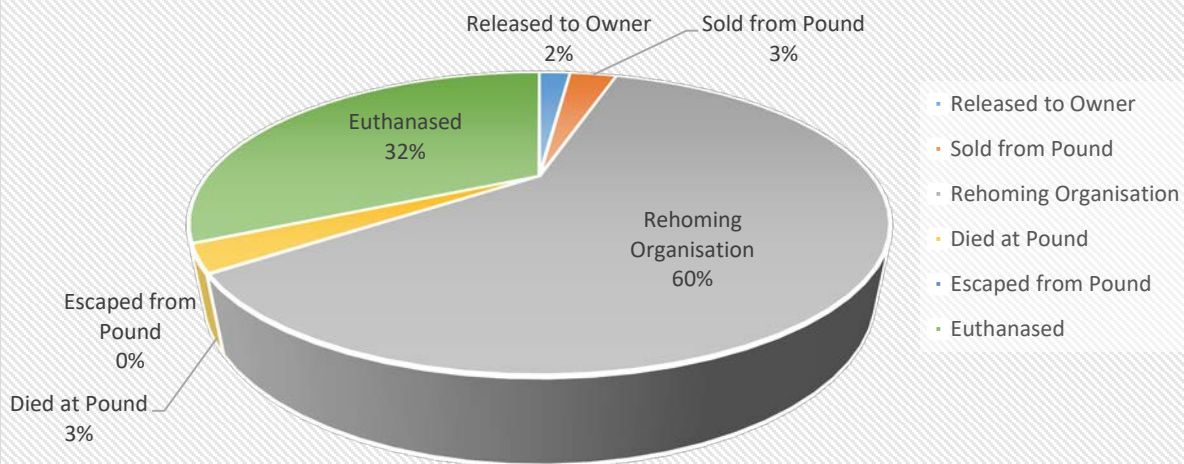
ANIMALS IMPOUNDED 2020/2021



Dogs - Exit from Pound Method 2020/2021



Cats - Exit from Pound Method 2020/2021



Stormwater Management

Statement detailing stormwater management services provided by Council

Council's stormwater infrastructure comprises an extensive network of:

- More than 19.5kms of open channels, drains and waterways. These are located and routed through the urban environment
- Piped drainage and pits that flow into open channels
- Devices to improve water quality such as retarding and detention basins and wetlands

Maintenance works undertaken on the stormwater system this year included quarterly inspections and maintenance of the system on an as needs basis. Capital Renewal is completed as per council's asset management system and depends on funds available.

The following works were undertaken this year on Council's stormwater system:

- Ongoing maintenance of the stormwater network
- Cleaning out of earth channels
- Slashing and mowing of the banks
- Improvements to harvesting and reuse operations.
- Works to better manage stormwater.

Following the multiple storm/flood events of recent years, Council officers have implemented additional maintenance programs for the stormwater network, including a program for assessing and cleaning of road culverts and open drains.



Recovery and Threat Abatement Plans

Bland Shire Council has not been identified in plans as being responsible for implementation of measures included in plans under the Fisheries Management Act.

Coastal Protection Services

There are no Coastal Protection Services provided by Council.

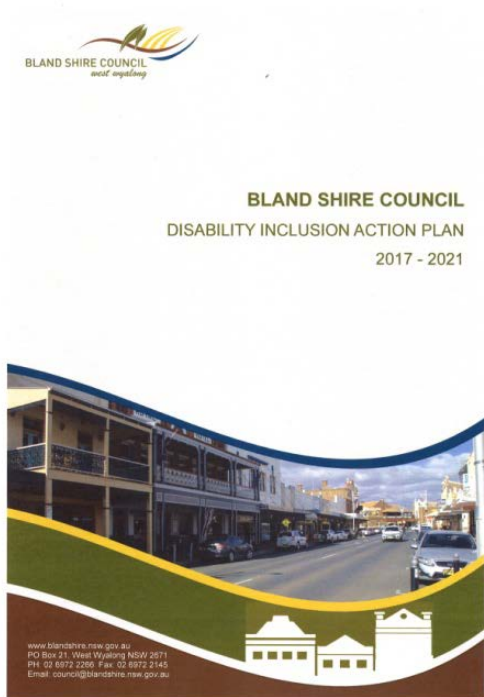
Appendix 1

Bland Shire Council Progress Report 2020/21 – Combined Delivery Program & Operational Plan 30 June 2021



Appendix 2

Bland Shire Council Disability Inclusion Action Plan 2017-2021



Appendix 3

Bland Shire Council End of Term Report for the year ended 30 June 2021



Appendix 4

Bland Shire Council State of Environmental Report for the year ended
30 June 2021



Appendix 5

Bland Shire Council General Purpose Financial Statements for the year ended 30 June 2020

Bland Shire Council
ANNUAL FINANCIAL STATEMENTS
for the year ended 30 June 2019



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West Wyalong NSW 2671
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Annual Report 2020/21



Your Vision, Our Future – Bland Shire
Annual Report 2020/21
Adopted: 16 November 2021



Progress Report 2020/21 Combined Delivery Program & Operational Plan

1 July 2020 – 30 June 2021



Reporting Our Progress

Performance Measures

The Community Strategic Plan is presented within four themes Our People, Our Places, Our Leadership and Our Prosperity. Each of these themes has a number of Delivery Targets and Operational Actions including performance measures to be achieved. Each of the performance measures feed into a series of key performance indicators.

The progress towards the key performance indicators will be reported to the community in line with the election cycle and the End of Term Report.

Monitoring and Reporting

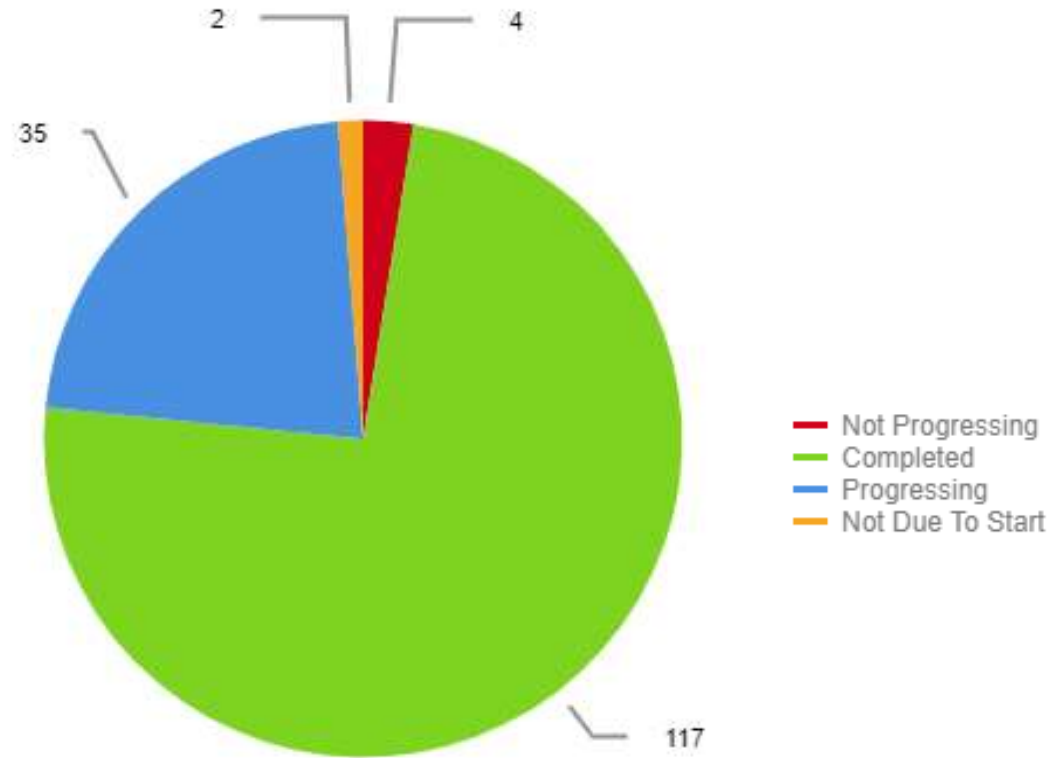
It is important to track and report on our progress in delivering our Community Strategic Plan over the ten year period. Council will report to the community at regular intervals on what is being achieved and the progress towards the performance measures.

All reports will be made available to the community at Council meetings and on Council's website. Council's management team will internally monitor on a quarterly basis the output and actions as detailed in the four year Delivery Program and one year Operational Plan. The outcomes will be formally reported to Council, the Community and staff on at least, a six monthly basis. Due to the postponement of the Local Government Elections, Bland Shire Council's Delivery Program was extended to become a five-year Program.

Whilst some performance measures can be clearly quantified, it does not necessarily mean the community is aware of, fully appreciates, or is fully satisfied with, the extent of progress made. Therefore, there are also qualitative measures included that represent community response.

A Community satisfaction survey will be undertaken every four years to gauge whether the community is satisfied with progress and where priorities could or should be assigned to particular areas into the future. This survey was undertaken in October-November 2020.

Progress Snapshot





Our People

A Strong, healthy, connected and inclusive community

Our Objectives

1. Ensure health and support services address the needs of the community
2. Partner with organisations to strengthen community health and safety
3. Nurture a strong sense of community and enrich the cultural life of the residents
4. Ensure services are accessible for all residents

1.

Ensure health and support services address the needs of the community

Strategy 1.1

Maintain active communication with health and allied health providers

Action Code	Action Name	Responsible Officer Position	Status	Comments
1.1.1 Q1	Maintain active relationships and communication with health services, relevant allied health providers and medical practices within the Shire.	Director Corporate and Community Services	Progressing	Contact made with Murrumbidgee Local Health District Engagement and Communications Manager re: Local Health Advisory Committee.
Q2			Progressing	Awaiting further advice from Murrumbidgee Local Health District on the Community directed health planning process as well as involvement with the Local Health Advisory Committee. This will be followed up mid-Quarter 3.
Q3			Progressing	Awaiting notification of Local Health Advisory Committee meeting dates. Information distributed to Councilors' on the NSW Legislative Council's Health outcomes and services in rural, regional and remote NSW inquiry currently underway. While written submissions have closed, Public Hearings have been scheduled during Quarter 4 in regional areas.

Action Code	Action Name	Responsible Officer Position	Status	Comments
Q4			Progressing	NSW Legislative Council's Health outcomes and services in rural, regional and remote NSW inquiry continued during Q4. While written submissions have closed, Public Hearings have been scheduled during Quarter 4 in regional areas. Correspondence received from Murrumbidgee Local Health District requesting Bland Shire Council partner with MLHD to increase community awareness around palliative care services to support death and dying. Concerns were raised with MLHD in relation to the lack of medical coverage during the previous two Christmas holiday periods. MLHD replied that it would continue to liaise with the local General Practitioner Visiting Medical Officers (GP VMOs) to ensure there is optimal medical coverage at West Wyalong Hospital. When a local PG VMO is unavailable to provide on call support, medical coverage is provided through the Remote Medical Consultation Service (RMCS), Coordinated through MLHD Patient Flow Team.
1.1.2 Q1	Partner with local health services to implement workshops and provide resources to the community.	Community Development Officer	Progressing	Liaison occurring with MPHNS around the provision of Tai Chi and gentle exercise classes to be held in the Weethalle community on a weekly basis.
Q2			Progressing	Partnered with the Mindful Warrior to deliver a virtual youth program to local schools to touch on areas such as yoga, fitness, art therapy and mindfulness. Plans to partner with MPHNS in the April holidays to deliver youth focused initiatives that foster longer term recovery and resilience.
Q3			Progressing	Partnered with MPHNS in the April holidays to delivery youth focused initiatives that foster longer team recovery and resilience.

Action Code	Action Name	Responsible Officer Position	Status	Comments
Q4			Complete	Partnered with the Butterfly Foundation to bring positive body image and healthy eating workshops to all students at the High School and senior students at St Mary's school. Council further engaged Armed Riverina to deliver a Self Defence workshop for teenagers and adults to boost personal safety skills of local residents.

Strategy 1.2

Provide services to the frail, aged, disabled and their carers

Action Code	Action Name	Responsible Officer Position	Status	Comments
1.2.1 Q1	Review existing services to ensure service model is in line with government requirements.	Community Care Coordinator	Progressing	Service is continuing to be reviewed ongoing as we work towards legislative compliance across the various programs.
Q2			Progressing	Services continue to be reviewed, working towards legislative compliance across the various programs.
Q3			Progressing	Services continue to be reviewed, working towards legislative compliance across the various programs. Further work will be completed once the Team Leader has commenced.
Q4			Progressing	Client service review and updating has occurred in the last 12months, further policy and procedure work is required over the next 12 months.
1.2.2 Q1	Develop and implement programs to ensure need is being met.	Community Care Coordinator	Progressing	Expansion in service delivery continues as referrals are received.
Q2			Progressing	Due to Covid-19 restrictions, group activities remain on hold. Expansion of service delivery continues as referrals are received.
Q3			Progressing	Groups remain on hold, due to recommence as soon as internal building works are completed. Expansion of direct service remains as referrals and capacity allow.
Q4			Progressing	Group activities recommenced in May, until they were placed back on hold due to COVID-19 restrictions in June. Direct service provision remains steady with intake open across most funded activities.

Action Code	Action Name	Responsible Officer Position	Status	Comments
1.2.3 Q1	Network with service providers to strengthen relationships within community.	Community Care Coordinator	Progressing	Due to COVID-19 Interagency Meetings have not continued at this time. However new agreements with other providers have created additional income streams for BCCS - Australian Unity, Carer Gateway and LiveBetter.
Q2			Progressing	Arrangements with other service providers continue to provide additional income streams for BCCS. No Interagency meetings held during this quarter.
Q3			Progressing	Arrangements with other service providers continue to provide additional income streams for BCCS. No interagency meetings held during this quarter.
Q4			Progressing	Two additional lease agreements have been drafted for further use of the Centre, bringing the total to five lessors increasing networking opportunities. Interagency meetings recommenced towards the end of the year, reducing opportunities to network further.
1.2.4 Q1	Provide services to towns and villages in the Shire.	Community Care Coordinator	Progressing	Services are being provided to all Towns and Villages within the Shire on an as needed basis in line with referrals received.
Q2			Progressing	Services continue to be provided to all Towns and Villages within the Shire as referrals are received.
Q3			Progressing	Services continue to be provided to Towns and Villages within the Shire as referrals are received. Increase in demand for service outside of West Wyalong township.
Q4			Progressing	Services continue to be provided to the surrounding towns and villages in the shire as service enquiries or referrals are received. Within the last quarter there has been a reduction in the number of locations and clients due to service cessation due to death, transition to home care packages and relocations.

Action Code	Action Name	Responsible Officer Position	Status	Comments
1.2.5 Q1	Undertake a service survey for Aged Care Services.	Community Care Coordinator	Progressing	Draft survey completed, will be sent out in early 2021.
Q2			Progressing	Survey to be sent during Q3.
Q3			Progressing	Service survey remains unsent, to be sent and collated once the Team Leader – Community Care commences.
Q4			Progressing	Service surveys remain unsent due to staffing levels, these will be sent at the start of the new year.
1.2.6 Q1	Expand services available at Community Care facility through increased building tenancies.	Community Care Coordinator	Progressing	Two (2) ongoing lease arrangements have been secured. Waiting on building updates in early 2021 to be able to work on expansion of this. Internet availability remains a barrier.
Q2			Progressing	A further one (1) lease has been secured during this quarter. Building updates to commence in Q3.
Q3			Progressing	Formal License Agreements have been signed and implemented for four regular tenants, one fulltime (MOW). Marketing of the facilities to take place once building updates have been completed.
Q4			Progressing	An additional two lease agreements have been drafted for review and approval before signing, this brings the total number of tenants to five.

2.

Partner with organisations to strengthen community health and safety

Strategy 2.1

Develop and support community partnerships to increase a sense of safety and wellbeing within the community

Action Code	Action Name	Responsible Officer Position	Status	Comments
2.1.1 Q1	Provide education programs on road safety, in line with RMS funding.	Road Safety Officer	Progressing	Completed National road safety Month campaign, which included radio advertising. Completed and submitted all projects for review. Continuous and ongoing updates on Facebook. Have visited majority of Bland LGA schools to introduce myself as the new RSO. Created a Road Safety editorial for West Wyalong Advocate. Started 65+ workshops. Drink Driving project implementation dates revised by TfNSW, Fatigue and Speed projects on schedule. Completed 65+ Older Drivers and Pedestrian presentation - 18 attendees, feedback was very positive. Fatigue project begins 24 December 20 and runs through to 2 January 21. Plan B - Win A swag Project in progress, completion date for Bland is 22 December 2020. Articles on safe skateboarding, scooter and bike riding written and emailed to the majority of schools in the Bland shire. Represented council at ALGAssociation Special Transport Congress 2020. Completed Yellow Ribbon National Road Safety Week social media campaign.
Q2			Progressing	Fatigue project completed. Drink Driving - Win a Swag campaign completed. School Safety Zone Glove Box Guide created for when the new school year starts. 4 Shires road safety Facebook Page continually maintained. Speeding On Local Roads and GLS - HLDBSD project plans progressing.

Action Code	Action Name	Responsible Officer Position	Status	Comments
Q3			Progressing	Guiding Learner Supervisors to Help Learner Drivers Become Safer Drivers project completed 23 March 2021. Speeding on Local Roads project commenced 29 March 2021 and continues until 10 April 2021. Rural Road Safety Week 22-28 March 2021 social media campaign in progress. Four Shires Facebook page continues to be updated with road safety information.
Q4			Completed	All projects and campaigns for the 2020/21 period have successfully completed. Four Shire's Road Safety Facebook page continually maintained.
2.1.2 Q1	Remove offensive graffiti from Council infrastructure as soon as practical dependent on location and degree of offensiveness and report to Police.	Coordinator - Urban	Progressing	One (1) report of graffiti recorded and removed within 24 hours.
Q2			Progressing	One (1) report of graffiti reported and removed within 24 hours.
Q3			Progressing	No graffiti reported in this period.
Q4			Completed	Offensive graffiti removed as reported or noticed by staff.
2.1.3 Q1	Engage with community members to volunteer within Bland Shire by providing opportunity, safety training and governance support.	Director Corporate and Community Services	Progressing	Initial meetings held with Section 355 Committees to discuss review of S355 Manual. No WHS training provided at this stage.
Q2			Progressing	COVID 19 impacted Face to Face training sessions however meetings were held with members of Council's Section 355 Committees to review the role they play. Revised Manual was endorsed for consultation with the community. Further meetings to be held during Quarter 3 do discuss the roles and responsibilities of Section 355 Committees.

Action Code	Action Name	Responsible Officer Position	Status	Comments
Q3			Progressing	Follow up meetings held with five of the eight Section 355 Committees to discuss the revised committee manual. A further report on the Manual will be presented to Council in Quarter 4.
Q4			Progressing	Council adopted a revised Section 355 Manual and meetings have been held with a number of existing committees to progress Terms of Reference and Memorandums of Understanding to identify areas of responsibility between the Committees tasked with undertaking work on behalf of Council and those areas which remain Council controlled. A revised Volunteers Policy was endorsed and is currently on exhibition for community comment.
2.1.4 Q1	Support and promote young driver educational programs.	Community Development Officer	Progressing	NRMA Safer Drivers Program held on 31 July and 1 August 2020 with 9 participants attending. Council did endeavor to hold NRMA lessons in September 2020 however, this was not possible due to NRMA having a significant back log of lessons due to Covid-19. Council has contacted NRMA to hold lessons in early 2021.
Q2			Progressing	Plans in place to host NRMA driving lessons in April school holidays.
Q3			Progressing	NRMA Safer Driving lessons scheduled for Wednesday 14 April (and 15 April if there is sufficient demand).
Q4			Completed	NRMA Safer Driving Program scheduled for Thursday 8 and Friday 9 July 2021.
2.1.5 Q1	Inspect all high and medium risk food premises.	Manager Development & Regulatory Services	Not Due To Start	Due to Covid restrictions the commencement of the food premises inspection program has been delayed.
Q2			Progressing	Council staff have inspected 36 food premises inspections. There were no breaches identified.

Action Code	Action Name	Responsible Officer Position	Status	Comments
Q3			Progressing	Council staff have inspected three food premises during the quarter. There were no serious breaches identified.
Q4			Completed	During the reporting period eight (8) food premises were carried out.
2.1.6 Q1	Inspect all Skin Penetration Premises and Mortuaries	Manager Development & Regulatory Services	Not Due To Start	Due to Covid restrictions the commencement of the public health inspection program has been delayed.
Q2			Not Due To Start	Skin premises and mortuary inspections are due to commenced at the conclusion of the food premises inspection program.
Q3			Not Due To Start	Due to Covid restrictions the commencement of the public health inspection program has been delayed. Inspections will commence during quarter 4.
Q4			Not Progressing	There were no skin penetration or mortuary inspections carried out during the reporting period.
2.1.7 Q1	Implement Council's on site waste management systems inspection program.	Manager Development & Regulatory Services	Progressing	There were three (3) inspections undertaken with no breaches recorded.
Q2			Progressing	Four (4) inspections undertaken with no breaches recorded.
Q3			Progressing	There were no inspections carried out during this quarter.
Q4			Completed	Six (6) onsite waste water management systems were inspected during the reporting period.
2.1.8 Q1	Promote the continued use of online training program for Food Safety.	Manager Development & Regulatory Services	Progressing	There were 25 new subscriptions to the online Food Safety program during the reporting period.
Q2			Progressing	There were seven (7) new subscriptions to the online Food Safety program during the reporting period.

Action Code	Action Name	Responsible Officer Position	Status	Comments
Q3			Progressing	There were five (5) new subscriptions during this reporting period.
Q4			Completed	During the reporting period there were 13 new subscriptions to the online food safety training program.
2.1.9 Q1	Promote Mental Health month.	Community Development Officer	Completed	A mental health event was not held due to the current covid-19 situation, however, a social media campaign was rolled out with different mental health focused post promoted on Councils social media page each week highlighting a number of ways people can access help, youth specific services, the importance of physical exercise for mental health and mental health focused resources.
Q2			Completed	Completed Q1 2020.
Q3			Completed	Completed in October 2020.
Q4			Completed	Action completed in October 2020.
2.1.10 Q1	Implement and monitor Council's swimming pool inspection program policy.	Manager Development & Regulatory Services	Progressing	Four (4) swimming pool inspections were undertaken, with no breaches recorded.
Q2			Progressing	One (1) swimming pool inspection was undertaken with no breaches recorded.
Q3			Progressing	Five (4) swimming pool inspections were undertaken with no breaches recorded.
Q4			Completed	Four (4) swimming pool compliance inspections and one (1) public health swimming pool inspections were undertaken during the reporting period.

3.

Nurture a strong sense of community and enrich the cultural life of the residents

Strategy 3.1

Develop and support a strong sense of community, providing advice and support to community groups

Action Code	Action Name	Responsible Officer Position	Status	Comments
3.1.1 Q1	Actively work for the community to identify additional funding to achieve community goals by promoting and assisting with external grant applications.	Community Relations Officer	Progressing	Assistance provided to a number of groups including Bland Spinners and Weavers, West Wyalong Golf, West Wyalong Cricket Association, West Wyalong Community Church, West Wyalong Theatre Steering Committee, West Wyalong Netball, West Wyalong Garden and Floral Art Club, Weethalle Show Society and Ungarie Show Society. Two successful applications valued at \$200,000, one unsuccessful application (due to external factors) while the remainder are pending.
Q2			Progressing	Resources for Regions funding of \$2 million announced benefiting various community groups and organisations. Grant applications submitted under the Regional Airports Program, Fixing Local Roads program and Fixing Country Roads program. \$23,000 in funding received through Australia Day grants program. Additional \$100,000 received through Stronger Country Communities program for indigenous museum in conjunction with Local Aboriginal Land Council.
Q3			Progressing	Grants workshop held in March 2021 with 15 community groups represented. Further assistance provided to West Wyalong Presbyterian Church for grants funding.
Q4			Complete	Assistance provided to a number of groups to prepare and submit applications under the Stronger Country Communities Fund.

Action Code	Action Name	Responsible Officer Position	Status	Comments
3.1.3 Q1	Recognise and celebrate volunteers for National Volunteer Week.	Community Development Officer	Not Due To Start	Event will be held in May 2021 to recognise and celebrate National Volunteers Week.
Q2			Not Due To Start	Event will be held in May 2021 to recognise and celebrate National Volunteers Week.
Q3			Not Due To Start	Plans in place to host a COVID safe initiative in May 2021.
Q4			Completed	A Covid safe National Volunteer week celebratory morning tea and movie screening was held in May 2021 with over 35 attendees.
3.1.5 Q1	Administer Council's Strengthening Communities Grant programs.	Community Relations Officer	Progressing	One application received. Applicant has been asked to provide more information and seek development approval before final assessment.
Q2			Progressing	Applications received from Wyalong Historical Society and Weethalle Country Music Muster for consideration at February Council meeting.
Q3			Progressing	Applications approved for Wyalong Historical Society and Weethalle Country Music Muster. Application received for West Wyalong Horse, Sports and Rodeo Association with report to April Council meeting.
Q4			Completed	Grant awarded to West Wyalong Horse Sports and Rodeo Association. Application received and report prepared for West Wyalong Yard Dog Club.
3.1.6 Q1	Facilitate and support groups that build skills and social inclusion including workshops/presentations.	Community Development Officer	Progressing	Meetings held with the Resilience Project team and staff at Ungarie Central School to facilitate the commencement of the Resilience Project Digital Program at Ungarie Central School. This year-long program will commence in early 2021 and will be delivered to all students at the school and focuses on building resilience, improving mental health and practicing gratitude.

Action Code	Action Name	Responsible Officer Position	Status	Comments
Q2			Progressing	<p>The Resilience Project is scheduled to be rolled out at Ungarie School commencing in term 1 2021.</p> <p>Plans are also in place to hold The Butterfly Foundation workshops at West Wyalong High School and Ungarie Central School in term 2 2021 and host the Batyr Foundation full day mental health and resilience program at West Wyalong High School in 2021.</p>
Q3			Progressing	<p>Approximately 100 Ungarie Central School students have commenced participation in the Resilience Program course. This program will run for the duration of the year with sessions held for all students on a weekly basis.</p> <p>The resilience program will be rolling out sessions for all High School aged students in West Wyalong during the first week of May with 292 students participating in the different sessions.</p> <p>A gardening and landscaping workshop was held in Naradhan in late March with the maximum number of 10 participants attending the two day session This initiative was held in response to a direct request from the community.</p> <p>Council has supported the facilitation of a number of workshops across the shire including a Kokedama workshop, a macramé workshop and an Australian Drawing and Collage Workshop. Council provided a \$25 subsidy for all participants attended.</p>
Q4			Completed	<p>Council has partnered with Workshops and Wine to assist in the delivery of numerous workshops being held around the shire.</p> <p>Workshops include, Macramé making, Kokedama making, barbed wire art and a Confidence and Wellbeing One day Retreat.</p> <p>All workshops had at least 10 participants in each session.</p> <p>A mate helping mate mental health presentation was also held in Ungarie during the period.</p>

Action Code	Action Name	Responsible Officer Position	Status	Comments
3.1.7 Q1	Apply for external grant funding to implement Tourism and Business programs and projects.	Tourism & Administration Officer	Progressing	Applied for Small Business Month Grant of \$2000.
Q2			Progressing	Received an Arts grant for painting 3 sculptures to be placed in the Outdoor Cultural Museum
Q3			Progressing	Received funding from Riverina Arts towards a youth art project. Inviting youth to submit art to be printed on window cling for the empty shops in the Main Street. Art work to be themed "Bland Shire through my eyes".
Q4			Completed	Received funding from Eastern Riverina Arts for painting of artefacts. Received funding from Riverina Local Land Services for adding and printing new Bland Shire Art Trail Brochures.
3.1.8 Q1	Facilitate and progress implementation of the successful SCCF grant for the Community Cinema project.	Manager Development & Regulatory Services	Progressing	Stage 2 of the project has commenced with the Council resolving to accept the tender of Adaptive Interiors. An onsite project manager has been appointed.
Q2			Progressing	Variations to Stage 2 have been identified which has resulted in the requirement an amended construction certificate. The need for the amended construction certificate will mean a further delay which will necessitate an extension to the original NSW Government grant.
Q3			Progressing	Construction work is due to be completed by 31 May 2021.
Q4			Progressing	All major construction work on the project has been completed.
3.1.9 Q1	Report on progress of Bland Shire Council's externally funded programs and projects	General Manager	Completed	A report was submitted to the November 2020 workshop with a follow up report going to the November Council Meeting.
Q2			Progressing	All funded Council projects are currently on schedule with a further update to be submitted to the March Council Workshop.

Action Code	Action Name	Responsible Officer Position	Status	Comments
Q3			Progressing	A summary of all the current funded projects will be presented to the upcoming budget workshop scheduled for Tuesday 6 April 2021.
Q4			Completed	A report will be submitted to the July 2021 Council Meeting with the current status of all grant funded projects.
3.1.11 Q1	Facilitate the successful SCCF grant projects eg. for power and sports lighting to West Wyalong Rugby and Rodeo Clubs, the Kikiora Hall amenities block and kitchen upgrade as well as the Cooinda Reserve rejuvenation.	Director Technical Services	Progressing	Awaiting erection of light standards and door for Kikiora Hall.
Q2			Progressing	Three Lights left to do at Rugby/Rodeo ground; doors left to do at Kikiora.
Q3			Progressing	Waiting on three (3) light heads to arrive. Kikiora Hall completed.
Q4			Progressing	Finalising issues of lighting on Crown land.

Strategy 3.2

Provide cultural activities and community programs that foster social development and community wellbeing

Action Code	Action Name	Responsible Officer Position	Status	Comments
3.2.1 Q1	Continue membership and participation with Eastern Riverina Arts Inc.	Community Development Officer	Completed	Membership with ERA continuing as required.
Q2			Completed	Item completed in Q1 as noted.
Q3			Completed	Item completed in Q1 as noted.
Q4			Completed	Action completed in Q1.
3.2.2 Q1	Facilitate visiting artist/exhibition/performance	Community Development Officer	Not Progressing	Visiting performances/exhibitions have not been occurring as a result of Covid-19.
Q2			Progressing	Plans in place to liaise with ERA to hosting a visiting performance or exhibition in 2021.
Q3			Progressing	Plans in place to liaise with ERA to hosting a visiting performance or exhibition in 2021.
Q4			Completed	The Super Hero workshop was held in April 2021 which consists of an aerobatic performance and workshop for young people. Approximately 60 young people attended this session.
3.2.4 Q1	Facilitate a Bland Flavour Festival.	Community Relations Officer	Not Due To Start	Council is reviewing Covid-19 status and restrictions before setting a date and beginning planning for a Flavour Festival. Initial planning has been completed.
Q2			Not Due To Start	As above. Festival will be scheduled once health advice and community confidence indicates it is safe to do so.

Action Code	Action Name	Responsible Officer Position	Status	Comments
Q3			Not Due To Start	Revised date yet to be established. Ongoing discussion with project partners.
Q4			Not Due To Start	Event was not practical in 2020-2021 under Covid-19 restrictions.

Strategy 3.3

Support and strengthen our indigenous culture and history

Action Code	Action Name	Responsible Officer Position	Status	Comments
3.3.1 Q1	Contribute to the positive working relationship with the Local Aboriginal Lands Council.	General Manager	Progressing	There has been regular meetings with the WWLALC the most recent being to finalise the Licence Agreement for Council's access to Lot 1327 Neeld Street.
Q2			Progressing	A further meeting with the WWLALC is to be scheduled for early march to discuss a number of Aboriginal land claims affecting Council.
Q3			Progressing	There has been no meetings with the WWLALC during this quarter.
Q4			Completed	The General Manager met with the CEO of the WWLALC in June 2021 to progress two (2) land claims issues. The existing good working relationship between Council and the WWLALC is being maintained.
3.3.2 Q1	Fly the Aboriginal Flag at Council on days of Aboriginal significance.	Community Relations Officer	Progressing	NAIDOC Week moved to November. No days of Aboriginal significance in the first quarter. Plans to fly flag throughout NAIDOC Week.
Q2			Progressing	Aboriginal flag flown at Council building throughout NAIDOC Week.
Q3			Progressing	Ongoing as required.
Q4			Completed	Flag flown for Reconciliation Week. Special community event to recognise Reconciliation Week.

Strategy 3.4

Foster a community learning culture optimising our physical and virtual spaces

Action Code	Action Name	Responsible Officer Position	Status	Comments
3.4.1 Q1	Continue to promote the library as a community hub being utilised by all community members.	Library Services Coordinator	Progressing	The library continues to promote its collection (both onsite and online), programs and services via social media, Council / Library webpage, Riverina Regional Library webpage and e-newsletters, print media (ie. West Wyalong Advocate), community noticeboards, school newsletters and handouts. The library maintains two book deposit stations located at Barmedman and Weethalle. The library provides a Home Delivery Service for elderly and disabled clients - currently 15 clients access the service. People through the door (6066). New members (13). Due to Covid-19 restrictions no programs or special events were held in the library's space. Day Book Club (24 attendees). Knit and Knatter (54 attendees). LEGO Legends (online) - six challenges with 89 participants. School holiday program - 40 children collected kits from the library.
Q2			Progressing	The library continues to promote its onsite and online collections, programs and services via social media, Council / Library webpage, Riverina Regional Library webpage and e-newsletters, print media, community noticeboards, school newsletters and handouts. The library maintains two book deposit stations located at Barmedman and Weethalle - 10 week changeover. The library provides a fortnightly Home Delivery Service for elderly and disabled clients - currently 15 clients access the service. People through the door (6706). Due to an easing of restrictions, the Day Book Club, Pals of the Pen writers group and Knit and Knatter returned to the library in December (98 attendees). A special Christmas story-time was held in the Council Chambers with 14 parents and 15 children attending. Tullibigeal Central School visited the library in December (18). The library's LEGO Legends continued to run online. Competitions were run through out December encouraging people to visit the library.

Action Code	Action Name	Responsible Officer Position	Status	Comments
Q3			Progressing	13270 people through the door. The library continues to promote its onsite and online collections, programs and services via social media, Council/Library webpage, Riverina Regional Library webpage and e-newsletters, print media, community notice boards, school newsletters and handouts. The library maintains two book deposit stations located at Barmedman and Weethalle. The library resumed its Baby Bounce and Story-time programs in February (329 attendees). The library provides a fortnightly Home Delivery Service for elderly and disabled clients – currently 15 clients access the service. The library coordinates a monthly Book Club, Knit and Knatter and Pals of the Pen Writers' group. (A total of 114 attendees). Tech Savvy Seniors (10 week program) – 8 sessions have been held thus far (74 attendees). The library's LEGO Legends continues to be run online with a face-to-face session to be held each month from April 2021.
Q4			Completed	60 programs held April - June. Baby Bounce (fortnightly - 41 parents / 41 babies attended). Storytime (weekly - 86 parents and 108 children). Tech Savvy Seniors (weekly - 50). Knit and Knatter (fortnightly - 89). Day Book Club (monthly - 18). Pals of the Pen (fortnightly - 31). Author Talk (April - 13). LEGO Legends online with a monthly face-to-face session. LEGO Legends Relaunch Party (May - 40 children). National Simultaneous Storytime (May - 30 children / 7 adults). Biggest Morning Tea (May - 20 members of the public / 20 Council staff). Free Creative Writing Workshop (May - 8 adults). Housebound Clients Morning Tea (May - 14 attended). Relaunched the Kids Monthly Prize Draw (May). Six Bland Preschool Visits (April & June - 84 children and 23 educators). Art of Ageing Exhibition. All programs promoted via print media, social media, webpage, community noticeboards and handouts. Book Deposit Stations maintained at Barmedman and Weethalle. Fortnightly Home Delivery Service.

Action Code	Action Name	Responsible Officer Position	Status	Comments
3.4.2 Q1	Foster lifelong learning through the provision of community programs.	Library Services Coordinator	Progressing	Due to Covid-19 restrictions, all face-to-face programs were suspended. In response, the Library shared online story-times (presented by Riverina Regional Library's children's services librarian Sharon Smith) via its Facebook page. The Library's LEGO Legends program, which was launched online in April, continues to be delivered online via Facebook. The Library found alternative meeting venues for both its Day Book Club and Knit & Knatter groups - both groups currently meet monthly (Day Book Club at What's Cookin and Knit & Knatter in the Council Chambers). Various alternative venues were offered to the Library's Pals of the Pen writers' group, but the group declined and have been in hiatus. Tech Savvy Senior lessons were to commence in September, however, due to Covid-19 restrictions the lessons have been postponed until 2021. The Library currently has 1915 registered members equating to 32 per cent of the Bland LGA.
Q2			Progressing	20 new library members. 1822 "active" library members. Members aged over the age of 65 years (51). Members aged 18 - 64 years (875). Members aged 13 - 17 years (230). Members aged under 13 years (289). Non-residents or reciprocal borrowers ie. members live outside the Shire (128). The remaining 249 memberships are made up of Book Club, deposit stations, school classes, organisations / institutes, staff / library eg. Bland Shire Library Storytime and Bland Shire Library Promotions and other miscellaneous. A review of the membership database is being undertaken to ascertain that all member details have been entered correctly.

Action Code	Action Name	Responsible Officer Position	Status	Comments
Q3			Progressing	<p>24 new library members (23 adults and one child – an increase on last quarter). 1846 “active” library members. Annual Summer Reading Club 40 day challenge for children aged 5-16 years run from 1 December 2020 – 1 January 2021. 65 children registered for the reading program with 30 children completing 40 days or more of reading. There were no SRC group activities held in the library during January due to Covid restrictions – instead, participants received a mini BINGO Challenge to complete. An SRC presentation and finale party was held in March.</p> <p>A 10 week Tech Savvy Seniors program (funded by the State Library) commenced February. Sessions held every Tuesday from 10am – 12pm, 15 persons attended each session.</p> <p>The library celebrated Library Lovers (Sunday 14 February) with ‘Blind Date with a Book’, which the library ran over the impending week.</p>
Q4			Completed	<p>81 new members (71 adult and 10 junior) registered in 2020-21 compared to 129 (118 adult and 11 junior) in 2019-20. Current "active" membership as of 30 June 2021 (1653 members - 1144 female, 490 male and 19 other i.e. class groups, organisations, book clubs, etc). This figure has decreased from 1822 due to a clean up of the Libero database by RRL. Members by age group 16 < 5 years, 90 < 10 years, 257 < 15 years, 134 < 20 years, 91 < 25 years, 71 < 30 years, 189 < 40 years, 190 < 50 years, 149 < 60 years, 167 < 70 years, 133 < 80 years, 103 < 90 years and 44 > 90 years. Despite a decline in patronage, the library registered 31960 people through the door in 2020-21 an increase from 27413 in 2019-20 (NB. the library was closed to the public for an extended period due to Covid.)</p>

Action Code	Action Name	Responsible Officer Position	Status	Comments
3.4.3 Q1	Ensure library content and services are available to the community in various platforms.	Library Services Coordinator	Progressing	Bland Shire Library's onsite collection currently has 14,880 items. Adult DVDs (959). Adult Audio (483). Adult Non-fiction (2058). Local Studies Collection (100). Adult Fiction (3129). Large Print (1654). Periodicals (506). Youth (320). Junior DVDs (319). Junior Audio (69). Junior Non-fiction (443). Junior Fiction (2019). Easy Readers (795). Picture Books (1974). Audio and Electronic Devices (21). Storytime Resources (31). A total of 4477 items were issued this quarter. Adult Fiction (1659) Large Print (686), Picture Books (536), Adult Non-fiction (454), Junior Fiction (266), Adult DVDs (245), Junior DVDs (158), Periodicals (145), Easy Readers (130), Adult Audio (112), Junior Non-fiction (64), Youth (18), Junior Audio (3), Audio and Electronic Devices (1). 236 people accessed the public pcs. 24 requests for WiFi. 131 children accessed the StorytimePOD. 477 Customer Service requests. 257 Information requests. 328 Visitor Information requests.
Q2			Progressing	Items held in the library (14221). Includes Biographies (554), Adult Non-fiction (1448), Adult Fiction (3178), Large Print (1666), Young Adult (288), HSC Collection (32), Junior Non-Fiction (34), Junior Fiction (1600), Easy Readers (776), Picture Books (1913), Periodicals (388), Audio and electronic devices (21), Adult DVDs (961), Junior DVDs (314), Adult Audio (494), Junior Audio (63), Local Studies (100), Reference (64), Work Resources (31). Weeding of collection undertaken to ensure collection remains fresh and up to date. Issues (4574). Reservations (250). Information Requests (237). Customer Service Requests (516). Computer Usage (275). Wi-Fi Requests (22). StorytimePOD Usage (142 children). VIC Enquiries by Library Staff (531).

Action Code	Action Name	Responsible Officer Position	Status	Comments
Q3			Progressing	Budget re-allocation of funding for the various collections (as directed by Riverina Regional Library) completed. Review of standing order lists for both adult and junior collections (as directed by RRL) completed. Items held in the Library consistent with last quarter. Issues (6013), reservations (400), Information Requests (272), Customer Service requests (606), Computer usage (332), Wi-Fi requests (63), Storytime POD Usage (136 children), VIC enquiries handled by library staff (479).
Q4			Completed	Bland Shire Library maintains an onsite collection totaling 14439 items. This figure has remained consistent throughout 2020-21, although slightly less than the 1st quarter figure of 14880 i.e. post collection management "weeding". Issues (4288 - decreased from 6103 last quarter, but consistent with that of the 1st and 2nd quarters. Slight decrease from 18209 issues in 2020-21 compared to 19988 in 2019-20.) Computer usage decreased from 2734 (2019-20) to 1501 (2020-21). The Library's Storytime POD registered 256 users since August 2020 - an average of 23 children per month. Customer Service enquires (2057 in 2020-21 - decreased from 2782 in 2019-20). Information requests (1083 in 2020-21 - decreased from 1787 in 2019-20). Library staff responded to 1745 visitor information request in 2020-21 compared to 1553 in 2019-20. Six Victor Readers were purchased from Vision Australia for clients to borrow. Various magnifiers were also purchased to assist patrons with their reading.

4.

Ensure services are accessible for all residents

Strategy 4.1

Facilitate Council events to build social capital and a sense of belonging within the community

Action Code	Action Name	Responsible Officer Position	Status	Comments
4.1.1 Q1	Coordinate annual Australia Day Celebrations and Awards.	Community Relations Officer	Progressing	Australia Day award nominations opened September 2020.
Q2			Progressing	Australia Day Awards Committee meeting held in December 2020. Plans in place for COVID safe Australia Day celebrations in January 2020.
Q3			Completed	Successful Australia Day awards and celebrations held on 26 January 2021.
Q4			Completed	Completed.
4.1.2 Q1	Coordinate Youth Week Activities.	Community Development Officer	Progressing	Plans in place to host Youth Week celebrations in April 2021.
Q2			Progressing	Youth Week activities will be held in April 2021. Plans are in place to host the NRMA Driving school along with a number of other initiatives and activities.
Q3			Progressing	Activities held for youth week 2021 include: NRMA Driving lessons. A youth trip to Wagga for 22 Ungarie young people to do paintball and bowling. A youth trip for 15 young people, heading to Altina Wildlife Park and Whitton Malt House for lunch. Mini Golf, Blands' Big Obstacool course, Super Hero Lessons, Parkour.

Action Code	Action Name	Responsible Officer Position	Status	Comments
Q4			Completed	This item was completed in Q3.
4.1.3 Q1	Conduct library school holiday activities.	Library Services Coordinator	Progressing	Due to Covid-19 restrictions, there were no face-to-face activities held. The Library however provided craft kits for children to take home. Kits included Tangrams (Chinese Puzzles) and Yarn (or Pom Pom) Monsters.
Q2			Progressing	Dagmar McIntyre was engaged to conduct four cake decorating sessions in the Council Chambers as part of the library's September / October school holiday program. Two sessions were held in October with 29 children attending. The Summer Reading Club 40-Day Challenge for students aged 5 - 16 years was launched in November with a total of 65 children registering. Due to Covid-19, no activities were held in the library - SRC members were provided activities to take home eg. mini BINGO challenge.
Q3			Progressing	Summer Reading Club 40-Day Challenge held over January school holidays. April school holiday program finalised.

Action Code	Action Name	Responsible Officer Position	Status	Comments
Q4			Completed	April School Holiday Program. 25 take home craft kits were made available for children to collect from the library for a small fee. The kits, provided by Riverina Regional Library, contained all the materials and instructions required to make a 'sock bunny'. Due to demand, additional kits were requested. Popular baker and cake decorator Dagmar McIntyre conducted two cake decorating sessions featuring a jungle theme. Sessions were limited to 20 participants with both sessions booked out. Tegan Sheedy, Riverina Music Therapy, conducted two one hour-long guitar lessons. The session for primary students was well attended with 5 participants. Only 2 attended the session for secondary students. Despite this, feedback was overwhelmingly positive. The Vegetable Plot (Musical Group) did a live one-hour performance in the Council Chambers. The group promote healthy eating through their music. Attendance numbers were good with 43 children and 17 adults attending.
4.1.4 Q1	Conduct school holiday activities.	Community Development Officer	Progressing	Successful holiday program held in September with a community scavenger hunt held in which 70 + young people participates and a two day 3 on 3 basketball clinic held in which over 100 young people participated. A community movie night was also held just prior to the holidays with over 100 participants attending.
Q2			Progressing	Youth holiday program planned for April school holidays. Plans to host the NRMA Safer Driving school in addition to a number of other activities and initiatives.
Q3			Progressing	Activities being held in the April school holiday's include: NRMA Driving School, A youth trip to Wagg for 20 young Ungarie residents to participate in paintball and bowling. A youth trip to Alitna Wildlife Park and Whitton Malt House for lunch for Bland Shire youth. A Parkour Workshop, two (2) Super Hero workshops, Mini Golf and Bland's Big Obstacle Course.

Action Code	Action Name	Responsible Officer Position	Status	Comments
Q4			Completed	Activities scheduled for the July 2021 holidays include a self defence workshop, movie and bowling trip to Griffith and NRMA Safer Driving Course.
4.1.5 Q1	Conduct Vacation Care program.	Children's Services Coordinator	Progressing	Vacation Care Term 3 commenced on Monday 28 September. The period concluded on Friday 9th October. Attendance numbers were Monday 28th - 10 children Tuesday 29th - 8 children Wednesday 30th - 9 children
Q2			Progressing	Vacation Care held for seven days in October, 1st to 9th October 2020. Vacation Care held for five days, December 17th to 23rd 2020.
Q3			Progressing	Vacation Care operated for 10 days during January 2021, commencing Monday 11 and concluding Friday 22 January.
Q4			Completed	Vacation Care operated for 9 days during the April School Holidays (6th - 16th April) and 3 days in June during the June/July School Holidays (28th - 30th June).
4.1.6 Q1	Facilitate Bland Shire Interagency meetings.	Community Development Officer	Progressing	Bland Shire Interagency meetings have not been held due to Covid-19. Plans are in place to host the meeting in November.
Q2			Progressing	Plans in place to host an Interagency meeting in March and May 2021.
Q3			Progressing	Plans in place to host Interagency Meeting in April or May 2021.
Q4			Completed	Bland Shire Interagency Meetings were not held last year as a result of the Covid-19 pandemic. The Interagency committee met in May 2021 with 15 people attending.

Action Code	Action Name	Responsible Officer Position	Status	Comments
4.1.7 Q1	Coordinate Citizenship Ceremonies within Bland Shire	Executive Assistant	Not Due To Start	There have been no ceremonies held during this period due to Covid-19 and no conferees for Bland Shire.
Q2			Not Due To Start	No citizenship ceremonies held during this reporting period, at this stage there are two (2) conferees pending for Australia Day 2021 ceremonies.
Q3			Progressing	Citizenship Ceremony held during 2021 Australia Day community celebrations.
Q4			Completed	No ceremonies held during this reporting period.

Strategy 4.2

Provide quality, accredited and affordable Education and care services within Bland Shire and surrounds (Bland Preschool, Family Day Care, Mobile Resource Unit Vacation Care and Toy Library services)

Action Code	Action Name	Responsible Officer Position	Status	Comments
4.2.1 Q1	Undertake a service survey for Bland Shire Council Children's Services.	Children's Services Coordinator	Not Due To Start	No survey undertaken in this reporting period.
Q2			Progressing	Due to Covid-19 MRU Playgroup sessions were postponed until further notice, however virtual playgroups were offered as an alternative. A survey link was sent to 78 participating families via the text messaging service esendex and also posted on Facebook. 13 responses were received with the data attached. As part of the self assessment process, MRU sent out a one question survey to assist in identifying strengths of the service (both Friday West Wyalong and Ungarie families). This was sent out via the communication and programming portal, Kindyhub. Of the approximate 45 families this was sent to, 3 responses were received.
Q3			Progressing	No survey undertaken in Q3.

Action Code	Action Name	Responsible Officer Position	Status	Comments
Q4			Completed	<p>In Q4 a survey was sent out to Ungarie Preschool families. Of the 15 surveys sent out, to date 4 have been returned. It is expected that more will be returned following the school holiday period. Responses will then be considered and service goals set.</p> <p>Of the 4 returned all were very positive and only 1 with comments.</p> <p>Comments to date included: more academic school readiness for children going to school next year. (Educators) Very easy to approach with concerns kids are happy and comfortable. Kindyhub is fantastic, maybe a note or communication book for children who catch the bus home. Would be more convenient if they were school hours 9-3. Children thoroughly enjoy coming to preschool and feel comfortable with all educators, and I feel comfortable leaving my children for the day.</p> <p>All the other surveys rated the service high and are pleased with the service.</p>
4.2.2 Q1	Implement and update annual Self Assessment Tools - All Children's Services areas.	Children's Services Coordinator	Progressing	<p>Mobile Resources Unit Self Assessment Tool has been updated. Service goals set -</p> <p>Inclusion of excursions and incursions in to the children's learning program.</p> <p>Review of safety checklists to be venue specific rather than generic.</p> <p>Incorporate large play equipment into play space.</p> <p>Build staff continuity and working relationships.</p> <p>Introduction of a Staff Handbook.</p> <p>Review of the Service Philosophy.</p>
Q2			Progressing	<p>Mobile Resource Unit and Family Day Care Self Assessment Tools are now active documents to be reviewed regularly throughout the year.</p>
Q3			Progressing	<p>Family Day Care Self Assessment Tool has been finalized and submitted to the Department of Education – Early Childhood Education as part of the Assessment and Rating process.</p>

Action Code	Action Name	Responsible Officer Position	Status	Comments
Q4			Completed	In Q4, Family Day Care underwent Assessment and Rating where the Department Authorised Officer verified all information contained within the service Self Assessment Tool. As well as discussing and demonstrating all points in the Self Assessment Tool, the Coordination Unit compiled an evidence file. FDC has received a rating of 'meeting the National Quality Standards'.
4.2.4 Q1	Review and update all service policy and procedures as required - All Children's Services areas.	Children's Services Coordinator	Progressing	The following policies are currently under review at service level - Dealing with Infectious Diseases Medication Administration Excursions and Regular Outings Medical Conditions Administration of First Aid Acceptance and Refusal of Authorisations Behaviour Guidance Incident, Injury, Trauma and Illness Determining the Responsible Person Present at the Service
Q2			Progressing	16 policies have undergone the CSU review process and are awaiting adoption by MANEX and/or Council.
Q3			Progressing	Seven policies have completed the review process and been implemented. A further 10 policies are in the review process.
Q4			Completed	15 policies have been reviewed in Q4.
4.2.5 Q1	Undertake toy library stock take.	Children's Services Coordinator	Not Due To Start	Annual stock take scheduled for January 2021.
Q2			Not Due To Start	This is scheduled for January 2021.
Q3			Completed	The annual stock-take was held in January 2021.

Action Code	Action Name	Responsible Officer Position	Status	Comments
Q4			Completed	In Q4, ITAV Staff have monitored returns of items.
4.2.6 Q1	Provide access to Toy Library resources to residents via Mobile Resource Unity Playgroups, Family Day Care and ITAV Sessions.	Children's Services Coordinator	Progressing	The mobile Toy Library van has visited Tallimba, Weethalle and the West Wyalong Local Aboriginal Lands Council for the community to borrow via appointment to ensure Covid safe practices are followed. The Family Day Care Support Officer has offered Toy Library resources to Family Day Care Educators, however due to Covid-19 Educators are choosing not to borrow items. The Toy Library is open to the community, with borrowing offered through an e-catalogue and collection/drop off of the item/s at the CSU gate entrance.
Q2			Progressing	Toy Library was open to the public October to mid December (closed for end of year stock take and cleaning). Mobile Toy Library was offered via ITAV village visits and FDC visits. There were 10 users from October to December.
Q3			Progressing	The Toy Library van has visited Tallimba, Weethalle and the Local Aboriginal Lands Council during ITAV playgroup sessions. The Toy Library is open for the public to enter and borrow from.
Q4			Completed	30 visitors entered Toy Library during Q4. Toy Library was also taken to ITAV sessions in Weethalle, Tallimba, Barmedman and to the Local Aboriginal Lands Council in West Wyalong. Family Day Care Educators have also borrowed from Toy Library in this period.

Strategy 4.3

Actively engage with the community and promote open communication

Action Code	Action Name	Responsible Officer Position	Status	Comments
4.3.1 Q1	In liaison with relevant staff, establish, maintain and regularly update relevant online presence by ensuring that Council's website is engaging, up to date and rich in easily accessible content.	Community Relations Officer	Progressing	New website launched successfully with improved features, display and engagement. All pages were recreated prior to launch and review dates set where relevant. New economic development section in development. Google Analytics to be established Q2 2020-21.
Q2			Progressing	Website reviewed and updated weekly with updated information, new events, media releases etc. New economic development section launched in Q2. Most popular pages for Q2 in order were Careers, Tips and Landfills, Contact Council, Visitor Information, Barmedman Mineral Pool, Christmas Lights Map, Your Council, Holland Park Pool, Things to See and Do and Application Forms.
Q3			Progressing	Major update implemented in conjunction with Children Services.
Q4			Completed	24572 page views in Q4 2020-2021. Pages updated regularly including emergency announcements in relation to road closures etc.
4.3.2 Q1	Coordinate Council notices page in the West Wyalong Advocate.	Community Relations Officer	Progressing	Council notices published each Friday. Content includes positions vacant, development notices, documents for public comment, community information and promotion of events/initiatives.
Q2			Progressing	Council notices published weekly. Additional information published in December 2020 to inform community about Council Christmas/New year services.
Q3			Progressing	West Wyalong Advocate has been in recess since December 2020. Publication set to relaunch in April 2021 with weekly notices to continue.
Q4			Completed	Printing resumed in Q4 with notices published each week.

Action Code	Action Name	Responsible Officer Position	Status	Comments
4.3.5 Q1	Produce media releases to inform the community about Council updates, programs, events and initiatives.	Community Relations Officer	Progressing	Media releases issued regarding Cowal Gold Operations, Council's Creative Communities award, involvement with the Thunderstruck space program, the Community Theatre, rollout of LED street lighting and opening of Australia Day nominations. All media releases published in West Wyalong Advocate and website, Thunderstruck media release picked up by regional and state media. Three additional radio interviews conducted on ABC with CRO.
Q2			Progressing	Media releases issued regarding Country Change campaign, Council's open art gallery, Australia Day and Council's audited financial statements. Interviews conducted on ABC Central West and ABC Riverina.
Q3			Progressing	Media releases issued regarding Free Tip Day, youth school holiday activities and Australian Street Art awards. Interviews conducted with Triple M Riverina, Triple M Riverina MIA and ABC.
Q4			Completed	Media releases issued regarding Council budget, open art gallery and youth initiatives. Numerous interviews conducted on Triple M and ABC Radio.
4.3.8 Q1	Monitor and update Council's official social medial accounts (Facebook, Instagram, Youtube) and electronic communication.	Community Relations Officer	Progressing	Number of likes and followers continues to rise. Post engagement on the rise from corresponding period in 2019.
Q2			Progressing	Total page like increased by over 100 to 3445. Total reach increased by 15%.
Q3			Progressing	Total page likes increased to 3576 with 3835 followers. Post engagement up 172% in month to 30 March 2021
Q4			Completed	Ongoing.

Action Code	Action Name	Responsible Officer Position	Status	Comments
4.3.9 Q1	Monitor Council social media accounts and advise on adherence to Council's Social Media policy and procedures.	Community Relations Officer	Progressing	All posts and content on the Bland Shire Council Facebook page, Bland Shire Youth Facebook page and Instagram pages adhere to the social media policy. 90 posts were put up on the official Bland Shire Council page during Q1 providing information, promoting events and initiatives, celebrating local achievements and Council's work in the community. CRO does not have access or influence on the various other social media accounts which have been created recently.
Q2			Progressing	As accounts continue to be monitored seven days a week as above. Several other pages linked to Council are operated independently of CRO.
Q3			Progressing	Ongoing.
Q4			Completed	Ongoing.
4.3.10 Q1	Maintain and update listings on Trip Advisor, The Riverina and Get Connected, promoting local events, attractions and businesses in the Bland Shire.	Tourism & Administration Officer	Progressing	Continually updating information on Trip Advisor, The Riverina and Get Connected website and Facebook pages.
Q2			Progressing	Information updated on Trip Advisor and Get Connected. Facebook posts to The Riverina.
Q3			Progressing	Information updated on Trip Advisor, Get Connected and Visitor Information Centre Facebook page. Information sent to Community Services to update Bland Shire Website.
Q4			Progressing	This is an ongoing process. New tourism businesses added and information updated on all platforms.

Strategy 4.4

Actively engage with youth to build social capital and a sense of belonging

Action Code	Action Name	Responsible Officer Position	Status	Comments
4.4.1 Q1	Partner with youth and youth service providers (including schools) to deliver programs/initiatives that improve wellbeing and build the capacity of local youth.	Community Development Officer	Progressing	Council has held meetings with The Resilience Project team and staff at Ungarie school to facilitate commencing The Resilience Project Digital Program at Ungarie School. The program will be rolled out to all students and focuses on building resilience, practicing gratitude and being mentally fit. Council has also made contact with The Batyr Foundation who will be bringing their full day program to students in years 9 and 10 at West Wyalong High School. The full day program is an evidence based mental health focused initiative and has proven to be hugely successful in improving the mental health of young people and ensuring young people know where to access help.
Q2			Progressing	Council has engaged the Mindful Warrior to develop The 'Youth Collective' which is a series of virtual sessions that can be performed by students in a Covid safe manner. The program will be rolled out to the schools in early 2021. The Resilience Project will commence in term 1 2021 with all students at Ungarie Central School completing the program.

Action Code	Action Name	Responsible Officer Position	Status	Comments
Q3			Progressing	<p>Council staff will host a barbecue at West Wyalong High School on 21 April to engage with local youth. This will be followed by a youth forum in which the school leaders, the Mayor, General Manager and community services staff will come together to allow for young people to present their ideas to Council.</p> <p>The Butterfly Foundation will be presenting workshops to all High School aged students across the shire on 4 and 5 May, covering topics such as positive body image, cyber safety and eating disorders.</p> <p>The Resilience Project Digital Program has been rolled out in Ungarie Central School with all students in the school participating in the program.</p>
Q4			Completed	<p>A youth forum held with 30 students from the High School to discuss upcoming initiatives and activities that are relevant to youth. Follow up sessions have been held with young people to determine ideas for future youth lead initiatives.</p> <p>Council partnered with the West Wyalong High School in the delivery of a Reconciliation Week event on 31 May 2021.</p>
4.4.2 Q1	Attend regional youth focused meetings.	Community Development Officer	Progressing	Meetings are not occurring face to face due to covid-19. Meetings will be attended via zoom.
Q2			Progressing	December meeting attended via zoom. Meetings are not occurring face to face due to Covid-19.
Q3			Progressing	Meeting scheduled for Wednesday 14 April. This meeting will be attended via zoom should it of ahead.
Q4			Completed	REROC Youth meeting scheduled for 9 June was cancelled as such it was not attended.

Action Code	Action Name	Responsible Officer Position	Status	Comments
4.4.3 Q1	Engage young people through a youth group to jointly identify areas of need/improvement and the most effective methods for engaging with youth in the community.	Community Development Officer	Not Progressing	This has not progressed due to Covid-19.
Q2			Not Progressing	This has not progressed due to Covid-19.
Q3			Not Progressing	A youth forum will be held with High School students in early May to engage with students and allow a platform in which young people can present their ideas to Council.
Q4			Completed	30 young people engaged through a Mayoral Forum at which youth were encouraged to present ideas and have their say on future youth focused ideas and initiatives. Follow up meetings were held with young people with priorities identified for up coming activities and initiatives. Plans are in place to host a youth lead dress up disco, with youth identifying a youth space as being a top priority



Our Places

Maintain & improve the Shire's assets & infrastructure

Our Objectives

5. Work in partnership with key stakeholders to provide equitable access to Council's road infrastructure, services and facilities
6. Manage waste and recycling to improve the utilisation of existing resources, including exploring new technologies
7. Manage water and sewerage resources
8. Ensure that public places and facilities are well maintained and easily accessible
9. Develop, implement and monitor appropriate programs, plans and budgets for effective and efficient management of Council's assets and infrastructure

5.

Work in partnership with key stakeholders to provide equitable access to Council’s road infrastructure, services & facilities

Strategy 5.1

Facilitate the delivery of accessible services and infrastructure

Action Code	Action Name	Responsible Officer Position	Status	Comments
5.1.1 Q1	Update and promote Access Mobility Map.	Community Development Officer	Progressing	Mobility Access Map not due to be updated until 2021. The Mobility Access Map is available on Councils Website and is promoted on social media periodically.
Q2			Progressing	Mobility Access Map not due to be updated until 2021. The Mobility Access Map is available on Councils Website and was promoted on social media at the end of 2020 and also in The West Wyalong Advocate.
Q3			Progressing	Mobility Access Map not due to be updated until 2021. The Mobility Access Map is available on Council’s website and was promoted on social media at the end of 2020 and also in The West Wyalong Advocate.
Q4			Completed	Mobility Access Map will be updated at the end of 2021. The Mobility Access Map is available on Councils Website and was promoted on social media at the end of 2020 and also in The West Wyalong Advocate.
5.1.2 Q1	Monitor and review the Disability Inclusion Action Plan.	Community Development Officer	Progressing	The Disability Inclusion Action Plan continues to be monitored and will be reviewed later in 2021 as required.
Q2			Progressing	The Disability Inclusion Action Plan continues to be monitored and will be reviewed later in 2021 as required.

Action Code	Action Name	Responsible Officer Position	Status	Comments
Q3			Progressing	The Disability Inclusion Action Plan continues to be monitored and will be reviewed later in 2021 ad required.
Q4			Completed	The Disability Inclusion Action Plan (DIAP) was reviewed in June 2021 with 90% of scheduled actions completed.
5.1.3 Q1	Provide and promote the Access Incentive Scheme for improved access across the Shire.	Community Development Officer	Progressing	The Access Incentive Scheme Grants were promoted in the Advocate during August 2020 and will continue to be promoted across social media and through other channels as required.
Q2			Progressing	The Access Incentive Scheme Grant has been included in Councils budget and was promoted in the West Wyalong Advocate during August 2020. The program will continue to be promoted across social media and through other available channels as required.
Q3			Progressing	The Access Incentive Scheme Grants were promoted in the Advocate during August 2020 and will be promoted across Council's social media platform in April 2021.
Q4			Completed	The Access Incentive Scheme was promoted in August 2020 in the West Wyalong Advocate and early 2021 on Councils social media. No applications have been submitted in the current financial year, however a number of enquiries were received.
5.1.4 Q1	Develop an Adverse Events Management Plan.	Director Corporate and Community Services	Progressing	Draft Adverse events plan being developed in conjunction with Riverina JO Drought Committee. Draft to be presented in Second Quarter.
Q2			Completed	Adverse Events Plan adopted at December 2020 Council meeting.
Q3			Completed	No further report – Action completed December 2020.
Q4			Completed	No further report – Action completed December 2020.

Strategy 5.2

Work with the heavy transport industry and road related organisations to cooperatively improve access to road infrastructure

Action Code	Action Name	Responsible Officer Position	Status	Comments
5.2.1 Q1	Process heavy vehicle road usage applications.	Assets & Engineering Services Projects Officer	Progressing	In the quarter up to 30 September Council received 99 applications for heavy vehicle access to its road network. Of these applications 85 were approved and 14 refused. All applications were processed with the required timeframe.
Q2			Progressing	In the quarter up to 31 December 2020 Council received 68 applications for heavy vehicle access to its road network. Of these applications 48 were approved and 20 refused. All applications were processed within the required timeframe.
Q3			Progressing	In the quarter up to 31 March 2021, Council received 54 applications for heavy vehicle access to its road network. Of these applications 49 were approved and five (4) refused. All applications were processed within the required timeframe.
Q4			Completed	During the quarter April - June 2021 there were 48 Heavy Vehicle road usage applications processed, with forty seven (47) granted consent and one (1) refused.
5.2.2 Q1	Maintain involvement with networks which impact road infrastructure and services within Bland Shire	General Manager	Progressing	The General Manager participated in a recent meeting of the Newell Highway Promotions Committee. Councillor Lord remains as Council's delegate on the Newell Highway Task Force.
Q2			Progressing	There have been no further meetings of this Task Force during the quarter ended 31.12.20.
Q3			Progressing	There have been no meetings with any networks concerning Council's road infrastructure during this quarter.
Q4			Completed	There have been no meetings with any networks concerning Council's road infrastructure during this quarter.

6.

Manage waste and recycling to improve the utilisation of existing resources, including exploring new technologies

Strategy 6.1

Consult with the community and relevant stakeholders regarding waste management options throughout the Shire

Action Code	Action Name	Responsible Officer Position	Status	Comments
6.1.1 Q1	Investigate, review and monitor viable recycling options in liaison with recycle organisations and other appropriate organisations	Director Technical Services	Progressing	A number of meetings and phone calls with REROC/RivJo talking about new innovations. No viable proposal this quarter.
Q2			Progressing	A number of meetings and phone calls with REROC/RivJo talking about new innovations. No viable proposal this quarter.
Q3			Progressing	A number of meetings and phone calls with REROC/RivJo talking about new innovations. No viable proposal this quarter.
Q4			Completed	Discussions held with REROC.

Strategy 6.2

Reduce reliance on landfill by increasing resource recovery, waste minimisation and community education

Action Code	Action Name	Responsible Officer Position	Status	Comments
6.2.1 Q1	Ensure waste management operations are in line with the implementation of Council's waste strategy.	Director Technical Services	Progressing	In line with strategies this quarter.
Q2			Progressing	In line with strategies this quarter.
Q3			Progressing	In line with strategies this quarter.
Q4			Completed	In line with strategies this quarter.
6.2.2 Q1	Works in partnership with neighboring Councils and REROC to implement waste programs.	Foreman - Facilities	Progressing	Attended all REROC waste meetings via zoom. Waste metal recycling program implemented. CRC information updated and compliant.
Q2			Progressing	Attended six REROC zoom meetings. liaised with REROC on waste recycling collections. Contacted Junee Shire regarding farm chemical recycling.
Q3			Progressing	Attended all REROC waste forum meetings, one (1) via zoom. Installed CRC Recycling stations at the Community Care building and Bernardi's supermarket for collection of small recyclables. Spoke with Junee Shire Council regarding the collection of car batteries. CRC Centre data reporting up to date.
Q4			Completed	Attended two REROC Waste Forum Meetings (via Zoom). All meetings attended over last 12 month period. Established regional contract for collection of waste metal and discussions on waste programs within the region/State.
6.2.3 Q1	Work in partnership with community relations to increase awareness of recycling options offered.	Foreman - Facilities	Progressing	Recycling options promoted via council's Facebook page. Phone discussions held with relevant stakeholders.

Action Code	Action Name	Responsible Officer Position	Status	Comments
Q2			Progressing	Liaised with Council's Development Officer, regarding the implementation of community recycling stations in business'. one will be placed at the HACC building. media release to follow.
Q3			Progressing	In discussions with Craig Sutton in relation to updating the recycling content on our website and publication of a press release. Implemented recycling stations at the Bland Community Care Building and Bernardi's supermarket. Have engaged with JLW (Cootamundra) to mulch our green waste pile at West Wyalong Landfill – completed and in discussions with them to install cages to facilitate the recycling of tyres, mattresses and lounges at the West Wyalong Landfill. Have also contacted Orange City Council, Cowra Shire Council and Kurrajong Waratah (Wagga) regarding recycling of commingled waste within the Bland Shire.
Q4			Completed	Review and discussion of promotion on use of(HACC and Bernardis). Liaised with Craig on the updating of recycling information on our Website, such as what is recycled and alternatives for waste around the shire, such as CDS, DRUMmuster and CRC. Advertised small recycling stations on facebook.CRC promotional coasters to pubs/clubs around the shire
6.2.4 Q1	Provide waste collection and management services to the community.	Foreman - Facilities	Progressing	Weekly kerbside collections completed.
Q2			Progressing	Completed six months kerbside pickup of town and villages.
Q3			Progressing	In discussions with JLW regarding the recycling of tyres, mattresses and lounges. Have also mulched a significant amount of green waste that we can utilise on site and other shire areas. Kerbside bins collected weekly has been completed.

Action Code	Action Name	Responsible Officer Position	Status	Comments
Q4			Completed	Completed all kerbside pickups for the period. mulched green waste stockpiles and implemented tyre collection (from the landfill site) to reduce waste going into landfill (tyres, mattresses and lounges) and extend the lifespan of our landfill.
6.2.5 Q1	Monitor littering and illegal dumping.	Director Technical Services	Progressing	No incidents reported.
Q2			Progressing	Progressing, no incidents reported.
Q3			Progressing	No incidents reported.
Q4			Completed	No incidents reported.

7.

Manage water and sewerage resources

Strategy 7.1

Ensure adequate water storage and management for future use within Council's community facilities

Action Code	Action Name	Responsible Officer Position	Status	Comments
7.1.1 Q1	Maximise water storage within budgetary constraints.	Director Technical Services	Progressing	Made a submission to Lachlan River Sub-Plan to allow Bland Shire to legally store more stormwaters. Cleansed out Airport storage dam.
Q2			Progressing	No actions required this quarter.
Q3			Progressing	No actions required this quarter.
Q4			Completed	No actions required this quarter.

Strategy 7.2

Effectively manage and maintain existing stormwater and sewerage infrastructure

Action Code	Action Name	Responsible Officer Position	Status	Comments
7.2.3 Q1	Undertake Sewerage System Inspections.	Foreman - Facilities	Completed	System inspection undertaken when required and in areas that have had issues with flow. Zero breaches recorded. Repairs to two areas inspected.
Q2			Progressing	Sewer line camera work has commenced in Barmedman and West Wyalong.
Q3			Progressing	Development of sewer management system to enable a structure inspections of underground assets, all pump stations have been inspected daily. Zero breaches recorded. Repair to a sewer line in Ungarie Street, Ungarie.
Q4			Completed	Completed daily inspections of sewer pumping stations. Weekly maintenance and inspection of West Wyalong STP and Ungarie STP. Inspection of manholes as required. Zero breaches recorded.

8.

Ensure that public places and facilities are well maintained and easily accessible

Strategy 8.1

Ensure users of Council's facilities comply with agreements

Action Code	Action Name	Responsible Officer Position	Status	Comments
8.1.1 Q1	Liaise with User Groups regarding Memorandum of Understandings if required.	Director Technical Services	Progressing	Not required this quarter.
Q2			Progressing	Not required this quarter.
Q3			Progressing	Progressing, not required this quarter.
Q4			Completed	Liaised with the Perseverance Grounds user group.

Strategy 8.2

In collaboration with users provide facilities that are accessible to acceptable standards

Action Code	Action Name	Responsible Officer Position	Status	Comments
8.2.1 Q1	Undertake work health and safety audits including external sites and facilities.	Contracts, Compliance & WHS Officer	Not Due To Start	Not due until Q3.
Q2			Not Due To Start	Inspections of BSC workplaces is with WHS - Donna Smith Inspections of public places and facilities is with Risk - David Wardell.
Q3			Not Due To Start	Inspections of BSC workplaces is with WHS – Donna Smith. Inspections of public places and facilities is with Risk – David Wardell.
Q4			Progressing	Inspections of all BSC Worksites are conducted annually and will take place from July 1 st – August 31 st . Inspections of public places and facilities will be conducted by the Risk and Insurance Officer.
8.2.2 Q1	Implement signs as remote supervision.	Assets Coordinator	Progressing	No signs installed this reporting period. Signs on order.
Q2			Progressing	Sign design approved and order sent to supplier for Cooinda Reserve signs.
Q3			Progressing	Cooinda Park signs are with parks and gardens and are ready to be installed. Landfill signs are to be installed at landfill sites.
Q4			Progressing	Cooinda Park signs are ready for installation. Landfill signage are made and ready for installation. Sign design for minor parks in progress.

Strategy 8.3

Collaborate with transport providers to facilitate access within the shire and regional centres

Action Code	Action Name	Responsible Officer Position	Status	Comments
8.3.1 Q1	Lobby Government to improve transport options.	General Manager	Completed	After a three (3) year process Council has been successful in establishing an amended route for the Country Link Bus Service to now travel to Wagga on a daily basis.
Q2			Completed	The review of the Country Link Bus Service has been completed and the trial period is now in effect.
Q3			Progressing	There has been no interaction with any transport providers during this quarter.
Q4			Completed	There has been no interactions with any transport providers during this quarter.

Strategy 8.4

Use planning and heritage policies and controls to protect and improve the unique built environment

Action Code	Action Name	Responsible Officer Position	Status	Comments
8.4.1 Q1	Review Development Control Plan.	Manager Development & Regulatory Services	Not Progressing	Council staff are waiting on the standard template for Development Control Plan that was due to be released by the Department of Planning in 2020 prior to commencing the review of the DCP. The project is on hold until advice is received on the release of the template.
Q2			Not Progressing	Council staff were waiting on the standard template for Development Control Plan that was due to be released by the Department of Planning in 2020 prior to commencing the review of the DCP. The project is on hold until advice is received on the release of the template.
Q3			Not Progressing	Council staff were waiting on the standard template for Development Control Plan that was due to be released by the Department of Planning in 2020 prior to commencing the review of the DCP. The project is on hold until advice is received on the release of the template.
Q4			Not Progressing	Council staff were waiting on the standard template for Development Control Plan that was due to be released by the Department of Planning in 2020 prior to commencing the review of the DCP. The project is on hold until advice is received on the release of the template.
8.4.2 Q1	Undertake a review of heritage items across the Shire.	Manager Development & Regulatory Services	Progressing	The heritage inventory is currently being updated. A list of properties recommended for local heritage listing is being prepared.
Q2			Progressing	The heritage inventory is currently being updated. A list of properties recommended for local heritage listing is being prepared.
Q3			Progressing	Work is continuing on a review of heritage items.
Q4			Completed	During the reporting period the review of heritage items was completed.

Action Code	Action Name	Responsible Officer Position	Status	Comments
8.4.3 Q1	Promote and implement the Heritage Advisory Program.	Manager Development & Regulatory Services	Progressing	Two (2) heritage grants have been approved in this quarter.
Q2			Progressing	No heritage grants have been received during the reporting period.
Q3			Progressing	Work has continued on three (3) strategic heritage projects. Grant applications were ledged during the quarter for the local heritage fund, heritage advisor program and an aboriginal heritage study.
Q4			Completed	Council were successful in obtaining grant funding for the Heritage Advisory Service and Local Heritage Small Grants Program.

9.

Develop, implement and monitor appropriate programs, plans and budgets for the effective and efficient management of Council's assets and infrastructure

Strategy 9.1

Responsibly manage asset renewal and maintenance for current and future generations

Action Code	Action Name	Responsible Officer Position	Status	Comments
9.1.2 Q2	Monitor and implement the Annual Capital Works Program.	Director Technical Services	Progressing	On target.
Q2			Progressing	On target.
Q3			Progressing	On target.
Q4			Completed	On target.
9.1.3 Q1	Review and implement Roads to Recovery Program.	Director Technical Services	Progressing	On target.
Q2			Progressing	Works reviewed in December 2020, to ensure on target for the next six (6) months.
Q3			Progressing	On target.
Q4			Completed	On target.
9.1.4 Q1	Review Technical Services Policies and Strategies eg Asset Manage Plans, plans of management for Crown Land etc.	Director Technical Services	Progressing	Ongoing. Final draft of the Town and Services Management Plan prepared.

Action Code	Action Name	Responsible Officer Position	Status	Comments
Q2			Progressing	Dealing with consultant writing the Crown Land Management Plan.
Q3			Progressing	Ongoing. Finalising Addendum to Town and Services Management Plan.
Q4			Completed	Ongoing.
9.1.5 Q1	Review and implement the annual and long term plant and equipment replacement program.	Workshop & Plant Coordinator	Progressing	Plant and equipment replacement program for 2020/21 was adopted by Council as part of the budget process. Currently in process of assessing tender documents for the heavy plant replacement.
Q2			Progressing	Heavy Plant replacement program for this year is complete. Light fleet replacement program is progressing and on target to be completed on time.
Q3			Progressing	All fleet items up for replacement in the 2020-21 budget have been replaced or have been ordered and awaiting arrival.
Q4			Completed	The ten year plant and equipment replacement program has been reviewed and updated for 2021. The plant and equipment items due for replacement this year have been replaced.

Strategy 9.2

To manage and enhance the pool facilities within the Shire

Action Code	Action Name	Responsible Officer Position	Status	Comments
9.2.1 Q1	Undertake maintenance and repairs to pool facilities within approved budget in consultation with Contractor.	Coordinator - Urban	Progressing	The maintenance and repairs to the pool facilities at West Wyalong and Ungarie have been under taken with consultation involving the pool manager and carried out with consideration of budget.
Q2			Progressing	The maintenance and repairs to the pool facilities at West Wyalong and Ungarie have been under taken with consultation involving the pool manager and carried out with consideration of budget.
Q3			Progressing	Maintenance and repairs to the pool facilities at West Wyalong and Ungarie have been undertaken with consultation involving the pool manager and carried out with consideration of budget.
Q4			Completed	Pool maintenance completed within the budget as required and in consultation with the pool manager/ contractor.

Strategy 9.3

Maintain street trees

Action Code	Action Name	Responsible Officer Position	Status	Comments
9.3.1 Q1	Manage street tree planting in accordance with Preferred Street Tree Species List.	Coordinator - Urban	Progressing	22 trees planted in various locations within the Shire's streets and reserves.
Q2			Progressing	18 trees planted in various locations within the Shire's streets and reserves.
Q3			Progressing	Eight new street tree plantings on Shire's streets and reserves.
Q4			Completed	New tree plantings added to town streets x 12.
9.3.5 Q1	Proactively monitor street trees and action requests to maintain and/or remove trees within the approved budget.	Coordinator - Urban	Progressing	Council trees have been maintained to reflect budget for this area. Trees removed due to root damage to surrounding infrastructure, damaged dying or diseased and pest infection.
Q2			Progressing	Council trees have been maintained to reflect budget for this area. Trees removed due to root damage to surrounding infrastructure, damaged dying or diseased and pest infection.
Q3			Progressing	Council trees have been maintained to reflect budget for this area. Trees removed due to root damage to surrounding infrastructure, damaged dying or diseased, pest infestation.
Q4			Completed	Street trees are monitored by unfortunately maintenance is behind due to staffing shortages at the current time and increased work loads.

Strategy 9.4

Maintain parks, ovals and recreational facilities to approved standards

Action Code	Action Name	Responsible Officer Position	Status	Comments
9.4.1 Q1	Inspect parks, ovals and recreational facilities.	Coordinator - Urban	Completed	Weethalle sports ground water blockage to toilet block, leaking roof, Ungarie sports ground building damage pigeons, vandalism windows, water pipe broken.
Q2			Completed	Inspections undertaken on parks, ovals and recreational facilities throughout the Shire. Maintenance completed at Weethalle sports ground and Ungarie sports ground.
Q3			Progressing	Inspections undertaken on parks, ovals and recreational facilities throughout the Shire. Maintenance completed at Weethalle sports ground and Ungarie Sports ground. Water leaks at Ungarie sports ground repaired, Weethalle shed roof replacement, park street rec pumps computer to be replaced.
Q4			Completed	Weethalle - toilets repaired/lights fitted at show ground, blockages cleared main street toilets, water pipe repaired RSL gardens. Barmedman – toilet blockage repaired. Ungarie – water system main street cleaned out, numerous repairs carried out at show ground.
9.4.2 Q1	Conduct playground inspections for all playgrounds within the Shire.	Coordinator - Urban	Completed	All playgrounds in the Bland Shire under Council's control have been inspected and repaired as required or made safe for use.
Q2			Completed	All playgrounds in the Bland Shire under Council's control have been inspected and repaired as required or made safe for use.
Q3			Progressing	All playgrounds within the Bland Shire under Council's control have been inspected and repaired as required or made safe for use.
Q4			Completed	Playground inspections carried out throughout the shire.

Action Code	Action Name	Responsible Officer Position	Status	Comments
9.4.3 Q1	Coordinate seasonal and on/off use of sporting fields.	Coordinator - Urban	Progressing	*perseverance ovals = rugby union 31, rugby league 1, cricket 2 *Ron Crowe oval = rugby union 6, rugby league 1, touch football 1 *park street recreation ground = cricket 2, Auskick 10, schools 5 *Redman oval schools 1
Q2			Progressing	*perseverance ovals = rugby union 31, rugby league 1, cricket 2 *Ron Crowe oval = rugby union 6, rugby league 1, touch football 1 *park street recreation ground = cricket 2, Auskick 10, schools 5 *Redman oval schools 1
Q3			Progressing	All areas returning to usual usage during Covid and good numbers returned on oval and stadium bookings.
Q4			Completed	All ovals used with no problems or clashes with dates.
9.4.5 Q1	Carry out maintenance in Wyalong Cemetery.	Coordinator - Urban	Progressing	All maintenance is carried out to work around funeral times and as required seasonally.
Q2			Progressing	Maintenance continues to be carried out to work around funeral times and as required, seasonally.
Q3			Progressing	All maintenance is carried out to work around funeral times and as required seasonally. A more in-depth inspection will be needed of the monument area after heavy rain events.
Q4			Completed	Maintenance and inspections carried out.
9.4.6 Q1	Inspect and maintain village cemeteries regularly.	Coordinator - Urban	Progressing	Village cemetery work carried out by village maintenance crew as required seasonally.
Q2			Progressing	Village maintenance crew continue to maintain village Cemeteries as and when required.

Action Code	Action Name	Responsible Officer Position	Status	Comments
Q3			Progressing	Village cemetery work carried out by village maintenance crew as required seasonally.
Q4			Completed	Village cemeteries have the same considerations given to works and maintenance as the Wyalong cemetery.'

Strategy 9.5

Identify and plan for new infrastructure

Action Code	Action Name	Responsible Officer Position	Status	Comments
9.5.1 Q1	Engage the community to plan and develop future infrastructure and service needs	General Manager	Not Due To Start	Council conducts annual community forums but this year they were cancelled due to the Covid-19 pandemic. The forums will recommence in early 2021.
Q2			Progressing	It has been decided by Council to look at holding community forums in the first quarter of 2021.
Q3			Progressing	Community forums are scheduled for Quandialla, Tallimba and Mirrool in early April 2021.
Q4			Completed	All community forums for 2021 have been held with all issues raised being recorded and where necessary included in either current or future work schedules.
9.5.2 Q1	Allocate funds to undertake investigation, designs, business plans and obtain costings for proposed projects.	General Manager	Completed	The WRI was engaged last year to prepare feasibility studies on a stand-alone VIC, indoor swimming pool and a community theatre. There were no funds allocated in the current budget.
Q2			Progressing	The General Manager has been involved in preliminary discussions with the Goldenfields County Council and the NSW Government relating to funding (\$9M) for the upgrade of the water main from Wyalong to West Wyalong. These discussions are ongoing at the moment.
Q3			Progressing	All allocation of further funds to undertake investigations will be considered at the budget workshop scheduled for 6 April 2021.
Q4			Completed	The General Manager has been investigating funding options for the upgrade of the water main and associated infrastructure between Wyalong and West Wyalong as well as the provision of infrastructure for a new residential subdivision.



Our Leadership

A well run Council acting as the voice of the community

Our Objectives

10. Provide quality leadership, governance and management to develop strong community partnerships
11. Provide opportunities for all stakeholders to contribute to Council's decision making
12. Lead the community
13. Develop and maintain a framework of plans and policies that ensures open and transparent Council information

10

To provide quality leadership, governance and management to develop strong community partnerships

Strategy 10.1

Ensure Councillors are provided with appropriate support and resources to carry out their civic duty

Action Code	Action Name	Responsible Officer Position	Status	Comments
10.1.1 Q1	Provide Councillors with professional development opportunities.	Director Corporate and Community Services	Progressing	Councillors completed self-assessments in PD in a Box program. Aggregated assessment shows areas for growth in finance, plan and prioritise and influence and negotiate. Financial Sustainability in Local Government Masterclass session to be tailored for Councillors and presented in Q3.
Q2			Progressing	Councillors completed self-assessments in PD in a Box program. Aggregated assessment shows areas for growth in finance, plan and prioritise and influence and negotiate. Financial Sustainability in Local Government Masterclass session to be tailored for Councillors and presented in Q3. Training being developed internally for presentation in Quarter 3 - preferably before 21-22 Budget session - using information from Financial Sustainability in Local Government Masterclass.
Q3			Progressing	Training was not progressed in Quarter 3 as intended due to staff resourcing. A list of possible training options to be distributed to Councillors for consideration in Quarter 4.
Q4			Progressing	Councillors have been provided with information in relation to learning and development opportunities through Local Government NSW. Due to the timing of the forthcoming elections in September 2021, there has been no uptake of the training.

Action Code	Action Name	Responsible Officer Position	Status	Comments
10.1.2 Q1	Prepare for the Mayoral and Deputy Mayoral elections in September bi-annually.	General Manager	Completed	The Mayoral and Deputy Mayoral elections were successfully held on 15 September 2020.
Q2			Progressing	The next Mayoral election will occur after the general local government elections scheduled for September 2021.
Q3			Progressing	The next Mayoral and Deputy Mayoral elections will be held after the general local council elections in September 2021.
Q4			Completed	The next Mayoral and Deputy Mayoral elections will be held after the general local council elections in September 2021.

Strategy 10.2

Ensure Councillors take ownership and a strong leadership role

Action Code	Action Name	Responsible Officer Position	Status	Comments
10.2.1 Q1	Prepare the Annual Report.	Executive Assistant	Progressing	Annual Report drafted and on target for presentation to November Council meeting.
Q2			Completed	Relevant notifications that the Annual Report 2019/2020 was finalised and uploaded. Issued on 19/11/2020.
Q3			Completed	Complete.
Q4			Completed	Complete.
10.2.2 Q1	Commence preparation of the End of Term Report.	Executive Assistant	Progressing	Review and collation of relevant data for the End of Term Report is underway.
Q2			Progressing	Document content continues to be identified.
Q3			Progressing	Compilation of data and content is underway, on target for July 2021 Council Meeting.
Q4			Completed	To be tabled at the July Council meeting and included in Annual Report.
10.2.3 Q1	Maintain active representation and involvement with the regional organisations impacting Bland Shire Council.	General Manager	Progressing	Council has resolved to retain membership of both REROC & RIVJO for the next two (2) years pending a review of the Joint Organisation structure. The Mayor and General Manager continue to attend the Board meetings of both organisation.
Q2			Progressing	The General Manager and Mayor continue to attend both REROC and RivJO meetings with the General Manager remaining a member of the REROC Executive for the ensuing 12 months.

Action Code	Action Name	Responsible Officer Position	Status	Comments
Q3			Progressing	Council's General Manager continues to attend Executive as well as Board meetings of REROC and RivJo on a regular basis.
Q4			Completed	The General Manager continues to attend the REORC and Joint Organisation Board meetings and is an active member of the REROC Executive as well as being the JO representative on the REROC Youth Committee.

Strategy 10.3

Ensure the General Manager takes on a high-level role in implementing the Community Strategic Plan and other Council documents

Action Code	Action Name	Responsible Officer Position	Status	Comments
10.3.2 Q1	Develop timelines and action plan for the review of the Community Strategic Plan and associated documents.	Director Corporate and Community Services	Progressing	Timelines and processes to be developed on completion of Community Satisfaction Survey – due November 2020. Information from this process will shape the methods of communication and volume of activities.
Q2			Progressing	Stakeholder register is currently being established. Meeting to be held February with Community Relations Officer to determine responsibilities. Information obtained from the Community Satisfaction Survey will help shape questions to be used in the Community Engagement process to develop the new CSP.
Q3			Progressing	Information from Community Forums use to assist the development of the Operational Plan 2021/2022. Informal discussions held on community engagement process with initial thinking that Council would use exiting events as an opportunity to engage with members of the community for the review and development of the Community Strategic Plan. Given the next term of Council has been shortened due to the delayed election, Council may well retain much of the existing CSP and focus on developing relevant actions as part of the new Council's Delivery Program and Operational Plans.
Q4			Progressing	Preliminary work has been undertaken to prepare for the development of a new Community Strategic Plan for Bland Shire Council. Council has increase staff resources in the Integrated Planning and Reporting area to meet the workload anticipated from this new round of the IP&R process.
10.3.3 Q1	Report to the community and Council on Integrated Planning and Reporting Progress.	Director Corporate and Community Services	Progressing	Implementation of Pulse Corporate Reporting to assist with staff updates on Operational Plan activities.

Action Code	Action Name	Responsible Officer Position	Status	Comments
Q2			Progressing	Information within this document formulates Council's statutory obligation to report in accordance with the Integrated Planning and Reporting Guidance. Council has implemented Pulse, a cloud-based solution for staff to record and report information to present to Senior Management and to the elected Council. This document is the first report prepared using the platform.
Q3			Progressing	Council staff continue to provide updates on activity through the online reporting program, Pulse. This system allows for Senior Management to obtain an overall view of the organisation's progress against the Operational Plan on a quarterly basis and for reports to be prepared for Council on a six-monthly basis. The DRAFT Delivery Program and Operational Plan are scheduled to be presented to the April meeting of Council for endorsement prior to community comment being sought.
Q4			Completed	Council has met its reporting obligations as part of the Integrated Planning and Reporting Process through the six-monthly report to Council.

Strategy 10.4

Ensure the long-term financial sustainability of Council through effective and prudent financial management

Action Code	Action Name	Responsible Officer Position	Status	Comments
10.4.1 Q1	Complete budget review statements for analysis by Directors within two weeks of end of quarter.	Manager Customer & Financial Services	Not Due To Start	First quarterly budget review will be completed for the July-September 2020 period and will be reported in the next quarter.
Q2			Progressing	Budget review document will be included in the February Business Paper.
Q3			Progressing	March Budget review is currently being drafted and is on track for the May Council meeting.
Q4			Completed	All budget reviews were approved by Council at the November, February and May Council meetings.
10.4.2 Q1	Ensure effective debt recovery is in place.	Manager Customer & Financial Services	Completed	Council have just appointed a new debt collection agency and are on track for gently reminders to being in January 2021, as interest will be charged again from 1 January 2021.
Q2			Completed	Effective debt recovery is in place with interest now being charged again.
Q3			Completed	Early intervention letters have been sent out to overdue ratepayers.
Q4			Completed	The early intervention approach is working well, with early figures showing that Council's outstanding debt balance is only 5%.
10.4.3 Q1	Complete financial statements and lodge in accordance with statutory requirements.	Manager Customer & Financial Services	Progressing	Council's financial statements have been completed and lodged with the Office of Local Government within the deadline.
Q2			Progressing	Meeting with the auditors regarding the 20/21 financial statements is scheduled for 11 February to determine timetables and ensure Council is on track with financial statement preparation.

Action Code	Action Name	Responsible Officer Position	Status	Comments
Q3			Progressing	Preparation is underway for the interim audit which will commence in June 2021.
Q4			Progressing	Financial statement preparation is underway.
10.4.4 Q1	Manage investments in accordance with investment strategies and policies.	Manager Customer & Financial Services	Completed	The management of Council's investments is ongoing and requires regular review of rates and financial institutions. Council is in a sound financial position.
Q2			Completed	Monthly reports have been provided to Council as per guidelines.
Q3			Completed	Monthly investment reports to continue to be presented to Council in the business paper.
Q4			Completed	Monthly investment reports are submitted monthly to the Councillors.
10.4.5 Q1	Review the long term financial plan aiming for financial sustainability to ensure fitness for the future.	Manager Customer & Financial Services	Progressing	Council's long term financial plan is regularly being reviewed to ensure financial sustainability for the future of Bland Shire.
Q2			Progressing	Plan to be reviewed at the completion of the budget review.
Q3			Progressing	Long-term financial plan will be reviewed in-line with the Operational Plan once the new Council is elected.
Q4			Not Due To Start	LTFP to be reviewed with the development of new Community Strategic Plan, Delivery Program and Operational Plan.
10.4.6 Q1	Ensure timely and accurate processing of payments.	Manager Customer & Financial Services	Completed	Payments runs occur weekly and totals are reported to Council each month. Payments are processed in a timely manner with high accuracy.
Q2			Completed	Weekly payments are made as per Council's procedures.
Q3			Completed	Weekly payments are made as per Council's procedures.

Action Code	Action Name	Responsible Officer Position	Status	Comments
Q4			Completed	Weekly payments are made as per Council's procedures.
10.4.7 Q1	Conduct budget briefing sessions for Councillors.	Director Corporate and Community Services	Not Due To Start	Budget briefing session due in Q3.
Q2			Not Due To Start	Initial Budget briefing session to be scheduled for April 2021 Council Workshop.
Q3			Progressing	Briefing scheduled for Councillors in early April ahead of the April Ordinary Meeting. Revised Budget information to be presented showing the true cost of Council operations prior to any transfer of funds from reserve.
Q4			Completed	Briefing session was held prior to the presentation of the Draft 2021/2022 Operational Plan and Budget at the April 2021 Ordinary Meeting. Councillors were provided with a draft budget that included all income and expenditure items before the transfer of reserves to provide a clear picture of Council's financial position.
10.4.8 Q1	Review outstanding rates and conduct sale for unpaid rates accordingly.	Director Corporate and Community Services	Progressing	Rolling review undertaken on a monthly basis to provide overview of rates collection per quarter. Engagement of new collection agency currently in progress.
Q2			Progressing	During October Council engaged the services of a new Collection Agency to undertake the work of following up the collection of Council's outstanding Rates & Sundry Debts through an Expression of Interest process. The successful agency focuses on minimizing the financial impact on the debtor (and in turn Council), and take a compassionate, early stage approach to debt recovery. This approach has been proven to be an effective method with our debtor demographic and given the difficult times our community members have faced recently, tackling these debts early on with regular contact is Council's preferred method.

Action Code	Action Name	Responsible Officer Position	Status	Comments
Q3			Progressing	Rolling review undertaken on a monthly basis to provide overview of rates collection per quarter. As at the end of Quarter three, Council had received 76.83% of its rate income. This compares with 76.08% for the same period in 2019/2020.
Q4			Completed	Council undertakes a rolling review of its outstanding rates which is reported to the Council at its monthly meetings as part of the Finance Report.

Strategy 10.5

Ensure Council's workforce is provided with appropriate equipment and resources to meet the needs of Council and the community

Action Code	Action Name	Responsible Officer Position	Status	Comments
10.5.1 Q1	Maintain and renew network infrastructure hardware and software to ensure effective delivery of services.	Director Corporate and Community Services	Progressing	Regular maintenance undertaken on IT systems by external contractor, Veritech. Equipment upgrade and leasing arrangement implemented July-August with install of 24 new desktops, eight laptops and six Surface Pro computers.
Q2			Progressing	Regular maintenance undertaken on IT systems by external contractor, Veritech. During a scheduled maintenance process it was identified that Council's servers were nearing the end of their useful life. Council has four main servers, three of which need to be decommissioned. To address this, a replacement server has been purchased and will be installed in Quarter 3 to consolidate the three decommissioned servers into one with sufficient disk space to accommodate Council's programs. The remaining server, while old is still usable and will be retained to load balance Council's IT requirements.
Q3			Progressing	Ongoing service assistance provided by a Third Party IT provider.
Q4			Completed	Ongoing service assistance provided by a Third Party IT provider. Support has been provided with the development of the Business Continuity Plan's ICT sub-plan, which included penetration testing and documentation. Support has also been received in relation to specific business software programs with updates. Also during the period, improvements were made to Council's corporate printers to reduce wastage and provide cost savings.
10.5.2 Q1	Ensure progressive upgrade of computers, phones and other IT equipment.	Director Corporate and Community Services	Progressing	New lease agreement entered into with Equitech/Maia Financing for provision of new desktops, laptops and Surface Pro computers to approximately 30 indoor staff. Outdoor teams also provided with improved technology with tablets now being used to record and report activities.

Action Code	Action Name	Responsible Officer Position	Status	Comments
Q2			Progressing	Additional hardware purchased as required. Critical hardware is regularly serviced by ICT contractors remotely and onsite.
Q3			Progressing	Critical hardware is regularly serviced by ICT contractors remotely and onsite.
Q4			Completed	Details of Council's computer upgrades were provided in 10.5.1.

Strategy 10.6

Regular consultation with key industry, business and stakeholders

Action Code	Action Name	Responsible Officer Position	Status	Comments
10.6.3 Q1	Open communication established between Council and key local industry and employers, such as Cowal Gold Operations, Pace Farms etc.	General Manager	Progressing	The General Manager has regular liaison with representatives of Evolution Mining on a range of issues affecting the Bland Shire. The General Manager has also been liaising with Goldenfields Water concerning water issues within West Wyalong. The General Manager has also met recently with RDA Riverina.
Q2			Progressing	The General Manager meets almost fortnightly with representatives of Evolution Mining and is also involved in the expansion plans for West Wyalong Machinery.
Q3			Progressing	Council's General Manager continues to meet on a regular basis with representatives of Evolution Mining.
Q4			Completed	Council's General Manager continues to meet on a regular basis with representatives of Evolution Mining, Goldenfields Water County Council, Essential Energy and other key local industry employers.

11

Provide opportunities for all stakeholders to contribute to Council's decision making

Strategy 11.1

Encourage village residents to participate in community forums

Action Code	Action Name	Responsible Officer Position	Status	Comments
11.1.1 Q1	Seek community input into each forum agenda and report back to the community on forum outcomes.	Assets & Engineering Services Projects Officer	Progressing	On 7 September all village contacts were emailed to seek input into matters of concern and issues which would have been raised in a Community Forum. One response was received from CWA Ungarie Branch on operational matters relating to sweeping of gutters, overgrown weeds and footpath repair.
Q2			Progressing	Matters raised from CWA Ungarie have been completed or are still in progress as in the case of concreting works.
Q3			Progressing	As at quarter ending 31 March 2021, two community forums were held in Tallimba and Mirrool. There were six community members present at Tallimba and six at Mirrool. A scheduled forum for the Bland district was postponed due to flooding.
Q4			Completed	During the quarter April-June 2021, there were no community forums scheduled.
11.1.2 Q1	Organise community forums in villages within the Shire, as requires.	Assets & Engineering Services Projects Officer	Progressing	Councillors decided at the September Workshop to not hold any community forums in the remainder of 2020 and to consider dates for consultation in early 2021.
Q2			Progressing	Councillors agreed at September 2020 Workshop to wait until early 2021 to consider dates for community forums.

Action Code	Action Name	Responsible Officer Position	Status	Comments
Q3			Progressing	As at quarter three ending 31 March 2021 there were three forums scheduled to be held in Bland district, Tallimba and Mirrool. These were widely advertised on website, local Facebook sites and flyers to the communities involved. Due to flooding the forum at Bland was postponed to a future date.
Q4			Completed	During the quarter April-June 2021, there were no community forums scheduled
11.1.3 Q1	Provide avenues for the community to be engaged in Council activities and give feedback, eg. Community Forums, pre-meeting Public Forums etc.	General Manager	Progressing	Unfortunately, the Covid-19 situation has limited the number of opportunities for community engagement. The community forums and the public forum prior to a council meeting have been suspended until early 2021 when a review of the Covid-19 restrictions will occur.
Q2			Progressing	It is intended to resurrect the Community Reference Group meetings commencing in March 2021. It is also planned to hold community forums in the first quarter of 2021.
Q3			Progressing	Access to the Public Forums prior to Council Meetings has now been re-established and the Community Reference Group meetings will recommence in April 2021.
Q4			Completed	Successful community forums were held throughout the late 12 months and a number of residents have taken advantage of speaking at the public Forum prior to each council meeting.

Strategy 11.3

Ensure all Council communication branded signs and banners are provided to funding recipients

Action Code	Action Name	Responsible Officer Position	Status	Comments
11.3.1 Q1	Provide Council branded signs and/or banners to funding recipients.	Community Relations Officer	Progressing	Council branding, including novelty large cheque, used for Covid-19 Community Recovery grant presentations.
Q2			Progressing	Branding used at Council events and Council funded events and promotions.
Q3			Progressing	Ongoing.
Q4			Completed	Council flags and banner provided as required.
11.3.2 Q1	Display Council logo in all advertising and promotion of Council events/programs/workshops.	Community Relations Officer	Progressing	Logo incorporated in all Council advertising and external communications issued through CRO within the Corporate Style Guide guidelines.
Q2			Progressing	Logo displayed at all Council events/programs/workshops.
Q3			Progressing	Ongoing.
Q4			Completed	Ongoing.

12

Lead the community

Strategy 12.1

Review Council's customer service charter and monitor Council services to ensure they are provided in a professional, timely and friendly manner and are responsive to community needs

Action Code	Action Name	Responsible Officer Position	Status	Comments
12.1.1 Q1	Review and monitor frontline customer service practices and performance.	Manager Customer & Financial Services	Progressing	Frontline Customer Service is monitored on a daily basis and changed accordingly. The following policies have been updated: Confidentiality Policy, Customer Service Charter and Complaints Handling Policy.
Q2			Progressing	Currently reviewing Service Request procedures and response times.
Q3			Progressing	Customer service practices and performance is regularly reviewed.
Q4			Completed	Customer service performance is reviewed regularly.
12.1.4 Q1	Provide information and services and monitor complaints in regards to companion animals and responsible pet ownership.	Manager Development & Regulatory Services	Completed	Complaints are monitored on a day to day basis and relevant information on responsible pet ownership as required.
Q2			Completed	Two (2) social media posts were published during the reporting period providing advice on your obligations if you are given a puppy or kitten and what pet owners should do if there cat or dog goes missing. Council also participated in the Adopt not Shop program during December encouraging the adoption of pets from animal shelters.

Action Code	Action Name	Responsible Officer Position	Status	Comments
Q3			Completed	Works were undertaken at the impounding facility to meet requirements of the RSPCA. Further works will be required to ensure that Council's facility continues to meet RSPCA Guidelines.
Q4			Completed	Complaints continued to be investigated when received. Council's ranger has continued patrols of West Wyalong and Wyalong each day and makes regular visits to each of the villages.
12.1.5 Q1	Conduct customer satisfaction survey.	Director Corporate and Community Services	Completed	IRIS Research engaged to undertake Community Satisfaction Survey during October 2020.
Q2			Completed	Three hundred interviews were conducted from 26 October to 3 November 2020. Calls were made between 4.30pm and 8.30pm during weekdays. Sixteen interviewers conducted interviews over the course of the data collection period. A report on the outcome of the survey will be presented at a Councillor workshop in Quarter 3. The survey produced an overall satisfaction rating for Bland Shire Council of 3.38 on a 5 point scale.
Q3			Completed	Councillors were provided with an overview of the Community Satisfaction Survey by the General Manager during Quarter three. Information obtained through the survey will be used for the development of future operational plans. Contacts obtained through the telephone survey will be included in future email correspondence about Council-related activities.
Q4			Completed	Action completed in November 2020. No further report.
12.1.6 Q1	Monitor and report on response times to major customer requests.	Customer & Admin Services Coordinator	Progressing	All customer requests are actioned according to the customer service charter and forwarded to the appropriate department for actioning. Any out standing requests are forwarded to Directors and Managers on a fortnightly basis.

Action Code	Action Name	Responsible Officer Position	Status	Comments
Q2			Progressing	All customer requests are actioned according to the customer service charter and forwarded to the appropriate department for actioning. Any outstanding requests are forwarded to Manex on a monthly basis.
Q3			Progressing	All customer requests are actioned according to the customer service charter and forwarded to the appropriate department for actioning. Any out-standing requests are forwarded to Manex on a monthly basis.
Q4			Progressing	New procedures being designed.

Strategy 12.2

Provide sustainable, productive, highly skilled and committed workforce which supports current and future service delivery needs

Action Code	Action Name	Responsible Officer Position	Status	Comments
12.2.1 Q1	Assist in the management of workforce relations and provision of timely advice on workplace relations matters.	Human Resources Coordinator	Progressing	Assisted in conflict, performance management and recruitment advice.
Q2			Progressing	Assisted in performance management, employee relations, recruitment advice.
Q3			Progressing	Assisted in performance management, organizational restructure, redundancy, team work and recruitment.
Q4			Completed	Advice given on a daily basis.
12.2.2 Q1	Review and monitor the implementation of the Workforce Assessment Plan.	Human Resources Coordinator	Progressing	Assessing the ageing workforce and the influence it has on the Workforce assessment Plan.
Q2			Progressing	Phased retirement policy and procedure drafted, to assist ageing workforce.
Q3			Progressing	Phased retirement policy and procedure approved by Manex and communicated to staff via Thursday Thoughts.
Q4			Completed	Workforce assessment report sent to Directors.
12.2.3 Q1	Maintain register of delegations and issue authorities to relevant employees.	Executive Assistant	Progressing	Preparing data for Pulse Delegations module and developing processes for implementation within the organisation in early 2021.
Q2			Progressing	Full Delegations Report adopted by Council at the December Council Meeting. Implementation and roll out across the organisation to be progressed in the new year.
Q3			Progressing	Awaiting feedback from staff.

Action Code	Action Name	Responsible Officer Position	Status	Comments
Q4			Progressing	Awaiting feedback from relevant staff in relation to the internal processes.
12.2.4 Q1	Develop, implement and monitor Learning and Development Plan.	Human Resources Coordinator	Completed	Learning and Development Plan implemented and Training scheduled for 2020/2021.
Q2			Completed	Planned training completed. Scheduled training arranged.
Q3			Completed	Training, as per Training Plan for 2020/2021 still in progress as training becomes available.
Q4			Completed	Planned training completed.
12.2.5 Q1	Maintain and promote the Employee Assistance Program (EAP).	Human Resources Coordinator	Progressing	EAP promoted in Thursday Thoughts and notice boards. EAP accessed during Q1.
Q2			Progressing	EAP promoted in Thursday Thoughts, during induction, on-boarding process and discussions with staff.
Q3			Progressing	EAP promoted in Thursday Thoughts, Notice boards and conversations with staff.
Q4			Completed	EAP information communicated weekly.
12.2.6 Q1	Promote and encourage employee representation on workplace committees.	Human Resources Coordinator	Progressing	Committees well represented by staff. Three (3) meetings held.
Q2			Progressing	Two meetings held during quarter. Agenda items addressed and communicated to staff.
Q3			Progressing	One meeting during this period. Expression of Interest was sent out for Consultative Committee membership.
Q4			Completed	Employees nominated for representation on Committees.

Action Code	Action Name	Responsible Officer Position	Status	Comments
12.2.7 Q1	Implement the LGNSW Capability Framework including the review and update of position descriptions.	Human Resources Coordinator	Progressing	Majority of PDs have been updated.
Q2			Progressing	Ongoing updating and revision of PD as needed.
Q3			Progressing	On-going updating the revision of PDs. New positions include the framework.
Q4			Completed	New positions follow the new PD format.
12.2.8 Q1	Maintain and promote the staff service and achievement awards program.	Executive Assistant	Progressing	Monthly service awards presented to staff as required.
Q2			Progressing	Staff service milestones notified monthly and presentations made as required. Reminder for nominations for Staff Achievement Awards issued in early December 2020.
Q3			Progressing	Ongoing recognition and presentations at monthly staff meetings as required.
Q4			Completed	Notification and acknowledgement of staff achievements continue in accordance with policy.

Strategy 12.3

Develop, implement and monitor HR programs to solidify Council's reputation as an employer of choice

Action Code	Action Name	Responsible Officer Position	Status	Comments
12.3.1 Q1	Support the implementation and monitoring of the EEO Management Plan.	Human Resources Coordinator	Progressing	EEO Management Plan was revised and action implemented.
Q2			Progressing	EEO Management Plan was revised and action completed.
Q3			Progressing	Harmony week held as per EEO Management Plan.
Q4			Completed	Revisions made.
12.3.2 Q1	Implement workforce programs ensuring Council remains an employer of choice.	Human Resources Coordinator	Progressing	Wellness program in progress (Virgin Pulse). Wellness week to be announced. Phased retirement procedure to be approved.
Q2			Progressing	Virgin Plus program was a success. Received positive feedback from staff. Report from Virgin outstanding.
Q3			Progressing	Flexible working arrangements were promoted by introducing Phased retirement to all staff. Educational assistance provided to staff to expand knowledge.
Q4			Completed	Programs implemented.
12.3.3 Q1	Review the performance management system and process.	Human Resources Coordinator	Completed	Performance Management system reviewed and implemented.
Q2			Completed	Performance Management files distributed to supervisors and await return.
Q3			Completed	Performance and Development review process has been reviewed and feedback received from 80% of staff.

Action Code	Action Name	Responsible Officer Position	Status	Comments
Q4			Completed	Reviewed.
12.3.4 Q1	Conduct Employee Engagement & EEO Survey.	Human Resources Coordinator	Not Due To Start	To be completed in 2021.
Q2			Not Due To Start	To be distributed in July 2021.
Q3			Not Due To Start	To be distributed from August 2021.
Q4			Not Due To Start	Not due.

Strategy 12.4

Review and implement Council policies and comply with WH&S and Risk Management requirements

Action Code	Action Name	Responsible Officer Position	Status	Comments
12.4.1 Q1	Ensure WHS Committee meet in accordance with approved schedule.	Contracts, Compliance & WHS Officer	Progressing	Meeting held 20 August 2020. Key issues discussed: Emergency procedure and contact numbers, Mobile phone boosters for vehicles, Remote and Isolated work, Review of Volunteer and S355 Committee procedure.
Q2			Progressing	WHS Meeting held 19/11/2020. Key issues discussed included the review of the Emergency Procedure including issues relating to fire drills, alarms, security cameras, working alone or in isolation and the review of the WHS constitution. Meeting dates for 2021 are 18/02/21, 20/05/21, 19/08/21, 18/11/21
Q3			Progressing	Meeting held 18/02/2021.
Q4			Progressing	The WHS Committee meets quarterly the next meeting will be held on Thursday 19 August.
12.4.2 Q1	Develop and maintain Council's Risk Management Action Plan in consultation with staff.	Risk & Insurance Officer	Progressing	The Risk Management Action Plan is not being used in 2020, however is complemented with CIP Workbooks. 2020 The workbooks are Building Assets, Events Management, footpaths and Zurich Fleet Management. We have been working closely with stakeholders and meetings have been completed with BSC representatives and Damien Connell Regional Risk Manager Statewide Mutual. The workbooks have been completed and submitted for the initial stage and will be reviewed later In the year. To assist with Risk Management processes ERM training has been delivered to Senior Managers and Councillors and supervisors and Managers. This process will be complemented with PULSE Risk Registers.

Action Code	Action Name	Responsible Officer Position	Status	Comments
Q2			Completed	Regional Action Management Plans (RAMPs) no longer used by Statewide Mutual 2021.
Q3			Completed	Action closed.
Q4			Completed	Statewide Mutual are no longer requiring Councils Risk Management Action Plan.(RAMP) With the introduction of PULSE Risk Registers we are updating and reviewing risks on a regular basis. The Risk Management Action plan has been replaced with CIP (continuous Improvement Pathways) workbooks highlighting areas of council that need reviewing and reporting. The CIP topics for 2021 2022 are Claims Management. Stormwater, Trees and Waste Management. The workbooks provide a series of questions relating to the topic that need a response. This is an ideal opportunity to review various areas of council and have been successful in the past.
12.4.3 Q1	Establish and monitor Council's Risk Register.	Risk & Insurance Officer	Progressing	Risk registers have been set up in PULSE and will be updated with staff once online. All staff will receive one-on-one support. The risk registers have been updated with information received from prior discussions with risk owners.
Q2			Progressing	Continuing to work with each section and update Risk Registers.
Q3			Progressing	Continuing to work with staff and encouraging supervisors to regularly check and update risk registers. 1.4.2021 will work with risk owners and send reminders out to update risk and include comments.
Q4			Progressing	The Risk Registers have proved an invaluable tool to identify and be aware of risks that may affect council. These are reviewed by the risk owners on a regular basis and are part of BSC Enterprise Risk Management framework.
12.4.4 Q1	Maintain the Contractor Database eg. Insurances, inductions, registrations	Contracts, Compliance & WHS Officer	Progressing	Ongoing.

Action Code	Action Name	Responsible Officer Position	Status	Comments
Q2			Progressing	EOI have been called for advertising via emails , newspaper , social media and BSC website for 2021 contractors. Potential Contractors are required to complete the online application providing details of insurances and fixed rates for 2021. Those wishing to be considered must submit their application by the closing date of Jan 31.
Q3			Progressing	Ongoing. WHS Contractor Inductions held on the first Monday of the month as required.
Q4			Progressing	The contractor data base is updated on a regular basis and WHS inductions for contractors are conducted when required, usually the first Monday of the month.
12.4.5 Q1	Undertake inspections and audit of Council workplaces in liaison with relevant staff.	Contracts, Compliance & WHS Officer	Progressing	Site inspections complete4d for 2020 and reports sent.
Q2			Not Due To Start	Site inspections will recommence after 30 June 2021.
Q3			Not Due To Start	Site inspections will recommence after June 30 2021.
Q4			Progressing	Inspections and audit of Council workplaces in liaison with relevant staff is conducted annually.

13

Develop and maintain a framework of plans and policies that ensures open and transparent Council information

Strategy 13.1

Promote and advocate improved management of, and access to, information across Council

Action Code	Action Name	Responsible Officer Position	Status	Comments
13.1.1 Q1	Ensure information required under the GIPA legislation is displayed appropriately on Council's website.	Director Corporate and Community Services	Progressing	Council adopted an updated Information Guide in August 2020. This document provides an overview of how Bland Shire Council will meet its obligations under the Government Information (Public Access) Act.
Q2			Progressing	Following the adoption of the updated Information Guide in August 2020, a project plan is to be developed to ensure Council meet its obligations under the Government Information (Public Access) Act. This includes publishing on Council's web page information including disclosure log of formal access applications, a register of contracts worth more than \$150,000 which Council has with private sector bodies, a record of open access information that Council has not made publicly available on the basis that there is an overriding public interest against disclosure and other information prescribed by the GIPA Regulation as open access information.
Q3			Progressing	Council continues to assess applications for information access on a case by case basis. In addition to this, work is progressing on other compliance elements of the Government Information (Public Access) Act, specifically in relation to the Contract Register and Disclosure Log.

Action Code	Action Name	Responsible Officer Position	Status	Comments
Q4			Progressing	An internal audit of Bland Shire Council's Government Information (Public Access) Act 2009 requirements identified the handling of applications for information had been managed well by those staff required to deal with these matters. The audit also identified a number of areas for improvement and work has commenced on updating those areas.
13.1.2 Q1	Monitor and report on response times to service requests (received in person, phone or mail).	Manager Customer and Financial Services	Not Updated	
Q2			Progressing	All customer requests are actioned according to the customer service charter and forwarded to the appropriate department for actioning. Processes are currently being reviewed to improve response times to customers.
Q3			Progressing	All customer requests are actioned according to the customer service charter and forwarded to the appropriate department for auctioning. Processes are currently being reviewed to improve response times to customers.
Q4			Progressing	New procedures are progressing to improve communication and response times.

Strategy 13.2

Develop, implement and promote best practice governance policies and procedures

Action Code	Action Name	Responsible Officer Position	Status	Comments
13.2.1 Q1	Progress the establishment of and Audit, Risk and Improvement Committee and function within the organisation as per the legislation.	Director Corporate and Community Services	Progressing	Two internal audits completed during Q1. Audits undertaken of Council's Records Management and Grants Management procedures. The Records Management resulted in nine (9) recommendations while the Grants audit report made three (3) recommendations. Management response to recommendations yet to be formulated. Audit Committee due to meet early November.
Q2			Progressing	Audit Committee met during November 2020. Draft Audit, Risk and Improvement Committee Charter has been prepared for endorsement by Audit Committee, Manex and Council. The next audit, which will be undertaken during Quarter 3, is on Depot Inventory Management.
Q3			Progressing	One internal audit was completed during Quarter 3. The audit undertaken was of Depot Inventory Management procedures. The Audit resulted in five (5) recommendations.
Q4			Progressing	There have been two internal audits undertaken between January and June 2021, those being Depot Inventory Management procedures, which resulted in five (5) recommendations, and GIPPA Performance Compliance, which resulted in seven (7) recommendations.
13.2.2 Q1	Review Council's policies and procedures.	Director Corporate and Community Services	Progressing	Draft Policy Framework developed and in principle support from Manex. Policy reviews ongoing as policies fall due. The number of policies reviewed and adopted during Q1 was six (6).
Q2			Progressing	Draft Policy Framework endorsed by Manex with consultation to be undertaken with staff and Councillors as part of the implementation process. Policy reviews ongoing as policies fall due. The number of policies reviewed and formally adopted during Q2 was twelve (12).

Action Code	Action Name	Responsible Officer Position	Status	Comments
Q3			Progressing	Policy reviews ongoing as policies fall due. Manex discussed the draft Policy Framework at a meeting in early 2021 and the framework was distributed to the Consultative Committee for comment and endorsement. The Consultative Committee met on 9 February and endorsed the revised document with a report to the March meeting of Council seeking endorsement of the new framework.
Q4			Progressing	Policy reviews ongoing as policies fall due.



Our Prosperity

Growing our population and jobs

Our Objectives

14. Visitors and tourists are welcomed
15. Promote the Shire as a place to do business
16. Work with our communities and businesses to use our resources in a sustainable way for the future of the Bland Shire

Strategy 14.1

Work with the tourism industry to identify and develop products and services that appeal to visitors of the Shire

Action Code	Action Name	Responsible Officer Position	Status	Comments
14.1.1 Q1	Maintain relationships with tourism and community groups to progress tourism initiatives within the Bland Shire.	Tourism & Administration Officer	Progressing	Attended Bi-monthly meetings with Destination Riverina Murray and Thrive Riverina. Promotions for Bland Shire done on their webpages and Facebook pages.
Q2			Progressing	No community group meetings has been held yet but continuous contact are made with groups and emails sent where necessary. Supported business West Wyalong with Christmas Carnival in Dec 2020.
Q3			Progressing	Meetings held with The Riverina. Attended Wyalong Advancement Group meeting.
Q4			Progressing	Attended bi-monthly meetings with Destination NSW and The Riverina. Attended one meeting in Ungarie to discuss a possible NRMA park. This is not viable at this time.
14.1.2 Q1	Maintain an active participation and representation in relevant regional tourism meetings and events.	Tourism & Administration Officer	Progressing	Attended Destination Riverina Murray and Thirve Riverina meetings during July to September via zoom.
Q2			Progressing	Meetings held in November with The Riverina to discuss the Love NSW campaign. Information gathered for a collaborative media promotion of the Riverina. Negotiations in place for Art trail and History & Heritage to be promoted on different platforms.

Action Code	Action Name	Responsible Officer Position	Status	Comments
Q3			Progressing	Attended Destination Riverina Murray and The Riverina meetings in November 2020 and zoom meeting in January 2021. Working on a joint promotional drive, 'Love NSW' with Destination Riverina Murray to promote The Riverina Council on different media platforms.
Q4			Progressing	Attended the Tourism Conference 2021 and regular meetings with DNSW and The Riverina on tourism matters.
14.1.3 Q1	Promote Bland Shire using online and print mediums.	Tourism & Administration Officer	Progressing	Bland Bulletin were on hold during COVID-19 due to no events in the Bland Shire. Left Tourism booklets and literature with businesses and accommodation outlets to hand to tourists.
Q2			Progressing	Promotion of Bland Shire towns and villages and things to see and do posted to West Wyalong Visitors Facebook and The Riverina Facebook. Website info in process of updating. Bland Bulletin send out in December 2020.
Q3			Progressing	Promotion of Bland Shire towns and villages and things to see and do on the West Wyalong Visitors Facebook page and The Riverina Facebook and newsletter. Bland Bulletin January to March sent to all accommodation outlets.
Q4			Progressing	This is an ongoing process. Distributing the Bland Bulletin to all accommodations and businesses. Regular posts to Facebook on tourism initiatives.
14.1.4 Q1	Monitor, update and apply tourism signage as requested by tourism attractions and tourism businesses.	Tourism & Administration Officer	Progressing	Due to Covid-19 no meetings were held and no requests received.
Q2			Progressing	No signage requested by businesses. Signage at different displays in process.
Q3			Progressing	No signage requested by businesses. Signage developed for the big truck bucket and Euco equipment in Cooida Reserve.

Action Code	Action Name	Responsible Officer Position	Status	Comments
Q4			Progressing	No businesses requested signage. Added tourism information signage to displays in Cooinda Reserve and The Wetlands.
14.1.5 Q1	Work with neighbouring Shires to promote tourism experiences and Tourism Art Trail.	Tourism & Administration Officer	Progressing	Together with neighboring Shires we are working on a promotion to "Plan now, Travel Later" initiative. Promoting our Art Trail and other things to see and do to keep visitors interested and to plan now to travel later once borders are open.
Q2			Progressing	Working with towns in The Riverina to promote Bland Shire as well as promoting The Riverina as a destination.
Q3			Progressing	Working with Shires in The Riverina to promote Bland Shire as part of the Riverina as well as promoting The Riverina as a destination.
Q4			Progressing	This is an ongoing process. Councils in The Riverina are constantly extending and updating The Riverina Outdoor Art Trail information.
14.1.6 Q1	Provide and maintain a quality Visitors Information Centre which engages and supports tourism in the Bland Shire.	Tourism & Administration Officer	Progressing	Visitors Centre was closed during Covid-19 pandemic. We still answered calls and send information to visitors planning to travel to the Bland Shire.
Q2			Progressing	Brochures updated. Working on a new Residents package. Constantly looking for local products to add to souvenirs for visitors.
Q3			Progressing	Updating and adding flyers to the visitor center constantly to improve the visitor experience in the Bland Shire.
Q4			Progressing	This is an ongoing process. The Visitor Centre staff help many visitors with border passes, accommodation bookings and supply of information. Staff seek to know what is happening in the area and relaying any information to the visitor. The Visitor Centre brochures are constantly updated and refreshed as well as sent to neighboring visitor centers.

Strategy 14.2

Attract a diverse range of Visitors to the Shire

Action Code	Action Name	Responsible Officer Position	Status	Comments
14.2.1 Q1	Seek major and minor event opportunities for the Bland Shire.	Tourism & Administration Officer	Not Progressing	Due to Covid-19 restrictions, all events were cancelled or postponed. Planning events for 2021 and how to best manage events with the new normal of social distancing.
Q2			Not Progressing	Due to Covid-19 no new events will be held until 2021.
Q3			Not Progressing	No events held due to Covid-19 restrictions for this term.
Q4			Progressing	The Visitor Centre is aware and constantly seeking information and supporting local events and event opportunities. Due to COVID not many events has started back up yet.
14.2.2 Q1	Investigate technology to improve the visitor experience within Bland Shire.	Tourism & Administration Officer	Progressing	Making use of izi Travel app to load more things to see and do within the Bland Shire. This gives the visitor the opportunity to visit sights and hear the information from their phone or tablet.
Q2			Progressing	Added QR code to Visitors Centre for easy check inn. Updated the Datatrx information screen.
Q3			Progressing	Adding to the visitor experiences in the Bland Shire by adding new trails for self explore to the IZI app.
Q4			Progressing	This is an ongoing process. The staff is constantly investigating and expanding on technology to improve visitor experiences. By using QR codes at tourism sights, visitors can get information at their fingertips. Also expanding on the IZI app to include more experiences. Updated the information on our Tourism Touch Screen.

Strategy 15.1

Encourage and actively seek out businesses and industry to relocate within the Shire

Action Code	Action Name	Responsible Officer Position	Status	Comments
15.1.1 Q1	Support business and/or industry operators to establish within Bland Shire through programs such as the Business Development Assistance Fund.	General Manager	Progressing	The General Manager has had a number of recent meetings with proprietors of businesses wishing to expand including; West Wyalong Machinery, Mid-West Fabrication and Vinarli Bus Co.
Q2			Progressing	There has been no new business assistance applications received in this quarter. It is expected that the Covid-19 situation has had an affect in this area.
Q3			Progressing	Council's General Manager is currently in negotiations with a local farm machinery maintenance firm concerning the establishment of the business in the new Business Park.
Q4			Completed	Council continues to provide business assistance to new and expanding business within the Shire. The General Manager is currently in negotiations with two (2) local businesses in West Wyalong who are planning expansion as well as another business in Weethalle.

Strategy 15.2

Continue ongoing engagement and communication with the Shire's existing industry and business including support for diversification and alternate industry or business

Action Code	Action Name	Responsible Officer Position	Status	Comments
15.2.1 Q1	Work cooperatively with the local business groups to promote programs, initiatives, services and products wherever possible, eg Shop Local programs.	General Manager	Progressing	The General Manager recently supported Business West Wyalong with their request for Council to fund half of the cost of the Why Leave Town Card promotion. Regular advice from Small Business NSW is also forwarded direct to the local business network.
Q2			Progressing	Regular advice from Small Business NSW is also forwarded direct to the local business network. The General Manager, with the assistance of Marina Uys, continues to maintain a close working relationship with Business West Wyalong.
Q3			Progressing	Council's General Manager continues to work closely with Council's Tourism Officer in the promotion and support of local businesses through Business West Wyalong.
Q4			Completed	Council continues to support the Why Leave Town Scheme both financially and with in-kind support. Council staff also provide advice and assistance to business West Wyalong with the General Manager to attend their AGM in July.
15.2.2 Q1	Monitor and support requests to assist business activities with long-term benefits for Bland Shire, eg. Minining, industry, agriculture etc.	General Manager	Progressing	Council recently lodged a supportive submission to the EIS for the expansion of the Lake Cowal Gold Mine.
Q2			Progressing	There has been no identified requests for assistance during this quarter.
Q3			Progressing	Council's General Manager is currently liaising with the owner/operator of a café in Weethalle concerning funding opportunities that would allow this business to expand.

Action Code	Action Name	Responsible Officer Position	Status	Comments
Q4			Completed	Council continues to actively support and to provide advice to local businesses on emerging trends across a range of industries and to provide assistance, wherever possible, for local businesses to access state and federal programs and initiatives.

Work with our communities and businesses to use our resources in a sustainable way for the future of the Bland Shire

Strategy 16.2

Through partnerships with stakeholders foster our education, learning and training industry and increase employment opportunities within the Shire

Action Code	Action Name	Responsible Officer Position	Status	Comments
16.2.1 Q1	Maintain Council's traineeship and apprenticeship program.	Human Resources Coordinator	Progressing	Trainees employed – 2 School Based Trainees employed – 2 Work Experience student - 1
Q2			Progressing	Trainees employed - 2 School Based Trainees - 2 To advertise trainees
Q3			Progressing	Two Traineeships are being advertised. Two work experience students at Ungarie Preschool.
Q4			Completed	Traineeships in progress.
16.2.2 Q1	Foster partnerships with education sector.	Human Resources Coordinator	Progressing	Regular contact with High School and Tertiary institutions.
Q2			Progressing	Regular contact with High School and TAFE and other RTO.
Q3			Progressing	Regular contact with TAFE. Advertised for work experience students at Charles Sturt University.
Q4			Completed	Regular contact with Schools and TAFE.

Action Code	Action Name	Responsible Officer Position	Status	Comments
16.2.3 Q1	Identify education needs for local businesses and work with training providers to deliver appropriate training.	General Manager	Progressing	There has been preliminary discussion on the need for more child care support within the Shire and the possibility of the new Open Learning Centre at the West Wyalong TAFE catering for this need through the provision of Child Care courses.
Q2			Progressing	The General Manager has been liaising with Aboriginal Housing NSW regarding the possible purchase of a property to allow the expansion of a local child care provider. There has also been preliminary enquiries made through TAFE NSW regarding the availability of child care courses being delivered locally.
Q3			Progressing	Council's General Manager is scheduled to meet with Margaret O'Dwyer from DPIE in early April 2021 to discuss training and other employment opportunities within the Bland Shire.
Q4			Completed	Council was very pleased to see the completion of the Connected Learning Centre at the West Wyalong TAFE Campus that has now allowed for much greater diversity in available courses which in turn will enhance access to educational opportunities.
16.2.4 Q1	Liaise with retail and industry to assist in creating employment opportunities.	General Manager	Progressing	The General Manager is regularly liaising with local businesses concerning employment opportunities. Council has just agreed to participate in Country Change for 2021 in an endeavor to attract more people to the Shire.
Q2			Progressing	Council has just agreed to participate in Country Change for 2021 in an endeavour to attract more people to the Shire. The General Manager is also investigating a new platform known as 'Community Finder' which will allow metropolitan residents who are contemplating moving to a rural area, to link with possible rural communities.
Q3			Progressing	Council's General Manager continues to participate in forums and to research employment generating opportunities for the Bland Shire.

Action Code	Action Name	Responsible Officer Position	Status	Comments
Q4			Completed	Council's current involvement in the Country Change Program is a strategy aimed at enticing people to relocate to the Bland Shire, which if successful, will create increased employment opportunities for the retail sector as well as other industry sectors.

Strategy 16.3

Promote agricultural practices which are leading edge and efficient

Action Code	Action Name	Responsible Officer Position	Status	Comments
16.3.1 Q1	Provide a workshop/program targeting the agricultural industry.	Foreman - Environmental Services	Progressing	Due to Covid-19 restrictions, no activities have been delivered this quarter.
Q2			Progressing	Weeds television advertising campaign started this quarter in conjunction with Lachlan and Macquarie Councils.
Q3			Progressing	Worked in conjunction with Hilltops Council in holding a Weeds Field Day.
Q4			Completed	No programs this quarter.
16.3.2 Q1	Provide a workshop/program targeting energy efficiency.	Foreman - Environmental Services	Not Progressing	Due to Covid-19 restrictions, no activities have been delivered this quarter.
Q2			Not Progressing	Covid-19 restrictions impacting the holding of events.
Q3			Not Progressing	Due to Covid restrictions, no activities have been delivered this quarter.
Q4			Not Progressing	No program delivered.
16.3.3 Q1	Educate the community on benefits of protecting our environment.	Foreman - Environmental Services	Completed	Ungarie School visit. Presentation delivered to students on the Environmental factors relating to the Humbug Creek and surrounds. Bland Shire Council worked in conjunction with the Lake Cowal Conservation Centre to deliver a Wildflower Walk (20 attendees). Worked in collaboration with Community Relations to promote the rare Painted Honey Eater, and the Red-Tailed Black Cockatoo via Councils' social media platform.

Action Code	Action Name	Responsible Officer Position	Status	Comments
Q2			Completed	No further programs undertaken this quarter.
Q3			Completed	Completed in Quarter two.
Q4			Completed	No further programs undertaken this quarter.

Strategy 16.5

The availability of commercial and industrial land, coupled with our geographic location, be maximised and marketed to boost economic growth

Action Code	Action Name	Responsible Officer Position	Status	Comments
16.5.1 Q1	Identify and act on avenues for improving and promoting the Shire's (commercial) industrial land.	General Manager	Progressing	The General Manager is in the process of finalising a marketing campaign for the sale of land within the new Business Park off Central Road.
Q2			Progressing	The General Manager is in the process of finalising a marketing campaign for the sale of land within the new Business Park off Central Road. A delay occurred due to the problems associated with the development of the site on which a new fence and the marketing banner is to be placed. This is now in hand.
Q3			Progressing	Council's General Manager plans to launch a marketing campaign for the new Business Park in the second quarter of 2021.
Q4			Progressing	Plans are well advanced for the development of the new Business Park with negotiations continuing with a number of prospective tenants. This will include new businesses as well as expanding existing businesses.



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Combined Delivery Program & Operational Plan 2020/21 Progress Report 2





BLAND SHIRE COUNCIL
west wyalong

BLAND SHIRE COUNCIL

DRAFT DISABILITY INCLUSION ACTION PLAN

2017 - 2021



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1 Message from the Mayor



I take great pleasure in presenting Bland Shire Council's Disability Inclusion Action Plan 2017-2021. This Plan outlines Council's actions over the next four years to make the Bland Shire more inclusive of people with a disability.

The plan forms part of other major reforms within the disability sector, to encourage positive change to the lives of people with disability and supports the full participation of all community members in all aspects of the community.

Council has already implemented a range of programs and strategies to remove access barriers and increase participation of people with disability in our community. This Plan builds on our previous work and seeks to strengthen the capacity of all Bland Shire residents.

As an all encompassing planning tool, the Plan has four major focus areas:

1. Positive attitudes and behaviour;
2. Liveable communities;
3. Employment; and
4. Systems and Processes

Adopting a broad focus across all of these areas will ensure the Bland Shire is continually striving for improvement to ensure our community is inclusive and offers opportunities for the full participation of all community members.

Engaging the community is vital to the Plan's success and I urge community members and other local stakeholders to support its implementation.

An inclusive Bland Shire will benefit everyone and strengthen our community.

2 Message from the General Manager



I am proud to champion the implementation of the Bland Shire Disability Inclusion Action Plan (DIAP) 2017-2021.

Council continues to work towards creating a more accessible and inclusive community which provides opportunities for all residents to fully participate and contribute to community life.

Included in this plan is a commitment to improve accessibility to Council services, facilities, programs and events. Council will also take a leadership role in the community by reviewing our own practices, internal systems and processes to ensure they support enhanced access and inclusion outcomes for our residents.

The Bland Shire DIAP provides the framework for a four year delivery program to progress our aims and objectives and support increased opportunities for People with Disability.

Along the way Council will regularly report back to the community to promote the progress and achievements of the Plan as part of our efforts to ensure quality outcomes for all Bland Shire residents.

I would like to thank everyone involved in the development of the Bland Shire Disability Inclusion Action Plan and look forward to many positive outcomes for our community as the delivery of the plan unfolds.

3 Background

For the first time all levels of government across Australia have committed to a unified, national approach to improving the lives of people with disability, their families and carers through the development of the National Disability Strategy. In this strategy the State and Federal Governments have committed to a person centred approach where the individual is the 'centre' of focus and not their disability. In August 2014 the NSW Disability Inclusion Act 2014 was passed. This Act requires Council to develop a Disability Inclusion Action Plan to help remove barriers and enable people with disability to participate equally in their communities.

The Bland Shire Disability Inclusion Action Plan was endorsed at Council's May 2017 meeting and placed on public exhibition. The plan was formally adopted by Council at the June 2017 meeting.

The plan was update to include a progress report in July 2018.

4 Purpose

The purpose of the Disability Inclusion Action Plan is to set out the strategies and actions that Council will deliver in the next four years to enable people with disability to have greater participation in and access to Council services, facilities and information. The Plan includes actions for all areas of Council and will guide us in making our services and facilities more inclusive. Implementation of the actions in this Plan will benefit many people in our community including older people, people with a temporary injury and parents with young children.

The Plan is underpinned by the following principles which support the United Nations Convention on the Rights of Persons with Disabilities (2006):

- Focusing on abilities and not disabilities
- Fundamental rights for all people
- Genuine dialogue and participation
- Improving access and inclusion for all
- Prudent use of resources
- Recognising the benefits of collaboration
- Access is everyone's business

5 Disability in our community

Disability is an issue that affects us all, in different ways. Most disabilities (nearly 90%) are invisible. However, all affect the ability of that person to live autonomously, to work and be welcomed in their community. The families, carers and friends of a person with a disability can also find that their ability to participate in community life and their acceptance within the community can be affected.

In 2015:

- Almost one in five Australians reported living with disability (18.3% or 4.3 million people).
- The majority (78.5%) of people with disability reported a physical condition, such as back problems, as their main long-term health condition. The other 21.5% reported mental and behavioural disorders.
- The unemployment rate for people with disability was 10.0%; higher than that for people without disability at 5.3%
- More than half of those with disability aged 15 to 64 years participated in the labour force (53.4%), which is considerably fewer than those without disability (83.2%).

In the Bland Shire Council area, 5.34% of residents or 288 people self-reported, in the 2011 Census, that they required assistance to complete the core activities of their daily living.

Bland Shire residents need for assistance with core activities 2011

Assistance required by age group	Number
0 – 9 years	14
10 – 19 years	15
20 – 29 years	8
30 – 39 years	12
40 – 49 years	23
50 – 59 years	39
60 – 69 years	31
70 – 79 years	55
80 – 89 years	60
90 – 100 years	31

84.4% of residents who identify as needing assistance with core activities or 243 people are considered low income earners (earning less than \$600/week).

6 Consultation

Council offered an opportunity for open ended feedback to be provided through Council's website in conjunction with IPR consultation that was undertaken for a period of 6 months from late 2016 to early 2017. Messages from Council's General Manager were displayed at community movie nights encouraging community members to have their say and report any issues or areas of concern to Council.

The Bland Shire Access Advisory Committee was engaged to connect with residents of the community and discuss the principles outlined in the DIAP guidelines, in order to report back to Council to assist with the development of the plan. The Access Advisory Committee

consists predominately of community members with a lived experience of disability or who have a strong interest in the area of disability.

One-on-one consultation was conducted internally with relevant Council staff to ensure a comprehensive approach was adopted when creating the Bland Shire DIAP.

As background to the consultation and to confirm issues which have been previously identified in the Bland Shire LGA, a review of existing documents and previous consultation was undertaken:

Key areas of importance or concern that were identified as a result of the review include:

- Council's Mobility Access Map is to continue to be updated and distributed on a regular basis
- Accessing hospitality outlets within the community is a huge concern as a number of local hospitality outlets are inaccessible to people with mobility issues
- Continue promotion of Councils Access Incentive Scheme, particularly to Main Street businesses and hospitality outlets
- International Day of People with Disability celebrations are to continue annually to assist in break down disability barriers and increasing community awareness of access and inclusion issues within the community
- The provision of access friendly public toilets

7 What are the guiding principles?

This plan is aligned with the principles underpinning the United Nations Convention of the Rights of Persons with Disabilities (UNCRPD) which acknowledges that people with a disability have the same human rights as those without disability. This approach requires that services are provided in a way that does not directly or indirectly prevent people with disability fully participating.

It further accords with the National Disability Inclusion Act (DIA) which commits the NSW Government to making communities more inclusive and accessible for people with disability now and into the future.

The National Disability Strategy 2010-2020 sets out a plan for improving the lives of people with disability, their families and carers. The NSW Disability Inclusion Plan aligns with this strategy.

Our approach has been developed around the four key outcome areas in the NSW Disability Inclusion Plan:

1. **Liveable communities**
Identifying and removing barriers to the environment, services and facilities for people with disability.
2. **Employment**
Increasing employment and inclusion in the workplace for people with disability.
3. **Attitudes and behaviours**
Developing positive attitudes by increasing awareness and inclusion practices.
4. **Systems and processes**
Identifying and removing barriers caused by our systems and processes.

This Disability Inclusion Action Plan (DIAP) 2017-2021 is consistent with The Local Government NSW Disability Inclusion Action Planning Guidelines.

7.1 Definition of disability

Guiding our understanding and approach is the definition of disability articulated in the *Disability Inclusion Act 2014 (NSW)*:

'The long term physical, mental, intellectual or sensory impairment which in interaction with various barriers may hinder the full and effective participation in society on an equal basis with others.'

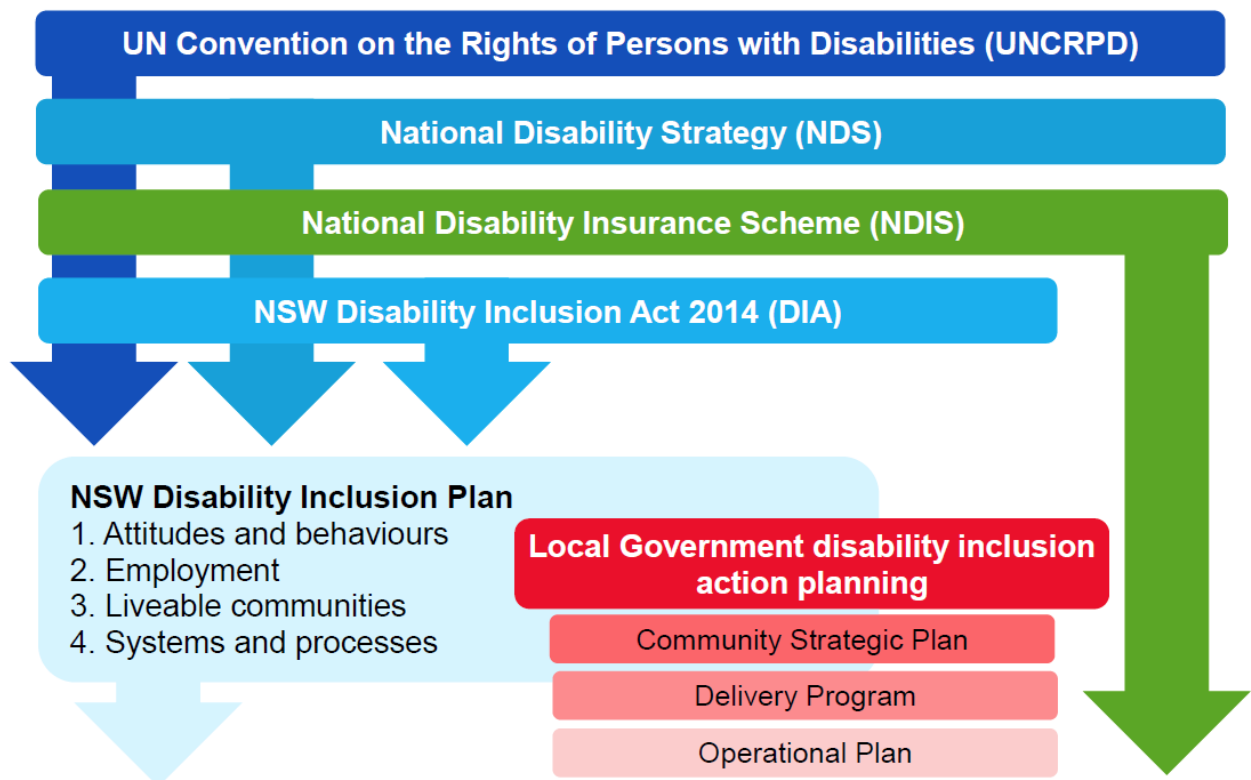
This definition reinforces the importance of viewing disability as a result of interaction between people living with a range of impairments and their physical and social environment. Disability is not just about impairment. The responsibility to break down barriers rests with the whole community.

We have also adopted the scope of disability from *Disability Discrimination Act 1992 (Commonwealth)* which describes disability as including:

- physical
- intellectual
- psychiatric
- sensory
- neurological
- learning disabilities
- physical disfigurement
- the presence in the body of disease causing organisms

8 What is the policy and legislative context?

Figure 1 The relationships between the relevant policy and legislative instruments



Source: *NSW Disability Inclusion Action Planning Guidelines*

This plan has been developed within the context of the following legislation:

- 1. *Disability Inclusion Act 2014 (NSW) (DIA)***
This continues the Government's commitment to improving the lives of people with disability and reaffirms the state-wide focus on building a truly inclusive community.
- 2. *Government Sector Employment Act 2013 (NSW) (GSE)***
The associated Regulation and Rules provide a new statutory framework focused on NSW government sector employment and workforce management. Strategies for workforce diversity are now required to be integrated with workforce planning across the government sector.
- 3. *Disability Discrimination Act 1992 (Commonwealth) (DDA)***
This Act recognises the rights of people with disability to equality before the law and makes discrimination based on disability unlawful.
- 4. *Web Accessibility National Transition Strategy 2010***
The Web Accessibility National Transition Strategy sets a course for improved web services, paving the way for a more accessible and usable web environment that will more fully engage with, and allow participation from, all people within our society.
- 5. *NSW Anti Discrimination Act 1977 (ADA)***
This legislation prevents discrimination on the basis of race, including colour, nationality, descent and ethnic, ethno-religious or national origin, sex, including pregnancy and breastfeeding, marital or domestic status, disability, homosexuality, age, transgender status, and carer responsibilities.

9 Key outcome areas and actions:

9.1 Liveable communities

People with disability live in accessible and well designed communities with opportunity for full inclusion in social, economic, sporting and cultural life.

Aim	What Council will do	Timeframe	Action manager	Performance Indicator	Measurement	Progress to 2021
9.1.1 Service users are consulted and provide input on the accessibility of services.	9.1.1.1 Consult and engage with the community about accessibility and inclusion planning for park facilities, visitor facilities, visitor experiences, services, consultation and communication processes. Incorporate feedback into future processes where possible. Consult the community in accordance with IPR and customer satisfaction survey.	2017 and ongoing	Community Development Officer	% of community who are satisfied with the accessibility of Council public spaces	Community consulted around accessibility issues on an annual or bi-annual basis Community satisfaction levels.	The customer satisfaction survey was held in 2020 with a majority of the community satisfied with council's public spaces.
9.1.2 The physical environment is accessible and inclusive of service users and customers.	9.1.2.1 Review and improve processes to ensure that new Council builds and renovations align with the appropriate building codes and best practice in Disability (Access to Premises - Buildings) Standards.	2017 and ongoing	Manager Facilities and Risk	Increase in % of new works or renovations of existing facilities that align with appropriate building codes and best practice standards.	Council data	Steps and handrails have been installed at the West Wyalong Stadium to ensure ease of access for people with mobility issues.

	<p>9.1.2.2 Mobility Access Map to be updated and made available to the community in hard copy format and accessible on Councils webpage.</p>	Ongoing	Community Development Officer	Map created, made available on Councils website, promoted within the community through social media, Council Notices and community radio. Map available from Council offices and distributed to locally businesses and community groups.	Council data, access survey	<p>Councils Disability Access Map was updated in 2019.</p> <p>The Mobility Access Map is available on Council's website and will be promoted on social media throughout the year.</p> <p>The Mobility Access Map will be updated in 2021.</p>
	<p>9.1.2.3 Information on compliance with access design requirements under the Australia Standards 1428 are to be readily available to the community when required, particularly builders, designers and developers.</p>	Ongoing	Manager Development Services	<p>Increase in the Availability of design requirement information.</p> <p>Information to be included online.</p>	Council data	Information on Australian access design requirements and compliance standards is readily available on Councils website.
	<p>9.1.2.4 Promotion and administration of Councils Access Incentive Scheme to improve access to local businesses and community organisation premises with Main Street hospitality outlets prioritised.</p>	Ongoing	Community Development Officer	Minimum of two businesses and/or community facilities upgraded each year pending the receipt of at	Number of projects funded	Councils Access Incentive Scheme Grant fund was promoted across social and print media during the 2020 – 2021 financial year.

				<p>least 2 applications that meet guidelines.</p> <p>Minimum of two external advertisements annually.</p>		
	<p>9.1.2.5 Review Council facilities, sites, parks, footpath, parking, sport and recreation facilities and library to identify barriers to inclusion and accessibility and ensure access is a considered when renewing and building new facilities.</p>	Ongoing	Manager Facilities and Risk	Increase in the accessibility of Council facilities, sites, parks, footpaths, parking, sport and recreation facilities and library.	Council Data	Councils facilities are reviewed on an ongoing basis with Australian access design requirements and compliance standards considered when making any upgrades to or constructing new Council facilities
	<p>9.1.2.6 Ensure the provision of accessible toilets and amenities within the community.</p>	Ongoing	Manager Facilities and Risk	Increase in the % of community who are satisfied with Councils public Toilets and amenities	Council data Community satisfaction levels	Installation of new accessible public toilets within the shire.
	<p>9.1.2.7 Funds are allocated within Councils annual budget to implement the Access Incentive Scheme Grant.</p>	Ongoing	Bland Shire Counsellors	Annual funds made available in budget	Review of Council budget	Funds allocated to Councils Access Incentive Scheme Grant for the 2021 – 2022 financial year.
	<p>9.1.2.8</p>	Review annually	Manager Facilities and Risk	One upgrade completed annually	Council data	Installation of new accessible public

	Review and progressively improve accessibility of Councils existing facilities					toilets within the shire.
9.1.3 Provide support and assistance to local groups and organisations advocating on behalf of people with a disability	9.1.3.1 Regularly liaise with disability advocacy groups servicing the local area to provide assistance and support as required.	Ongoing	Community Development Officer	Disability advocacy group representatives invited to attend all interagency meetings. Number of organisations liaised with and the outcomes of support provided.	Interagency attendance records Council data	Support and assistance provided to a multitude of organisations who work with and advocate for people with disabilities particularly around the implementation of the NDIS and access to local service provision.
	9.1.3.2 Work with the Community Reference Group to advocate for improved access and inclusion for people with disabilities.	Ongoing	Community Development Officer	The Community Reference Group is maintained with agenda items and support provided as necessary. Meetings held on a bi-monthly basis	2 agenda items to be included each year	Only one Community Reference Group meeting held within the past financial year due to Covid 19 implications.

9.2 Employment

Aim	What Council will do	Timeframe	Action manager	Performance Indicator	Measurement	Progress to June 2020
9.2.1 Ensure the provision of a safe and accessible workplace for all Council staff, Councillors and visitors.	9.2.1.1 Review access features and barriers and conduct an audit to identify and assist in the removal of barriers and improving access.	2017 and ongoing	Manager Facilities and Risk	Increase in the accessibility of Council Workspaces % of staff happy with accessibility	Council data	Council conducted an access audit as part of its most recent Access Map update.
	9.2.1.2 Ensure Fire Wardens are trained in assisting people with a disability during emergency evacuation procedures. Ensure that a range of disabilities are included.	Ongoing	WHS Officer	Increase in the number of training sessions/staff trained in assisting people with disability in emergency situations.	Training has occurred	Fire Warden training was held in July 2020.
	9.2.1.3 Offer training for people with disabilities to assist them in the workplace.	2012 - 2021	HR	Increase in the inclusivity of the Bland Shire recruitment process.	Training is made available	Training will be made available as required.
9.2.2 The recruitment process is accessible.	9.2.2.1 Review and update the recruitment and selection process (including application, assessment and orientation processes) to ensure it is accessible for people with disability.	2020 - 2021	HR	Updates undertaken with initiatives to improve inclusion considered and adopted as required.	Council data	Provisions are made for people with disabilities when undergoing the recruitment process.

	9.2.2.2 Design position descriptions and recruitments processes to optimise the opportunities given to all applicants to demonstrate their merits against job requirements.	2020 - 2021	HR	% of PD's updated to consider and include disability and diversity.	Council data	All Council position descriptions have been updated and are compiled to accord with document accessibility standards.
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9.3 Attitudes and behaviours

Aim	What Council will do	Timeframe	Action manager	Performance indicator	Measure	Progress to June 2020
9.3.1 Senior management and staff are to sponsor and champion a commitment to access and inclusion internally and externally.	9.3.1.1 Disability awareness and competence training is to be provided for senior staff and management.	Ongoing	HR	Increase in level of training offered and number of senior staff and management trained in disability awareness and competence.	Council data	Disability awareness training to be offered to senior staff as required.
	9.3.1.2 Senior leaders raise the profile of access and inclusion in their communication by promoting the implementation of the Disability Inclusion Action Plan (DIAP) within their teams.	Ongoing	All Senior Staff	All senior staff are familiar with the DIAP and ensure that all staff are working in accordance with the actions specified in the plan.	Council data	The Disability Inclusion Action Plan has been discussed at MANEX, reviewed at a Council meeting and made available to all staff throughout the organisation with staff encouraged to

						familiarise themselves with the document.
9.3.2 Staff are trained in inclusive practice and disability access and awareness	9.3.2.1 Provide disability awareness training to Council employees with priority given to staff that have a high level of contact with the public.	Ongoing	HR	Increased % of staff trained in disability awareness	Council data	Bullying and harassment training held for all staff in the 2020 – 2021 financial period.
9.3.3 Involve people with a Disability in the development of communication campaigns regarding disability inclusion	9.3.3.1 People with a disability are to be consulted and included in the development of communication campaigns regarding disability inclusion.	Ongoing	Community Development Officer	Increase in the % of people consulted regarding disability inclusion	Council data Consultation has occurred	People with disabilities and their carers encouraged to provide feedback to Council in the development of the Disability Inclusion Action Plan.
9.3.4 Improve community attitudes and awareness of access issues and disability inclusion.	9.3.4.1 Promote access awareness and deliver community education around disability inclusion	Ongoing	Community Development Officer	A minimum of two promotional items are to be circulated annually.	Information has been published and distributed	Councils Access Awards and National Day of People with Disability Celebrations held in December 2020. Promotional material was circulated on multiple occasions for these events and Councils Access Incentive Scheme Grant.
	9.3.4.2 Partner with local organisations to deliver	Ongoing	Community Development Officer	A minimum of one educational activity to be	Activity has been held	Community education session held around mental

	education programs within schools/community.			held annually.		health and Psychosocial disabilities held with local schools through the resilience project digital program and the Butterfly Foundation youth sessions.
	9.3.4.3 Include features in Council's community newsletter about accessibility in and around the Shire.	Ongoing	Community Development Officer/ Community Relations Officer	Include accessibility in at least one community newsletter/Council notices page annually.	Information has been published and distributed	Information regarding Councils Access Incentive Scheme Grant stream published in Council Notices and on Social Media.
	9.3.4.4 Council hosts an annual event to celebrate international Day of People with Disability.	Annually	Community Development Officer	One event to be held annually	Event has been held	Event was not held in 2020 as a result of Covid19 implications. Social media promotion was used to mark the event, encourage the community to have their say on access and inclusion, to promote the access map and grant scheme and to increase community knowledge and

						awareness of access issues.
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9.4 Systems and Processes

Aim	What Council will do	Timeframe	Action manager	Performance indicator	Measure	Progress to June 2020
9.4.1 Promote available technology and assistance offered	9.4.1.1 Promote through all Council channels including social media, news paper, website, in library and through customer service staff describing available technologies and assistance offered	Ongoing	Community Development Officer/ Community Relations Officer	Promotion to occur at least two times per year across all promotional channels.	Information has been published and distributed	Available technology is promoted on Councils website and across social media.
9.4.2 Ensure sector information is up to date	9.4.2.1 Engage and consult with disability peak bodies to gather information and better understand the abilities and needs of people with different types of disability.	2020 - 2021	Community Development Officer	Number of partnerships maintained or increased.	Council data	Discussions held with a number of service providers to improve understanding of the needs of people with disability and their carers.
9.4.3 Ensure Councils website is accessible	9.4.3.1 Council website is reviewed annually with all upgrades to include accessible features and requiring web content compliance with at least conformance level AA in the W3C's Web Content Accessibility Guidelines.	Ongoing	Community Development Officer/ Community Relations Officer	Web content compliance maintained and/or improved.	Review undertaken	Council has recently moved to a new and far more user-friendly website platform to enable better online access for residents and users. The website continues to be updated regularly to ensure it is

						accessible for all residents and users.
9.4.4 Council is to work towards the provision of accessible documents provided in a number of different formats.	9.4.4.1 Council staff are to consider disability access guidelines when developing new and reviewing existing documentation	Ongoing	All staff	Investigate methods and new technologies to assist in providing information to residents in more accessible formats. Increase in the % of Council documents provided in an accessible format	Investigations undertaken and changes adopted to increase accessibility of Council information as required	Council employs user friendly fonts, text size and colours in all outgoing documentation. Council works to ensure all documents are compatible with adobe reader. Investigations and updates ongoing.
9.4.5 Quality service delivery provided to all customers	9.4.5.1 Service quality monitoring is to be conducted on an annual basis	Ongoing	All staff	Customer satisfaction levels maintained or increased	Customer satisfaction survey	Community Reference Group meetings are held bi-monthly with community members encouraged to voice any access issues or concerns.
9.4.6 Ensure that all public consultation opportunities provided by Council are	9.4.6.1 Event Accessibility Checklist is utilised when planning public forums/events around consultation. Accessibility is considered when planning consultation and developing consultation methods.	Ongoing	Community Development Officer/ Community Relations Officer	Increase in the accessibility of council events % of responses received from service users with a disability.	Council data	Council has created portable disabled parking signs for use at events to ensure events are access friendly. Event accessibility checklist used and site

inclusive and accessible.						audits conducted during event planning to ensure all events are access friendly where possible.
9.4.7 Ensure internal processes are flexible to meet the needs of service users and/or staff with disability	9.4.7.1 Internal processes are adapted to meet the individual needs of service users or staff as required.	Ongoing	HR	Satisfaction of staff and service users maintained or increased	Council data	Internal processes are adapted on an individual basis as required.
9.4.8 Ensure a coordinated approach to disability inclusion is adopted and maintained across all areas of the organisation	9.4.8.1 All staff are to be familiar with the DIAP ensuring directives outlined in the plan are adhered to and a coordinated and sensitive approach to disability inclusion is maintained across the organisation.	Ongoing	All staff	% of staff operating effectively in accordance with the directives specified in the DIAP.	Council data	All Council staff have been provided with a copy of the Disability Inclusion Action Plan and instructed to familiarise themselves with the document and the requirements noted.
9.4.9 Ensure recognition of the DIAP in Councils IPR documentation	9.4.9.1 The DIAP is to be acknowledged in Councils IPR documentation.	Ongoing	Executive level staff	The DIAP is acknowledged in Councils IPR documentation.	Review of IPR documentation	The DIAP is acknowledged in Councils IPR documentation (action 5.1.2).



End of Term Report 2016 – 2021



Chainsaw Tree Sculptures

One of the world's best chainsaw carvers Brandon Kroon from Melbourne has created a spectacular wooden sculpture from a Redgum tree stump in West Wyalong's McCann Park.

The sculpture showcases two local birds, the Wedge Tailed Eagle and the Malleefowl out of the very tough timber using a chainsaw.

The Wedge-Tailed Eagle is Australia's largest bird of prey with a wingspan reaching more than two metres and as one of the biggest eagles in the world, the species is considered the most common of the world's large eagles. It prefers wooded areas and is found commonly around the Bland Shire.

The Wedge-tailed Eagle is one of 24 diurnal (day-active) raptor species in Australia. Like other birds of prey, it has a hooked bill and large talons. It can weigh 4kg, measure 1m from head to tail-tip and has a wingspan of up to 2.3m (females are larger than males).

The Wedge-tailed Eagle features in Aboriginal creation stories. Many Dreamings resemble the eagle as a symbol of power; they can rise over the world, seeing and understanding all. Possessing keen eyesight, they can have a higher perspective on things. They bypass "not seeing the forest for the trees" and can indicate a talent for problem-solving. Eagles can see the smallest movement and act quickly.

The Malleefowl is native to the Bland Shire area, they are ground-dwelling, shy and seldom seen.

Adults reach 60cm in length and weigh up to 2.5kg - about the size of a large domestic chicken. Male and female Malleefowl are similar in colour - their heads are grey, their breasts are cream-white and their wings are a striking mottled of white, grey, brown and black. Put together, they're well-camouflaged, and they use this ability to sneak away from predators.

Malleefowl are one of three mound-building birds - also known as megapodes - in Australia, and the only species that live in arid areas. The Malleefowl moves tonnes of sand and debris to build and maintain a nest mound in which the female lays her 4m eggs. Malleefowl nest mounds can be over 1m in height and 4m across. The male buries wet leaf litter in the mound, which gives off heat as it rots, acting as a natural incubator for the eggs.

As their name suggests, Malleefowl prefer areas dominated by 'Mallee' - multi-stemmed, low-growing, Eucalyptus vegetation. They need lots of leaf litter to build their nesting mounds. They're mostly ground dwelling, but surprisingly given their rotund frame are also strong flyers and roost in trees at night.

A replica of a Malleefowl nest has been created in Cooinda Park together with an interpretive panel with more information about the Malleefowl habitat.



Message from the Mayor

This End of Term Report 2021 has focused on the period from 1 October 2016 to 31 March 2021. It provides a summary of the outcomes achieved by this Council, along with its community partners, in meeting the Community Strategic Plan, ***Your Vision Our Future***, through the implementation of its Combined Delivery Program and Operational Plan. It shows a positive contribution is being made across all strategies and objectives.

Information has been collated from a number sources including:

- Community Satisfaction Survey 2020
- Combined Delivery Program & Operational Plan Progress Reports
- Audit Reports
- Staff EEO & Employee Engagement Survey

The report also highlights what Council considers to be the significant achievements during the term of office for this Council from September 2016. Due to the COVID-19 pandemic the term was extended by twelve months until September 2021. It is clearly evident that the community has been well served and that by establishing community partnerships and ***working together to improve our quality of life*** we have achieved many great accomplishments for our residents and visitors to the Bland Shire.

I would like to thank my fellow councillors who have actively committed themselves to their role. Thanks must also go to the council staff for their continued efforts and great work. Our vision statement for Bland Shire rings true as ***a place where people are valued, an environment that is respected, a future that is bright, a community that is proud.***

As Mayor, I now submit this report on Council's activities and achievements and wish the next Councillors and Council staff all the best for the upcoming term.



Cr Brian Monaghan
Mayor

Our Shire

The Local Government Area of Bland is located on the northern fringes of the Riverina, New South Wales.

The Shire's major centre of West Wyalong is located on the junction of the Newell and Mid Western Highways and within a 160 kilometre radius of Wagga Wagga, Griffith, Forbes, Parkes and Cowra and within 300 kilometres of Canberra – providing an authentic rural lifestyle with the conveniences of the city well within reach.

Communities located within the Bland Shire include Barmedman, Kikoira, Mirrool, Naradhan, Tallimba, Ungarie, Weethalle and Wyalong.

TOTAL POPULATION

5959

(Source: ABS Bland (A) (LGA) Regional Population Table, Created March 2017)

POPULATION—MALE

3054

POPULATION—FEMALE

2905

COUNCIL AREA (SQ KM)

8557.7

MEDIAN AGE

41.7 Years

MEDIAN TOTAL INCOME

2013 - \$36,390

POPULATION DENSITY

0.7 PERSONS per KM²

OUR VISION, MISSION AND VALUES



The Bland Shire offers outstanding Council owned parks and gardens, sporting and community facilities, terrific schools, key medical and business facilities and boasts a fierce and unique community spirit.

The community is proud of its facilities and services but Council and the community believe the Shire's greatest asset is its people.

The Bland Shire has a rich history and a vibrant future. Today the Shire is a blossoming rural economy built around sheep, cattle, wheat and other crop varieties while in more recent times the Shire has also experienced significant developments away from agriculture. Evolution Mining operates a gold mine at Lake Cowal while Pace Farm has the biggest egg producing facility in the southern hemisphere.

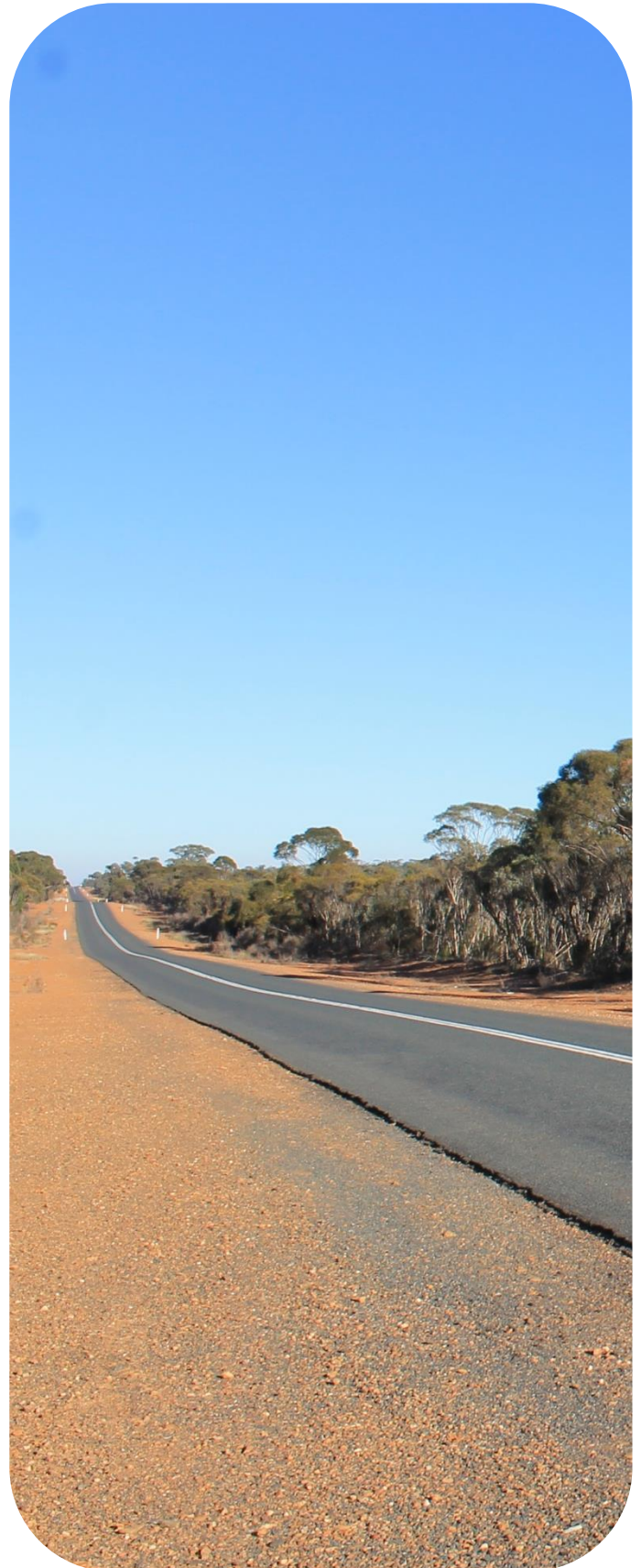
Our Council

The Integrated Planning and Reporting Framework sets the strategic direction for the provision of infrastructure and services throughout the Shire. Bland Shire Council provides and maintains millions of dollars worth of assets, from the essential infrastructure of roads, paths, kerb and gutter, wastewater and waste management, to the parks, playgrounds, community buildings and amenities that enhance the quality of life for our residents and visitors.

Council's road network comprises:

- 707km of sealed roads
- 184km of Regional sealed roads
- 2,370km of unsealed roads
- 34km of footpaths and shared pathways
- 190km of kerbs and gutters
- 9 bridges
- 46 pedestrian bridges
- 2 car parks
- 1,269 culverts

Materials for the construction and maintenance of these road and infrastructure assets are provided by 99 privately owned gravel pits and 3 Council owned pits located on road reserves, while its equipment is stored at two Council depots.





Council also provides many facilities to help create a strong, cohesive and creative community

There are a total of 143 buildings and structures including:

- Library/Visitor Information Centre/ Administration offices
- Children's Services Unit
- Community Care Centre
- Public Halls
- Museums
- Men's Shed
- Buildings under Crown Trust reserves and Council Section 355 Committees.

To encourage the community to get active and enjoy our enviable climate

Council provides:

- 17 parks and recreational spaces
- 14 playgrounds
- 7 sporting precincts including 9 ovals
- Wetlands
- 2 swimming complexes
- Outdoor fitness circuit





In addition, Council operates and maintains:

- West Wyalong Stadium
- 17 public toilets/amenities blocks
- 5 cemeteries
- 3 sewerage treatment plants
- Livestock saleyards
- Aerodrome
- 8 landfills
- Animal pound

Our Councillors

Bland Shire Council has nine (9) elected representatives, with the Mayor and Deputy elected in September every second year by fellow councillors. The Local Government elections are held every four (4) years with the current Councillors declared elected on 20th September 2016.

Due to the outbreak of COVID-19 and the restrictions placed by the NSW Government the September 2020 elections were postponed to 4th September 2021.

The elected Council is responsible for the direction and control of Council's affairs in accordance with the Local Government Act and associated legislation. Councillors represent the interests of the residents and ratepayers, provide leadership and guidance to the community, and facilitate communication between the community whilst maintaining the broader vision, needs and aspirations of the whole Bland Shire community.



Back Row: Cr Rodney Crowe (Deputy Mayor), Cr Penny English, Cr Kerry Keatley, Cr Murray Thomas, Cr Bruce Baker
Front Row: Cr Jan Wyse, Cr Brian Monaghan (Mayor), Cr Liz McGlynn, Cr Tony Lord

Councillor Attendance Summary - 2016-2021

	Council Meetings					Council Workshops				
	2016/17	2017/18	2018/19	2019/20	2020/21	2016/17	2017/18	2018/19	2019/20	2020/21
Cr Bruce Baker	11 /11	10/11	10/11	11/11	7/7	10/10	10/12	11/12	11/11	10/10
Cr Rodney Crowe	10/11	11/11	11/11	9/11	6/7	10/10	12/12	11/12	10/11	9/10
Cr Penny English	9 /11	6/11	9/11	8/11	6/7	9/10	8/12	10/12	8/11	5/10
Cr Kerry Keatley	11 /11	10/11	11/11	11/11	7/7	10/10	12/12	12/12	11/11	10/10
Cr Tony Lord	10 /11	10/11	11/11	11/11	7/7	10/10	12/12	12/12	11/11	10/10
Cr Liz McGlynn	11 /11	11/11	11/11	11/11	7/7	10/10	12/12	12/12	11/11	10/10
Cr Brian Monaghan	9 /11	6/11	9/11	8/11	6/7	9/10	8/12	10/12	8/11	10/10
Cr Murray Thomas	11 /11	11/11	11/11	11/11	7/7	10/10	12/12	12/12	11/11	10/10
Cr Jan Wyse	11 /11	10/11	9/11	8/11	6/7	10/10	10/12	19/12	8/11	10/10

	Budget Workshops				
	2016/17	2017/18	2018/19	2019/20	2020/21
Cr Bruce Baker	✓	✓	✓	✓	✓
Cr Rodney Crowe	✓	✓	✓	✓	✓
Cr Penny English	✓	✓	✓	✓	✓
Cr Kerry Keatley	✓	✓	✓	✓	✓
Cr Tony Lord	✓	✓	✓	✓	✓
Cr Liz McGlynn	✓	✓	✓	✓	✓
Cr Brian Monaghan	✓	✓	✓	✓	✓
Cr Murray Thomas	✓	✓	✓	✓	✓
Cr Jan Wyse	✓	✓	✓	✓	✓

Community Reference Group

	11 July 2017	12 September 2017	14 November 2017	13 March 2018	8 May 2018	24 July 2018	11 September 2018	13 November 2018	12 February 2019	11 June 2019	13 August 2019	8 October 2019	January – December 2020	13 April 2021
Cr Bruce Baker	✓	x	✓	✓	✓	✓	✓	✓	x	✓	✓	✓	No forums were held due to COVID-19 and lockdowns	x
Cr Rodney Crowe	✓	✓	x	✓	x	x	✓	x	✓	x	✓	✓		x
Cr Penny English	✓	x	x	✓	✓	x	✓	x	x	✓	✓	✓		x
Cr Kerry Keatley	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓
Cr Tony Lord	x	✓	✓	✓	✓	x	✓	✓	✓	x	x	x		✓
Cr Liz McGlynn	x	x	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓
Cr Brian Monaghan	✓	x	✓	x	x	✓	✓	✓	✓	x	✓	✓		✓
Cr Murray Thomas	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓
Cr Jan Wyse	✓	✓	✓	x	x	x	x	✓	✓	✓	✓	x		x

	Community Forums					
	2016	2017	2018	2019	2020	2021
Cr Bruce Baker	No forums held after election in Sept 2016	8/8	6/6	2/5	2/2	2/2
Cr Rodney Crowe		4/8	1/6	0/5	0/2	0/2
Cr Penny English		1/8	4/6	0/5	1/2	0/2
Cr Kerry Keatley		8/8	3/6	5/5	2/2	2/2
Cr Tony Lord		8/8	6/6	2/5	0/2	2/2
Cr Liz McGlynn		8/8	6/6	5/5	2/2	2/2
Cr Brian Monaghan		0/8	2/6	2/5	0/2	0/2
Cr Murray Thomas		8/8	6/6	3/5	2/2	1/2
Cr Jan Wyse		4/8	1/6	4/5	2/2	0/2

Our Planning Process



Community Engagement Strategy for the Bland Shire 2027 Vision

Prior to developing the Community Strategic Plan, Bland Shire Council adopted a Community Engagement Strategy committing Council to one of the largest community consultation processes in its history.

The Community Engagement Strategy outlined the framework from which Council worked to engage its community in the development, adoption and review of its Community Strategic Plan.

To ensure all members of our community were given an opportunity to “have their say”, a broad engagement process was undertaken ensuring the Social Justice Principles of access, equity, participation and rights were included.

A wide range of consultations were held to reach each of these target groups as outlined in Council’s Community Engagement Strategy including online and hard copy surveys, attendance at various community events, face to face meetings and competitions, movie nights, workshops and community forums.

The feedback results were analysed, grouped and presented to Council for consideration while developing the Community Strategic Plan.

Using the data and analysis key objectives were identified across the four themes – Our People, Our Places, Our Leadership and Our Prosperity.

Strategies have been developed for each of the objectives addressing how Council will work towards achieving their goals, resulting in the Delivery Program and Operational Plan.

The Community Strategic Plan and combined Delivery Program and Operational Plans were developed balancing the wants and needs of the community with Council’s limited resources. Once the priorities were established using the feedback from the community, the Resourcing Strategy encompassing the Workforce Assessment Plan and Strategy, Long Term Financial Plan and Asset Management Strategy were developed to guide Council in meeting those objectives and strategies.

In essence, the engagement process was a commitment by Council to a process of meaningful communication with the community to capture the wants, needs and vision of the community for the Bland Shire’s future.

Your Vision, Our Future

Your Vision, Our Future, Bland Shire Community Strategic Plan is based on extensive engagement with the Community, Councillors, Council staff and relevant government authorities.

It provides meaningful and relevant objectives for both the Council and the community to strive for in cooperation with each other and will determine the future direction of Council and its resources.

The process has followed the Office of Local Governments guidelines including a vision statement, strategic objectives for the community that address the social, environmental, economic and civic leadership objectives and the strategies to achieve those objectives.

These strategies are presented in four themes:



Our People



Our Places



Our Leadership

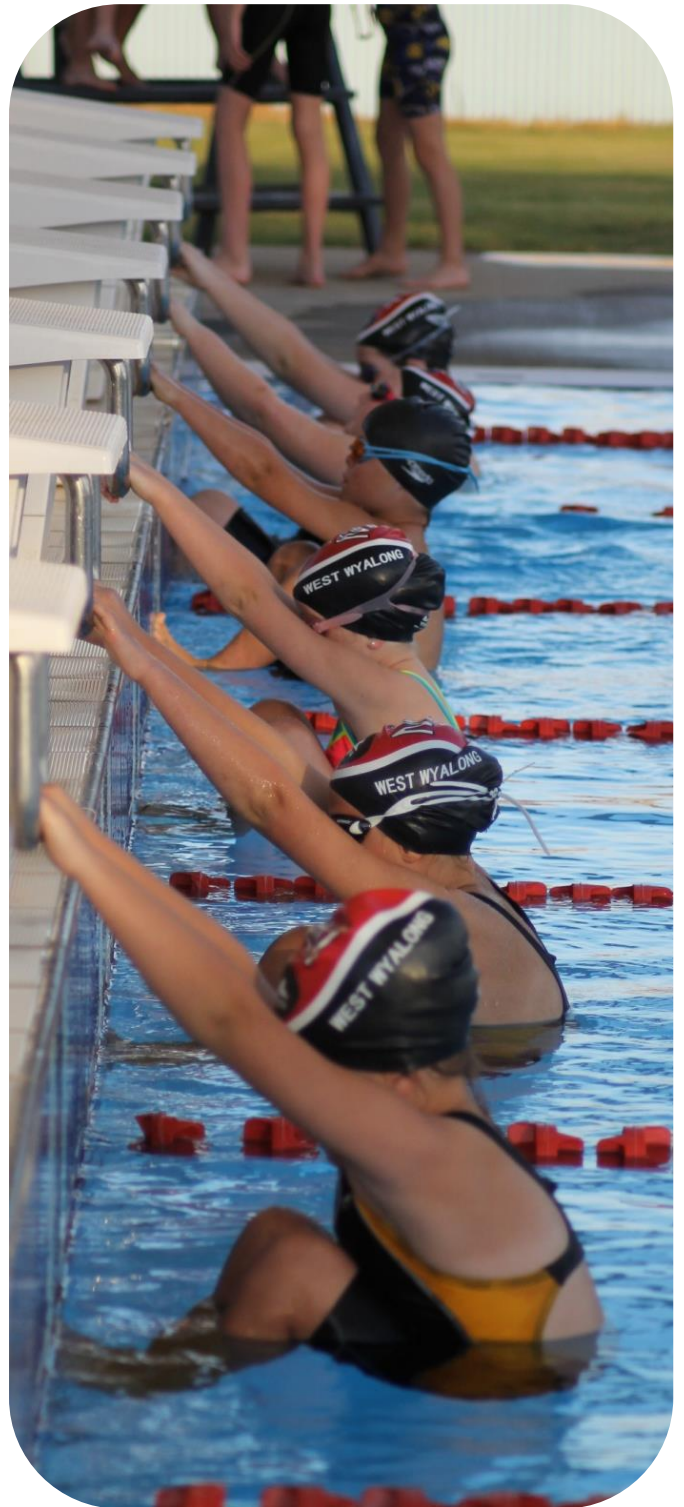


Our Prosperity

Each Strategy is supported with:

- How we will get there
- Performance Measure(s)
- Who can help us

Each of the strategies has been identified as addressing one or more of the following categories: Social, Environmental, Economic and Civic Leadership.

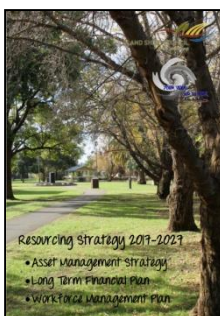


Local Government Planning and Reporting Framework



Community Strategic Plan (10 Years)

Reflects the community's vision and outlines the key long term objectives which set the direction for the future. It is developed and delivered as a partnership between Council and the community.



Resourcing Strategy (10 Years)

Includes information on the time, the people, the money and the assets required by Council to progress the strategies within the Delivery Program and Operational Plan. It includes the Asset Management Strategy, Long Term Financial Plan and Workforce Assessment Plan.



Delivery Program (4 Years) and Operational Plan (1 Year)

Details the strategies and actions across the operational areas of Council that will be undertaken to achieve the community objectives as stated in the Community Strategic Plan.

Reporting Our Progress

Performance Measures

The Community Strategic Plan is presented within four themes Our People, Our Places, Our Leadership and Our Prosperity. Each of these themes has a number of Delivery Targets and Operational Actions including performance measures to be achieved. Each of the performance measures feed into a series of key performance indicators.

The progress towards the key performance indicators will be reported to the community in line with the election cycle and the End of Term Report.

Monitoring & Reporting

It is important to track and report on our progress in delivering our Community Strategic Plan over the ten year period. Council will report to the community at regular intervals on what has been achieved and the progress towards the performance measures.

All reports will be made available to the community at Council meetings and on Council's website. Councils management team will internally monitor on a quarterly basis the output and actions as detailed in the four year Delivery Program and one year Operational Plan. The outcomes will be formally reported to Council, the Community and staff on at least, a six monthly basis.

Whilst some performance measures can be clearly quantified, it does not necessarily mean the community is aware of, fully appreciates, or is fully satisfied with, the extent of progress made. Therefore, there are also qualitative measures included that represent community response.

A community satisfaction survey will be undertaken every four years to gauge whether the community is satisfied with progress and where priorities could or should be assigned to particular areas in the future. The survey will be undertaken in the fourth year of the Council term.



Our CSP Objectives



Our People - A Strong, healthy, connected and inclusive community

1. Ensure health and support services address the needs of the community
2. Partner with organisations to strengthen community health and safety
3. Nurture a strong sense of community and enrich the cultural life of the residents
4. Ensure services are accessible for all residents



Our Places - Maintain & improve the Shire's assets & infrastructure

5. Work in partnership with key stakeholders to provide equitable access to Council's road infrastructure, services and facilities
6. Manage waste and recycling to improve the utilisation of existing resources, including exploring new technologies
7. Manage water and sewerage resources
8. Ensure that public places and facilities are well maintained and easily accessible
9. Develop, implement and monitor appropriate programs, plans and budgets for the effective and efficient management of Council's assets and infrastructure



Our Leadership - A well run Council acting as the voice of the community

10. To provide quality leadership, governance and management to develop strong community partnerships
11. Provide opportunities for all stakeholders to contribute to Council's decision making
12. Lead the community
13. Develop and maintain a framework of plans and policies that ensures open and transparent Council information



Our Prosperity - Growing our population and jobs

14. Visitors and tourists are welcomed
15. Promote the Shire as a place to do business
16. Work with our communities and businesses to use our resources in a sustainable way for the future of the Bland Shire



Our People

A Strong, healthy, connected and inclusive community

Ensure health and support services address the needs of the community

CSP
1.

Delivery Program Strategy 1.1

Maintain active communication with health and allied health providers

Performance Measure

- Increase in the knowledge disseminated relating to health and allied health services

Delivery Program Strategy 1.2

Provide services to the frail, aged, disabled and their carers

Performance Measure

- Increase in the number of Bland Shire residents accessing services for frail, aged and their carers

Partner with organisations to strengthen community health and safety

CSP
2.

Delivery Program Strategy 2.1

Develop and support community partnerships to increase a sense of safety and wellbeing within the community

Performance Measure

- Increased number of opportunities to provide information to the community

Nurture a strong sense of community and enrich the cultural life of the residents

CSP
3.

Delivery Program Strategy 3.1

Develop and support a strong sense of community, providing advice and support to community groups

Performance Measure

- Increase in the number of workshops, events and grant applications applied for

Delivery Program Strategy 3.2

Provide cultural activities and community programs that foster social development and community wellbeing

Performance Measure

- Number of residents satisfied with range and quality of cultural events

Delivery Program Strategy 3.3

Support and strengthen our indigenous culture and history

Performance Measure

- Increased number of engagement opportunities

Delivery Program Strategy 3.4

Foster a community learning culture optimising our physical and virtual spaces

Performance Measure

- *Increase number of community members accessing and utilising our library services*

Ensure services are accessible for all residents

CSP
4.

Delivery Program Strategy 4.1

Facilitate Council events to build social capital and a sense of belonging within the community

Performance Measure

- *All KPI's met or exceeded each year*

Delivery Program Strategy 4.2

Provide quality, accredited and affordable Education and care services within Bland Shire and surrounds (Bland Preschool, Family Day Care, Mobile Resource Unit Vacation Care and Toy Library services)

Performance Measure

- *Increase in community members who are accessing or satisfied with our education and care services*
- *All licensing requirements met across all services*

Delivery Program Strategy 4.3

Actively engage with the community and promote open communication

Performance Measure

- *Increase in number of community members accessing Council information*

Delivery Program Strategy 4.4

Actively engage with youth to build social capital and a sense of belonging

Performance Measure

- *Increased youth participation in programs and initiatives*



Our Places

Maintain & improve the Shire's assets & infrastructure

Work in partnership with key stakeholders to provide equitable access to Council's road infrastructure, services & facilities

CSP
5.

Delivery Program Strategy 5.1

Facilitate the delivery of accessible services and infrastructure

Performance Measure

- *Increase in accessible infrastructure within the Shire*

Delivery Program Strategy 5.2

Work with the heavy transport industry and road related organisations to cooperatively improve access to road infrastructure

Performance Measure

- *Improved road conditions across the Shire*

Manage waste and recycling to improve the utilisation of existing resources, including exploring new technologies

CSP
6.

Delivery Program Strategy 6.1

Consult with the community and relevant stakeholders regarding waste management options throughout the Shire

Performance Measure

- *Increase community participation in sustainability initiatives*

Delivery Program Strategy 6.2

Reduce reliance on landfill by increasing resource recovery, waste minimisation and community education

Performance Measure

- *Reduction in waste to landfill*

Manage water and sewerage resources

CSP
7.

Delivery Program Strategy 7.1

Ensure adequate water storage and management for future use within Council's community facilities

Performance Measure

- *Increased usage of recycled water*

Delivery Program Strategy 7.2

Effectively manage and maintain existing stormwater and sewerage infrastructure

Performance Measure

- *Review Plans*
- *Undertake Sewerage Inspections*

Ensure that public places and facilities are well maintained and easily accessible

CSP
8.

Delivery Program Strategy 8.1

Ensure users of Council's facilities comply with agreements

Performance Measure

- *Increase in consultation with user groups*

Delivery Program Strategy 8.2

In collaboration with users provide facilities that are accessible to acceptable standards

Performance Measure

- *Inspections undertaken and standards maintained or improved*
- *Community satisfaction levels maintained or improved*

Delivery Program Strategy 8.3

Collaborate with transport providers to facilitate access within the shire and regional centres

Performance Measure

- *Transport operators and government lobbied regarding service*

Delivery Program Strategy 8.4

Use planning and heritage policies and controls to protect and improve the unique built environment

Performance Measure

- *Grants processed*
- *Policies reviewed*
- *Heritage buildings preserved, improved or maintained*
- *Maintain or improve the main street appearance*

Develop, implement and monitor appropriate programs, plans and budgets for the effective and efficient management of Council's assets and infrastructure

CSP
9.

Delivery Program Strategy 9.1

Responsibly manage asset renewal and maintenance for current and future generations

Performance Measure

- *Council's asset condition maintained or improved*

Delivery Program Strategy 9.2

To manage and enhance the pool facilities within the Shire

Performance Measure

- *Increase pool usage*
- *Master plan developed for pool facilities*
- *Maintenance program undertaken*

Delivery Program Strategy 9.3

Maintain street trees

Performance Measure

- *Maintain or increase number of street trees*

Delivery Program Strategy 9.4

Maintain parks, ovals and recreational facilities to approved standards

Performance Measure

- *Cemeteries and open spaces utilised and maintained within standards*

Delivery Program Strategy 9.5

Identify and plan for new infrastructure

Performance Measure

- *New infrastructure identified and planning progressed*



Our Leadership

A well run Council acting as the voice of the community

To provide quality leadership, governance and management to develop strong community partnerships

CSP
10.

Delivery Program Strategy 10.1

Ensure Councillors are provided with appropriate support and resources to carry out their civic duty

Performance Measure

- *Policies reviewed on time and budget allocation for Councillor training opportunities*

Delivery Program Strategy 10.2

Ensure Councillors take ownership and a strong leadership role

Performance Measure

- *Reports presented on time*
- *Increased opportunities for Councillors to connect with the community*

Delivery Program Strategy 10.3

Ensure the General Manager takes a high level role in implementing the Community Strategic Plan and other Council documents

Performance Measure

- *Reports completed and submitted on time*

Delivery Program Strategy 10.4

Ensure the long term financial sustainability of Council through effective and prudent financial management

Performance Measure

- *Maintain compliance with the requirements of the Office of Local Government guidelines and legislation*

Delivery Program Strategy 10.5

Ensure Council's workforce is provided with appropriate equipment and resources to meet the needs of Council and the community

Performance Measure

- *Services and equipment improved across organisation*

Delivery Program Strategy 10.6

Regular consultation with key industry, business and stakeholders

Performance Measure

- *Increased communication with key business and stakeholders*

Provide opportunities for all stakeholders to contribute to Council's decision making

CSP
11.

Delivery Program Strategy 11.1

Encourage village residents to participate in community forums

Performance Measure

- *Increased community participation*

Delivery Program Strategy 11.2

Provide innovative and accessible communication strategies to Shire residents to encourage active participation in Council's future

Performance Measure

- *Maintain or increase community communication avenues*

Delivery Program Strategy 11.3

Ensure all Council communication branded signs and banners are provided to funding recipients

Performance Measure

- *Council branding prevalent at sponsored events*

Lead the community

CSP
12.

Delivery Program Strategy 12.1

Review Council's customer service charter and monitor Council services to ensure they are provided in a professional, timely and friendly manner and are responsive to community needs

Performance Measure

- *Maintain or improve service response times*

Delivery Program Strategy 12.2

Provide sustainable, productive, highly skilled and committed workforce which supports current and future service delivery needs

Performance Measure

- *Maintain or increase staff satisfaction*

Delivery Program Strategy 12.3

Develop, implement and monitor HR programs to solidify Council's reputation as an employer of choice

Performance Measure

- *Maintain Councils reputation as an employer of choice*

Delivery Program Strategy 12.4

Review and implement Council policies and comply with WHS and Risk Management requirements

Performance Measure

- *Maintain Councils focus on WHS and Risk Management*

Develop and maintain a framework of plans and policies that ensures open and transparent Council information

CSP
13.

Delivery Program Strategy 13.1

Promote and advocate improved management of, and access to, information across Council

Performance Measure

- *Improve access to Councils information*

Delivery Program Strategy 13.2

Develop, implement and promote best practice governance policies and procedures

Performance Measure

- *Review Council procedures*



Our Prosperity

Growing our population and jobs

Visitors and tourists are welcomed

CSP
14.

Delivery Program Strategy 14.1

Work with the tourism industry to identify and develop products and services that appeal to visitors of the Shire

Performance Measure

- *Increase in tourism enterprises that encourage people to stay*

Delivery Program Strategy 14.2

Attract a diverse range of Visitors to the Shire

Performance Measure

- *Increase visitors to the shire*

Promote the shire as a place to do business

CSP
15.

Delivery Program Strategy 15.1

Encourage and actively seek out businesses and industry to relocate within the Shire

Performance Measure

- *Maintain or increase number of businesses and industry within the shire*

Delivery Program Strategy 15.2

Continue ongoing engagement and communication with the Shire's existing industry and business including support for diversification and alternate industry or business

Performance Measure

- *Increase support to existing business*

Delivery Program Strategy 15.3

Lobby for and work with industry, government and education providers to ensure Bland Shire residents and businesses have access to competitive telecommunication services

Performance Measure

- *Maintain or improve telecommunication and technology within the shire*

Work with our communities and businesses to use our resources in a sustainable way for the future of the Bland Shire

CSP
16.

Delivery Program Strategy 16.1

Ensure a sustainable environment for current and future generations through effective management and planning for the long term future by ensuring appropriate land is zoned and available to support business and industry growth

Performance Measure

- *Maintain development in line with legislation and guidelines*

Delivery Program Strategy 16.2

Through partnerships with stakeholders foster our education, learning and training industry and increase employment opportunities within the Shire

Performance Measure

- *Maintain or increase number of community members attending education opportunities*

Delivery Program Strategy 16.3

Promote agricultural practices which are leading edge and efficient

Performance Measure

- *Maintain or increase environmental awareness*

Delivery Program Strategy 16.4

Liaise with utility providers to ensure a quality sustainable service to the community

Performance Measure

- *Maintain or improve access to reliable and efficient utilities*

Delivery Program Strategy 16.5

The availability of commercial and industrial land, coupled with our geographic location, be maximised and marketed to boost economic growth

Performance Measure

- *Maintain or improve availability of industrial land*

Our Outcomes, Highlights and Achievements in Implementing the CSP through 2016 – 2021



The following section of the End of Term Report provides a summary of the successful outcomes, highlights and achievements by this council during the period from September 2016 to March 2021. The success and progress of this council has been a team effort and this is an opportunity to recognise the great work of our communities, the dedicated outdoor and indoor staff, our elected representatives and project partners. This report will be published in the Annual Report due 30 November 2021 and will prove as a useful resource for the community and incoming elected representatives as they work together to shape the future of the Bland Shire.

The elected representatives for the Bland Shire community who have served from September 2016 to September 2021 took ownership of the **Your Vision, Our Future** Bland Shire Community Strategic Plan. They actively participated in a Planning Day held on Sunday 19th February 2017 to gain an understanding of the Integrated Planning and Reporting (IPR) framework and determine their priorities and strategies for implementation of the strategic goals and objectives set out in the Plan during their term of office.

Council's prudent financial management and decision making focused on long term financial planning and meeting the State Government's 'Fit for the Future' benchmarks. These strategies remained a priority during this term and the success is evidenced in the annual financial information contained within this report. Balancing the budget in future years will continue to be a challenge as other levels of government make more demands on our sector and community expectations increase.

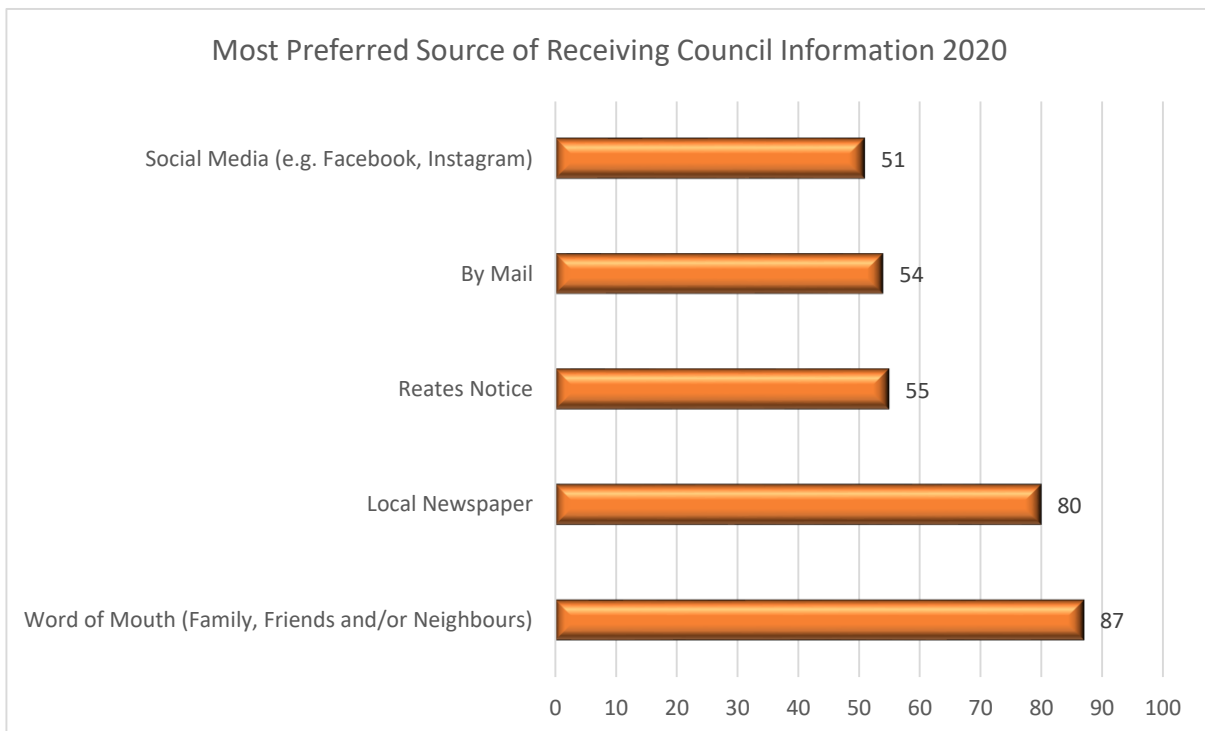
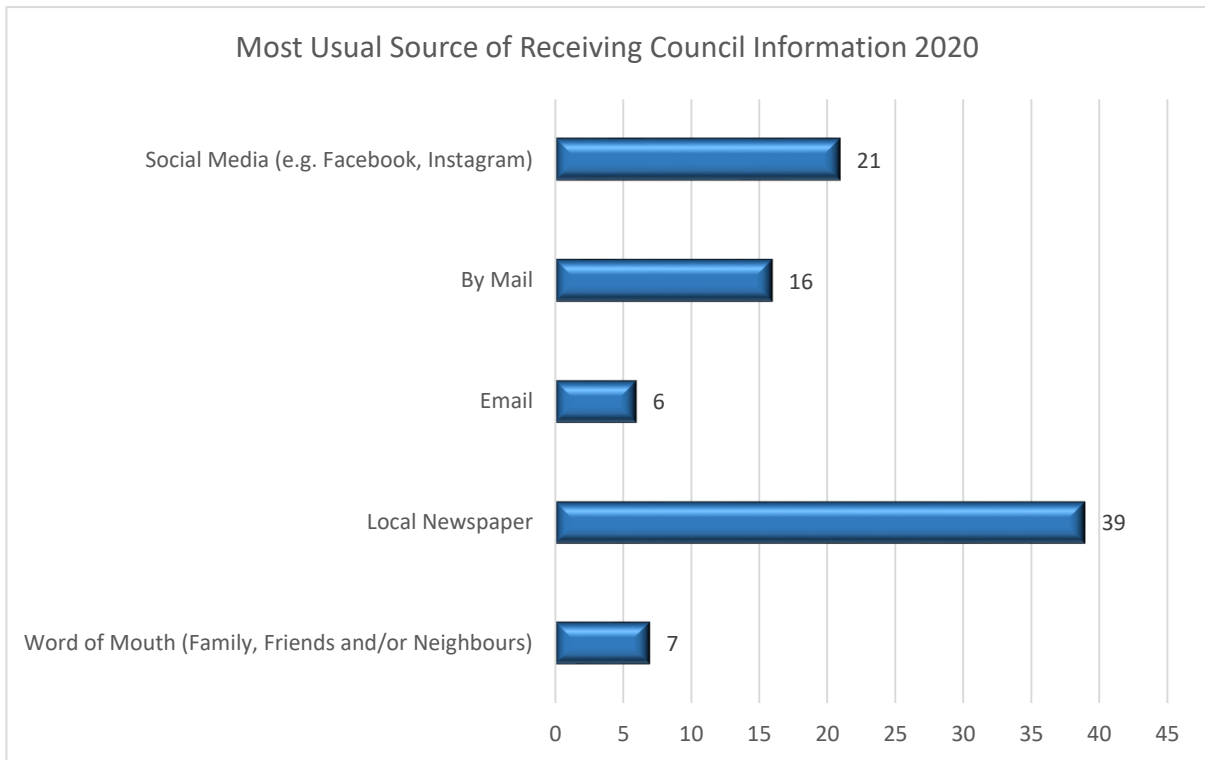
IRIS Research were engaged by Council during 2020 to conduct a community satisfaction survey to track our performance in the delivery of services and facilities, analyse customer services and communication strategies and measure the perceptions of residents regarding personal wellbeing and the liveability of the Bland Shire. The survey collected 300 responses from a random sample of residents by telephone. To qualify for an interview, respondents had to be permanent residents aged 18 years or older and not they or an immediate family member be an employee or elected councillor of Bland Shire Council. Where possible responses to this survey have been compared and graphed with previous community engagement activities undertaken in 2011 and 2015 to show trends in community opinion. The overall improvements and community satisfaction with Council's performance is encouraging.

Council's workforce continues to be surveyed every second year to inform the EEO Management Plan and development strategies for employee passion and engagement. A comparison of the responses from the period 2011 to 2019 are included within this report and are showing a steady result.

This period has seen an emphasis on asset renewal and maintenance across the Shire. The efforts in lobbying for funding and access to services and facilities is anticipated to continue together with a commitment to explore new technologies, techniques and practices in an effort to improve efficiencies and potentially deliver greater benefits into the future. With growth and expansion comes economic benefits, job opportunities and a boost to our local economy, this is however placing greater demand for increased services and facilities within the Shire.

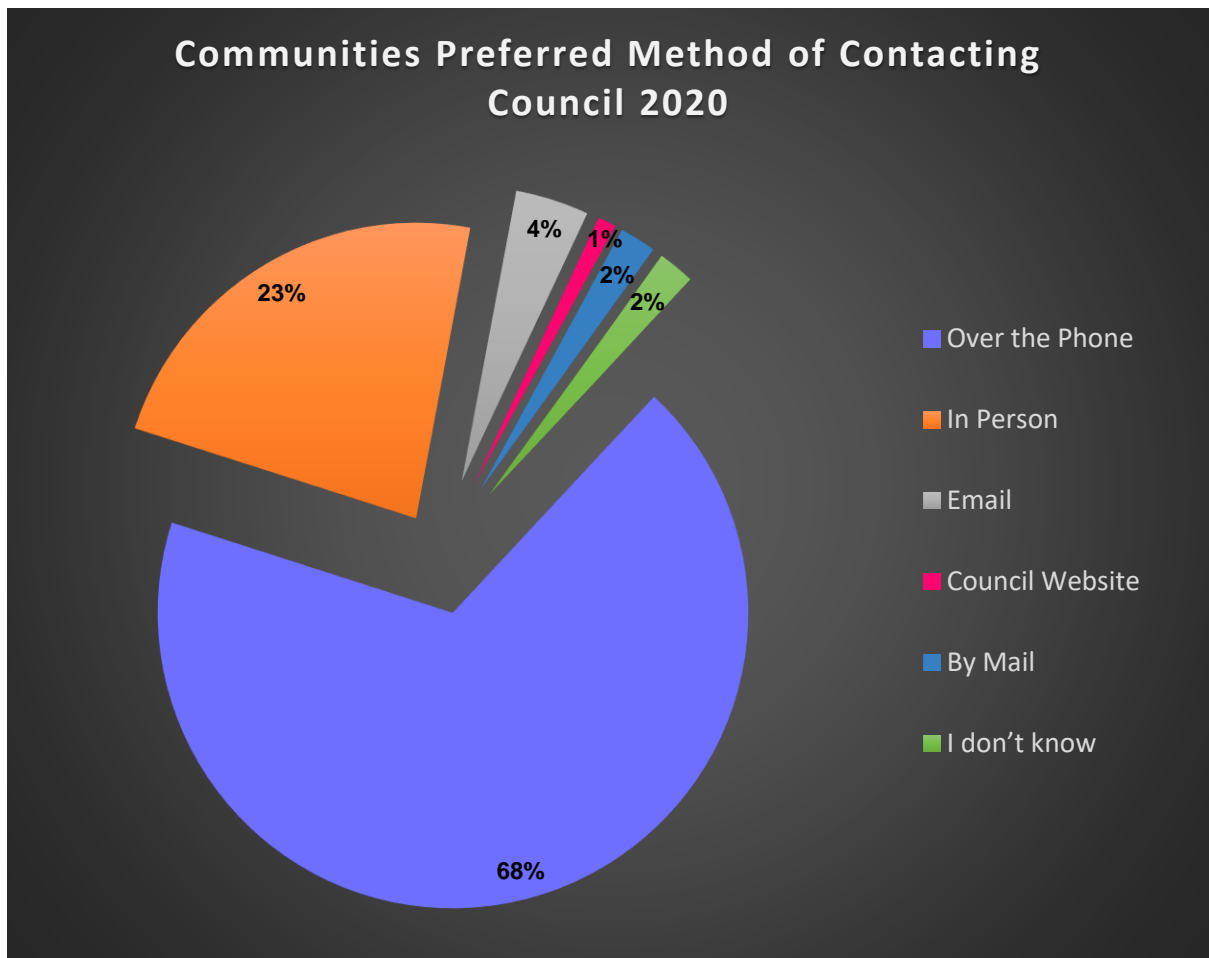
Sources of receiving Council Information

The community satisfaction survey from 2020 indicates that the community receives council information via word of mouth and the local newspaper. The preferred methods of communications from Council to the community are through the newspaper and social media.



Communication methods for community contacting council

Responses to the community satisfaction survey in 2020 indicate that our local residents preferred method of contacting Council is over the phone and in person.



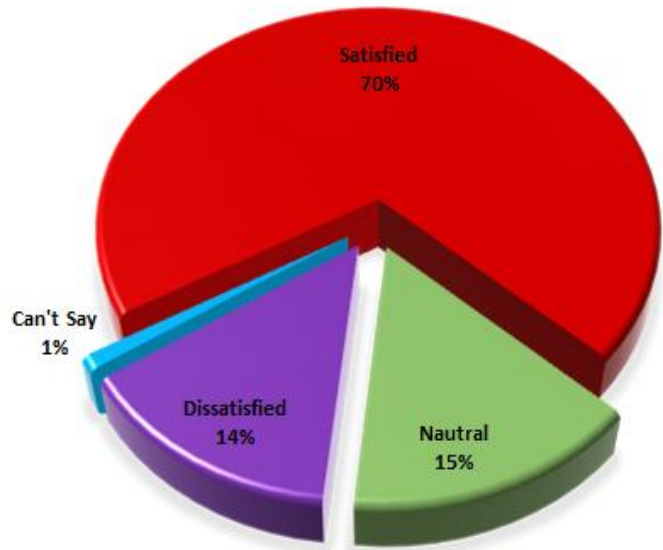
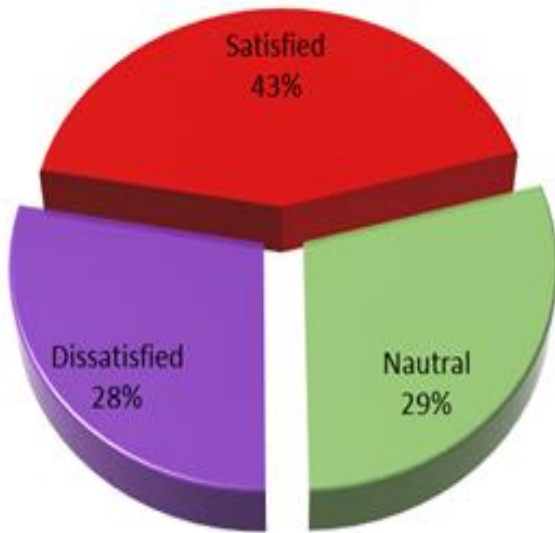
Community satisfaction with information provided by Council



The community satisfaction survey carried out in 2020 indicates an increase with 85% of residents rating a somewhat satisfied level of customer experience. Customers that were dissatisfied with their experience felt that council can improve on communication and follow-through as improvement areas.

2015

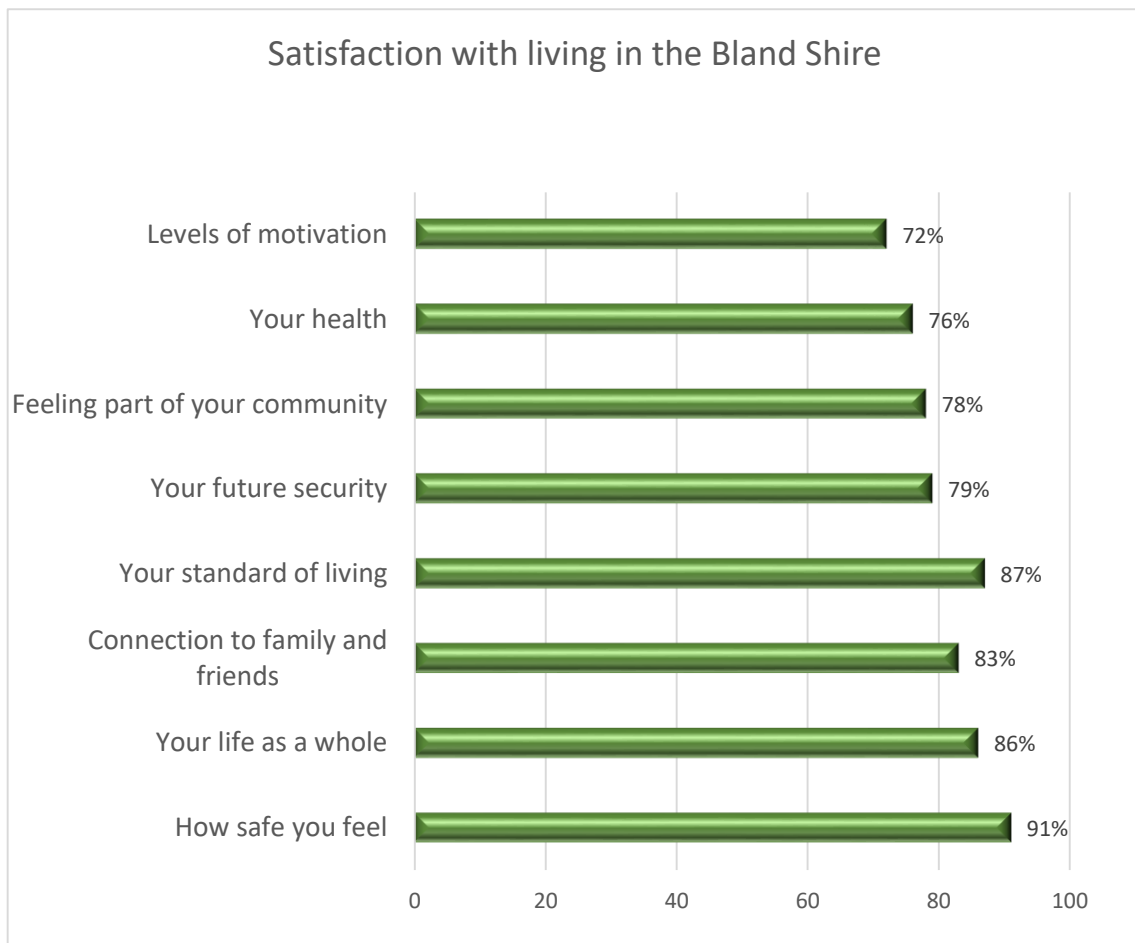
2020



Living in the Bland Shire



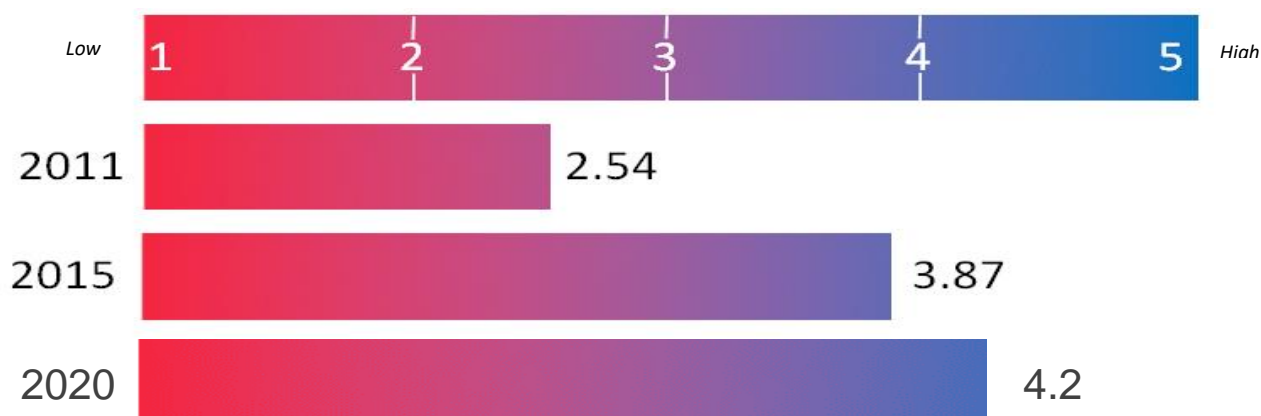
All aspects of living in the Bland Shire recorded high average satisfaction. Residents were most satisfied with how safe they feel followed by their standard of living, life as a whole and connection to family and friends.



Safety and security of residents in the Bland Shire



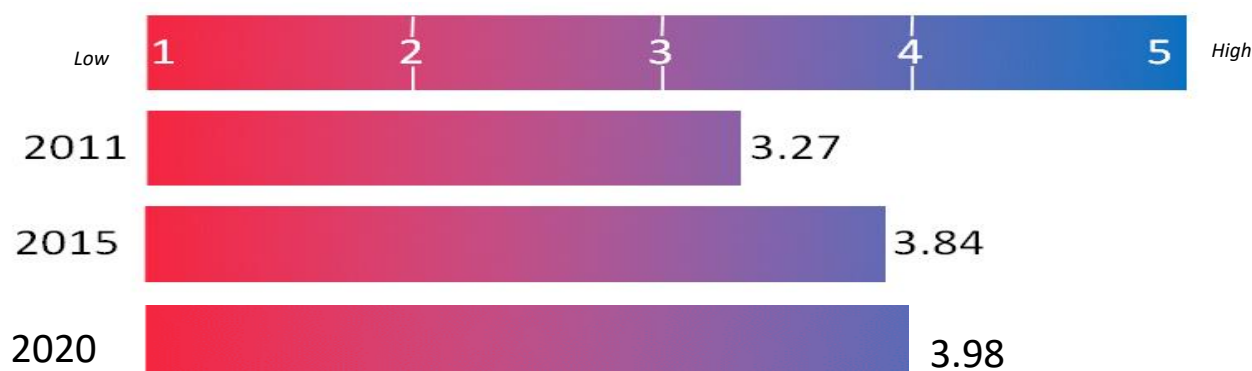
The community satisfaction surveys indicate a steady increase in that residents are most satisfied with how safe they feel in the Bland Shire and are very positive about their future security within our community.



Community satisfaction with Council's community facilities and services



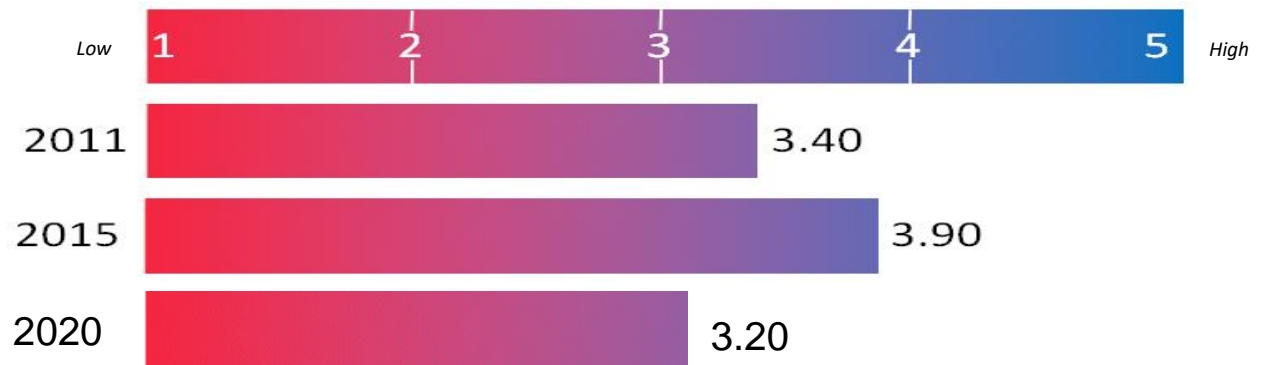
There is an increase in community satisfaction with the facilities and services provided by Council since the 2011 and 2015 community surveys were undertaken. Residents were most satisfied with outdoor recreation facilities including ovals, sportsgrounds and swimming pools. Library services, cemeteries, parks and playgrounds also recorded high average satisfaction ratings for our residents.



Community satisfaction with Council’s arts, entertainment and cultural activities



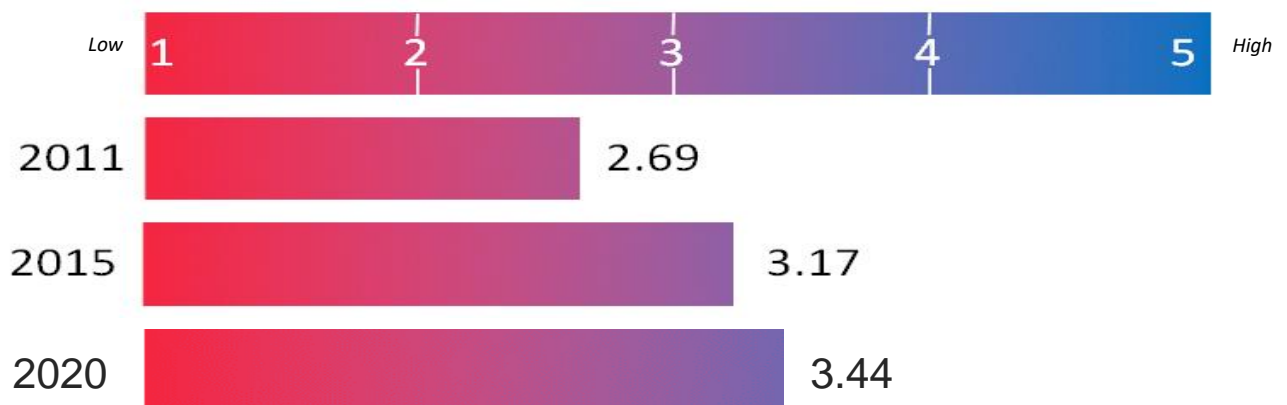
The community’s satisfaction with the arts, entertainment and cultural activities available has decreased since the 2011 and 2015 community surveys. Residents indicated that they are least satisfied with cultural opportunities and services as well as youth activities. The 2020 year was a challenge with COVID-19 restrictions impacting on the ability to hold community events.



Council’s assets and infrastructure meet the needs of community



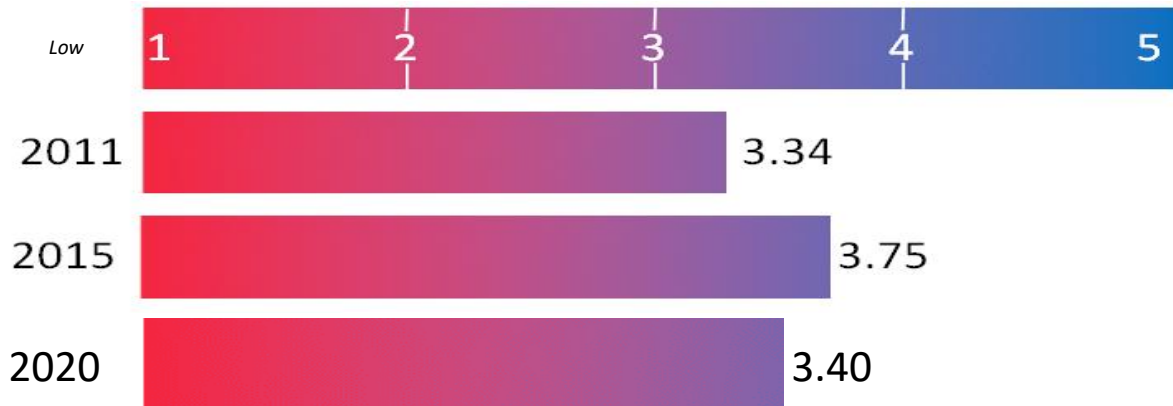
There is an increase in the proportion of residents who agree that Council’s assets and infrastructure meet their needs. The community satisfaction survey of 2020 was conducted across eight (8) services in the Bland Shire with an overall average satisfaction rating. Residents were most satisfied with sewerage services and the availability of car parking all day/time. An average satisfaction rating was given for recycling, waste management and landfills.



Community satisfaction with the levels of service provided in the upkeep and maintenance of Council's facilities and assets



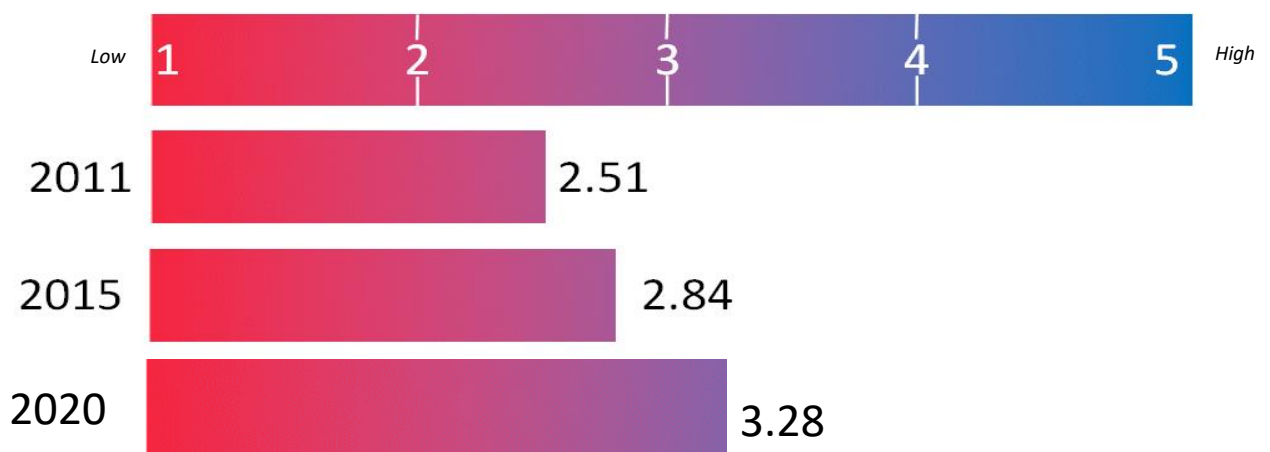
The comparison of survey results from 2015 and 2020 shows a slight decrease in the community satisfaction with the level of service Council provides in the upkeep and maintenance of facilities and assets. Residents were most satisfied with emergency management and least satisfied with road maintenance and maintaining footpaths.



Economic development support Council provides to the business community



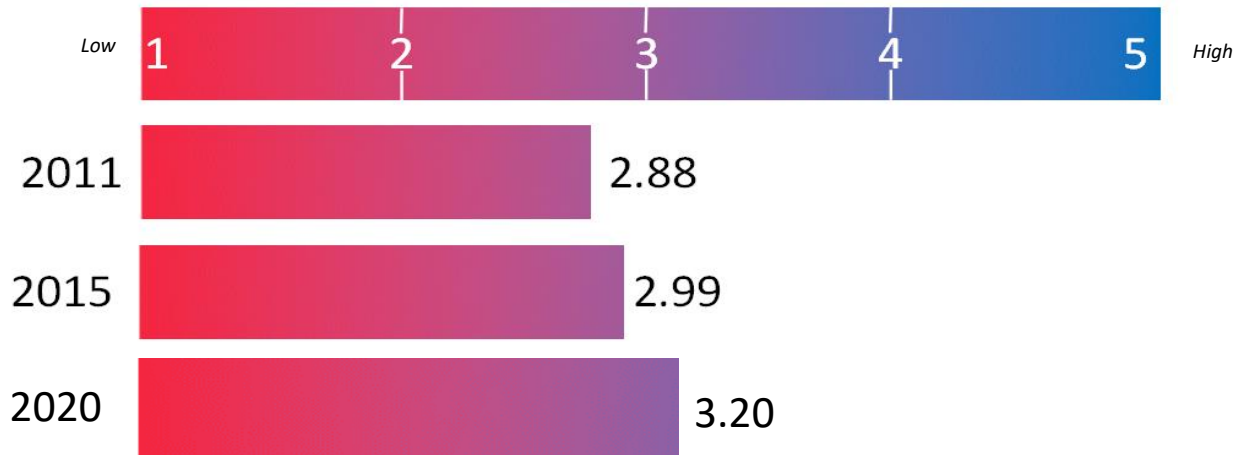
There has been a slight rise in the satisfaction levels of economic development support provided to the business community by council when comparing the community engagement survey results. Residents were most satisfied with supporting local jobs, businesses and industrial development however indicated the least satisfied with economic development.



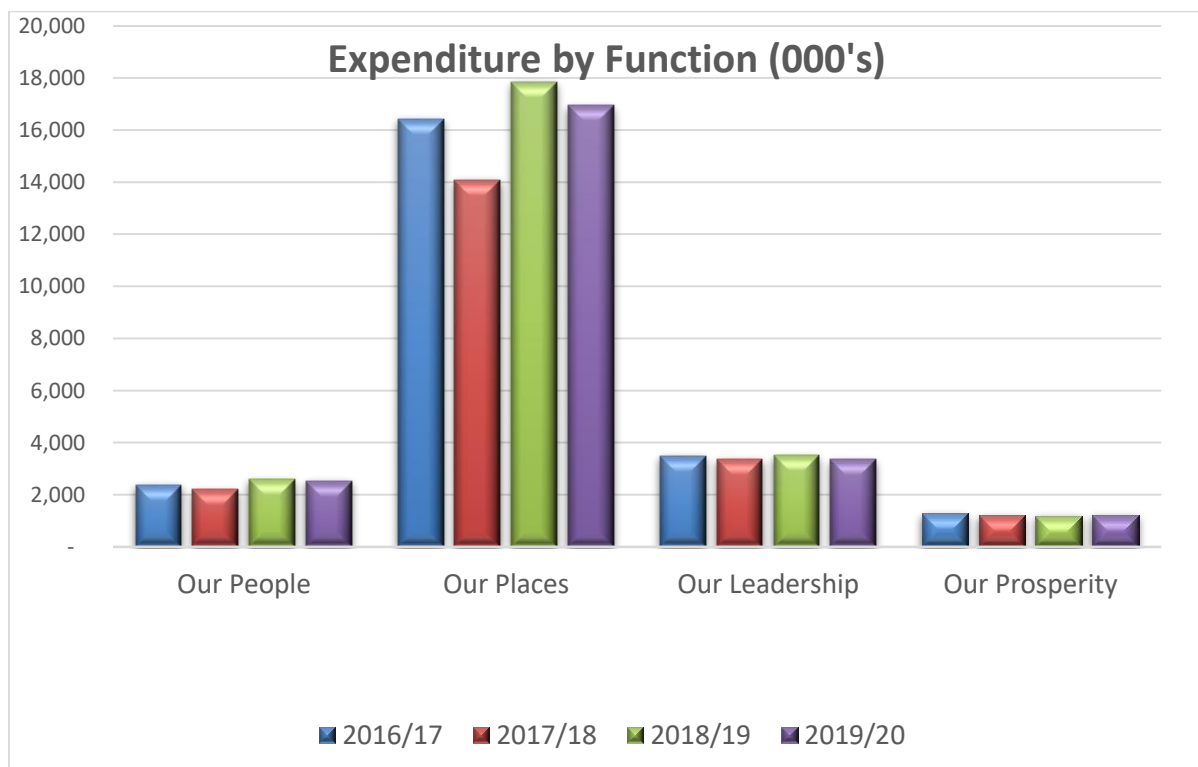
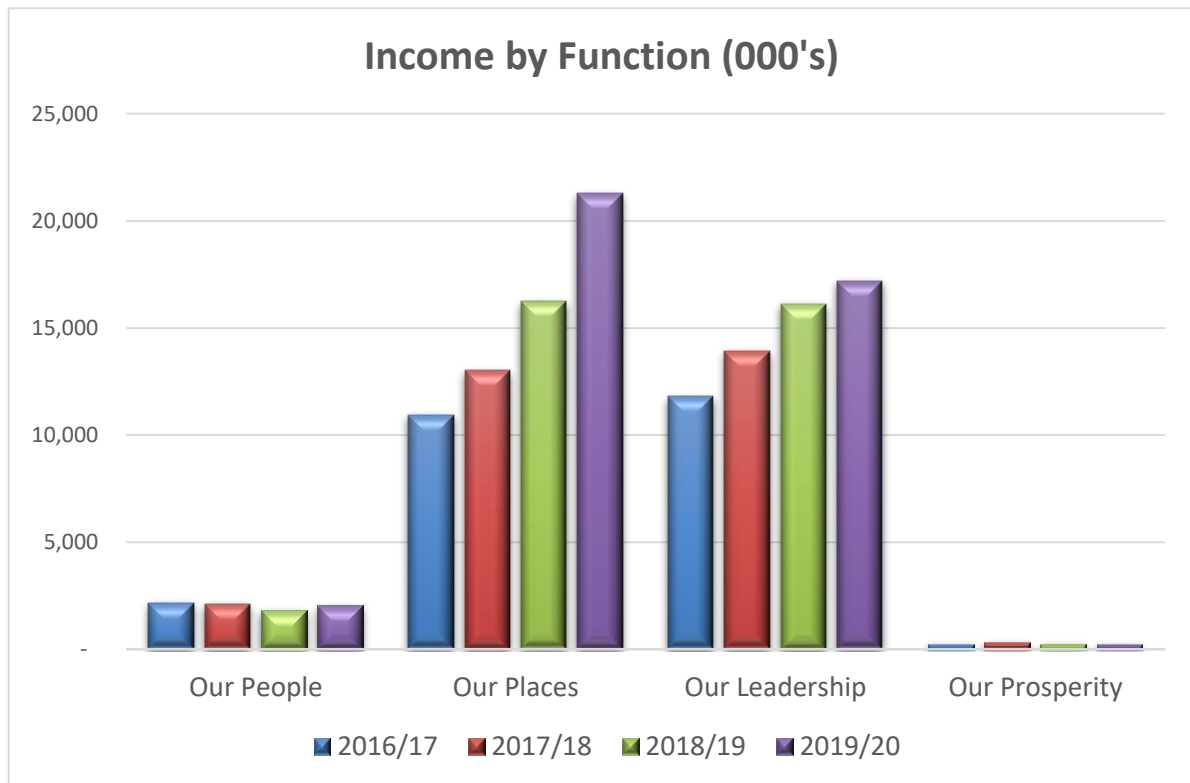
Tourist information and resources provided by Council



The community's satisfaction with the quantity and quality of tourist information and resources has remained steady with residents indicating they are most satisfied with tourism/Visitor Information Centre.



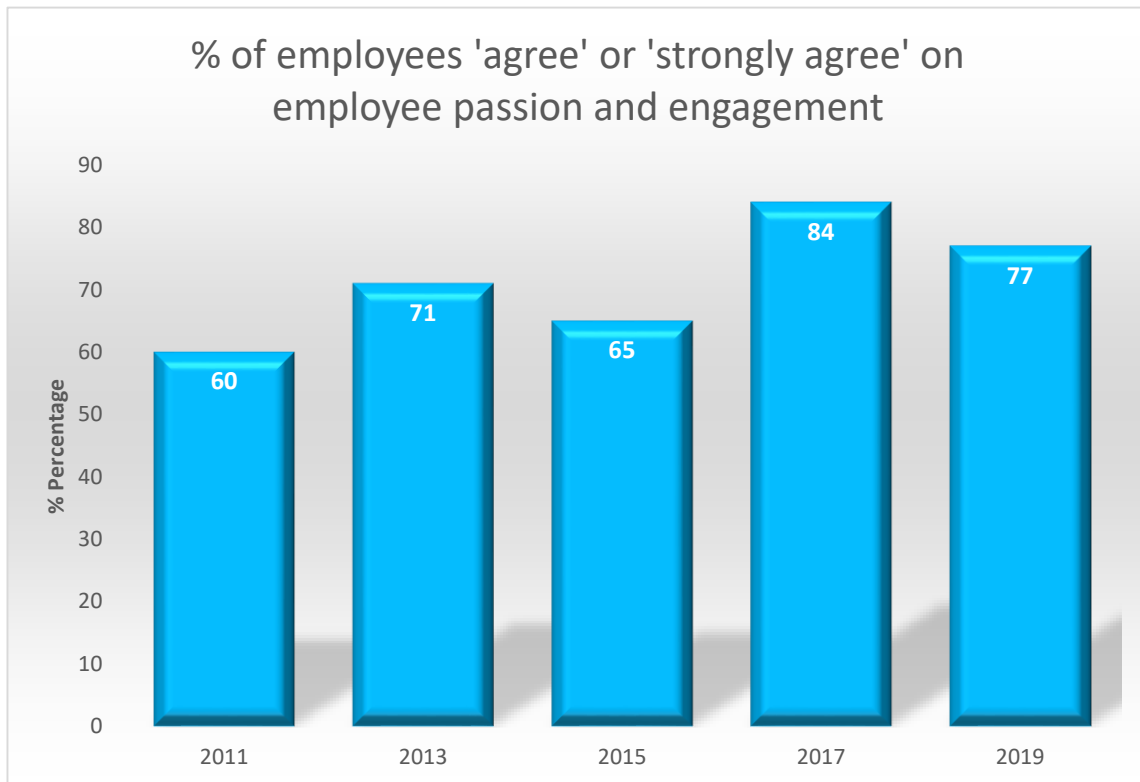
Combined income and expenditure by function of the Community Strategic Plan Themes



Employee passion and engagement



Council surveys its workforce every two (2) years to measure Equal Employment Opportunity (EEO) and Employee Engagement. An analysis of the results from the 2011, 2013, 2015, 2017 and 2019 surveys has been undertaken and the results are steady across the period. Findings are reported to the executive and actions developed and incorporated into the development of the EEO Management Plan.





The 2016/17 year was one of significant advancement for council in many areas of its operations. A decade of careful planning and commitment culminated in the completion of two major projects - the final stage of a stormwater harvesting program which will drought proof Council's investment in parks, gardens and sporting facilities for at least 10 years and the completion and opening of the long awaited and greatly anticipated \$2.4 million West Wyalong Stadium refurbishment.

Construction of the Stadium was completed in February 2017 with the official opening attended by more than 500 people on Saturday 4 March. This project followed major upgrades to Ron Crowe Oval, the Park Street Recreation Ground, West Wyalong Tennis Courts and the construction of a skate park as part of Council's 10 year plan to build new and enhanced sporting infrastructure.

Major works to increase the capacity of the airport dam were completed in 2016-17. This marked the final piece of a carefully designed and cutting edge stormwater management system which was able to deliver immediate benefits by maximising the use of captured stormwater and recycled water and in turn vastly reducing the use of potable water for irrigation.

Council was able to utilise new technology to install new lighting in the Main Street in November 2016. The new lighting system is operated remotely from a smartphone or device and reinvigorated the Main Street with an explosion of colour.

Following significant investment in the years prior, Council adopted a vastly reduced capital works program with an emphasis on asset maintenance and renewal. This tact also helped Council meet or progress closer to meeting the benchmarks set by the State Government under its Fit for the Future Framework.



However, road maintenance remained the biggest single issue for Bland Shire Council and the wider community.

While increasing its lobbying efforts for a fairer funding distribution model for roads, Council undertook a community consultation and education campaign in an effort to lower expectation levels. Council conducted a series of road network and community forums in four village communities to outline the funding challenges facing Council and get a gauge on road network priorities directly from the farmers, businesses and residents who use the local road network regularly. Council subsequently was able to make adjustments to its road maintenance program.

Bland Shire Council was extremely proud to deliver the first silo art mural in NSW during 2016-2017. Through receipt of a Country Arts Support Program Grant and in partnership with the silo owners, Haymes Paint and local businesses, Council was able to commission high quality Melbourne based mural artist, Heesco Khosnaran, to deliver the large scale public artwork which is an ode to the rich agricultural heritage of the small community of Weethalle and the greater Bland Shire region. Council formed a strong partnership with a group of local Weethalle community members to identify what was important to the community and what they wanted the image on the silos to reflect. The contribution of and connection to agriculture was identified by all as the desired foundation for the huge 21 x 31 metre mural painted on the large canvas. The total cost of the project was around \$30,000 however through the development of strategic partnerships and sponsorship obtained, Council's actual expenditure on the project was approximately \$10,000.

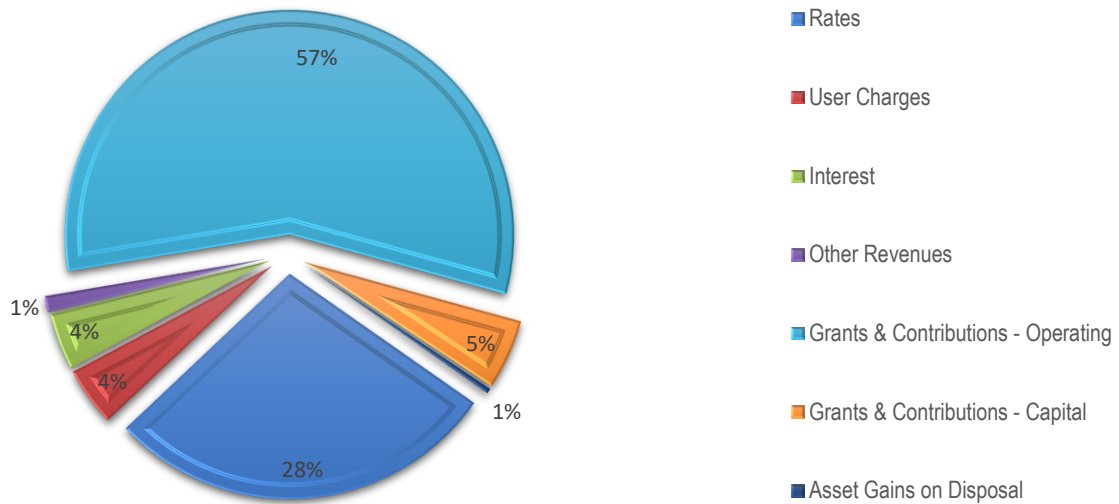
Overall, 2016/17 was a positive year and the communities within the Bland Shire benefited from council's strategic planning, prudent financial management and by having a dedicated and committed team of staff and elected representatives.



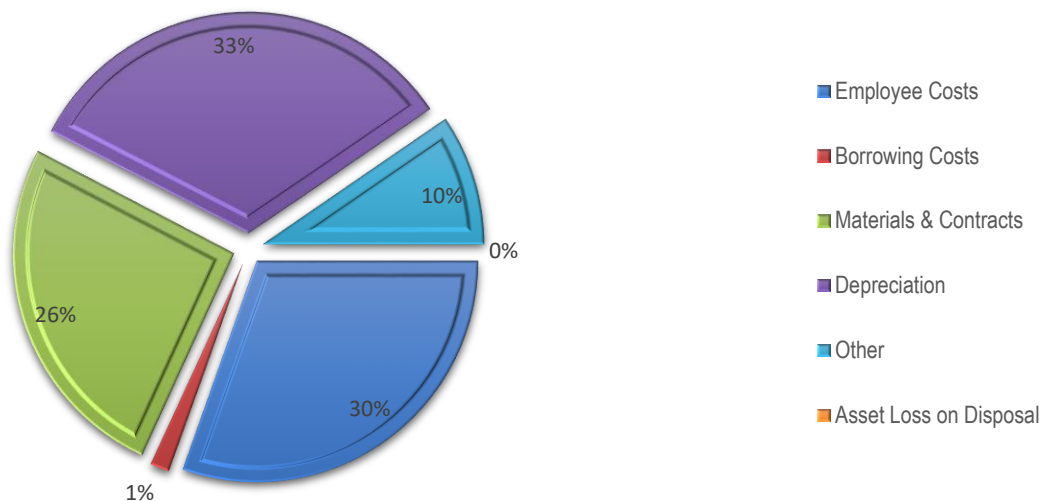
Summary of Financial Results

- \$7 million recorded operating surplus
- \$18 million in grants & contributions received by Council
- \$6.8 million in depreciation

2016/17 Income (000's)



2016/17 Expenditure (000's)



Combined Delivery Program & Operational Plan 2016/17 Highlights

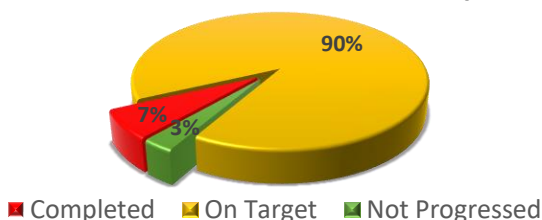


Community Aged Care Services survey conducted
 Childrens Services survey conducted
 Bland Shire Youth Strategy completed
 Aged Care Expo held November 2016
 Access Awards presentation
 Community Services Directory updated and circulated
 Establishment of Instagram and Youth Facebook pages
 Library book deposit stations in Weethalle and Barmedman
 Range of events/programs delivered for community
 Development and increased distribution of visitor information resources
 Regular Community newsletter introduced
 Maintained scholarships program
 Contractor database established and launched



Successful grant funding for projects under the Murray Darling Basin Grant, Back to Business Grant & Future Towns Program
 Council grants provided to assist community groups in the delivery of projects & events – WWyalong Horse Sports Assoc, Ungarie Bowling Club, WWyalong Clay Target, WWyalong Rugby Union Club, Western Wheelers, Weethalle Whistle Stop, Scouts Association, WWyalong Swimming Club, Bellarwi CWA
 Elite Athlete grant awarded to Nicole Caldwell
 Assistance seeking external grant funding provided to Weethalle Whistle Stop, Scouts Assoc, Weethalle Hall Committee, Cinema Steering Committee, Ungarie RSL Sub-Branch, Wyalong Art Group, Harness Racing Club, Family History Group, Wyalong Motorsports Club, Weethalle Recreation Committee
 Community Events Calendar reviewed to improve utilisation & promotional support for community

Total Number of Actions 2016/17



Acquired a strategic property purchase of land on the Newell Highway
 Negotiations with WWLALC for the purchase of land in Central Road Wyalong for a second industrial estate
 Investigations completed and determination to retain VIC services within the Library space on a permanent basis
 Review and development of local tourism publications and products
 2017 Emirates Melbourne Cup Tour Bland...far from Dull and Boring promotion
 Visitor Information Shelters erected in Barmedman, Weethalle, Ungarie
 Support to local businesses through Government support agencies, individual consultations and workshops including Boot Camps, Google Digital Garage, visual merchandising and social media
 Business Development & Assistance Grant provided to Seek Fitness



Councillor training and inductions provided in late 2016/early 2017
 Councillor Planning Day held on 19 February 2017
 Finalist in the 2016 AR Bluett Award
 Review of Community Advisory Committees and establishment of single Community Reference Group
 Establishment of Joint Organisations
 Internal Audit function and committee established



Major flooding and closure of the Newell Highway between 23 September and 4 November
 Ungarie Flood Study commenced
 Review of Council's building assets and maintenance program
 Street Cleaning Services transferred to inhouse Council's operations
 Review and development of asset management system, resources and strategies



The period from July 2017 to June 2018, was one of significant recognition for Council in many areas of its operations.

Bland Shire Council won the most prestigious prize in New South Wales Local Government – the AR Bluett Memorial Award. Not previously been won by Council, we were announced as winner of the rural councils section. The Bluett Award recognises the most progressive rural council in the state, based on all Council operations and services. The Trustees were impressed with Council's improved financial position and efforts to achieve \$1 million in savings as well as the impressive list of projects undertaken in the last few years. Our emphasis on asset maintenance and renewal also helped Council meet or progress closer to meeting the benchmarks set by the State Government under its Fit for the Future Framework by achieving significant financial savings.

Council was also announced as the winner of highly commended awards in the highly competitive RH Dougherty Award for Excellence in Communication (population under 30,000) and the NSW Disability Inclusion Award. This recognition was for our communications strategy, highlighted by the growth and effectiveness of our social media channels. The NSW Disability Inclusion award recognises the range of programs and strategies implemented by Council to remove access barriers and increase the participation of people with a disability in the local community.

The Bland Shire Library was named as the winner of the Marketing Award for Public Libraries (MAPLs) for communities with a population under 10,000 for the Our Community, Our People project. This project has empowered the older members of the community and offers a series of activities and programs that were developed to engage, attract and embrace these members of the community.



Ungarie's Bing Wallder Park became the next BIG tourist attraction by attracting Essendon and AFL fans from across Australia to see the giant Sherrin football. With the support of Triple M Rocks Footy, the NSW Government and Council, the project was an initiative of the Ungarie Advancement Group and pays tribute to the historic achievements of Terry, Neale, Anthony and Chris Daniher - who remain the only set of four brothers to take the field together in a VFL/AFL premiership match. One of Australia's most famous sporting families, the Danihers, have been immortalised following the unveiling of the giant 800 kilogram fibreglass Sherrin football atop a four metre pedestal in their hometown of Ungarie.

A first for NSW is the silo mural in Weethalle that has attracted unprecedented visitor interest since the opening with tens of thousands of visitors as well as being viewed by well over one million people online. The Weethalle Silo Art mural will now reach an even wider audience through the release of a limited edition Australia Post postage stamp launched in May 2018. The \$1 stamp is part of a special collector's edition release which celebrates four of Australia's most iconic silo art murals including Weethalle, Brim in VIC, Ravensthorpe in WA and Thallon in QLD.

Bland Shire introduced new touch screen technology to provide 24 hour access to local tourist information with the installation of a portable touch screen at the Bland Shire Visitor Information Centre (located in the library) which can be accessed outside opening hours utilising keypad technology. The screen contains a wealth of interactive information about the Bland Shire including where to stay, where to eat and what to see and do. This local information will also be shared and made available on a network of over 200 visitor centres across Australia and New Zealand. There are over 2000 tourism operators nationwide with their electronic brochures on the touch screens all accessible in an instant by touch.

An initiative of Council's newly formed Community Reference Group, West Wyalong has become one of only a handful of Australian towns to be officially declared motorcycle friendly.



With the second longest road network in the state, road maintenance remains the biggest single issue for Bland Shire Council and the wider community. Council is committed to exploring new technologies, techniques and practices in an effort to improve road maintenance efficiencies and potentially deliver even greater benefits to local residents into the future. Following in depth negotiations with the RMS for the best part of two years to ensure Council received fair compensation for the damage incurred to our road network in the July and September 2016 floods we have secured flood damage funding to undertake works to restore the roads to their previous condition on 185 roads spread across the Bland Shire over the next three years. Council also remains committed to its own road funding program for local road works and repairs.

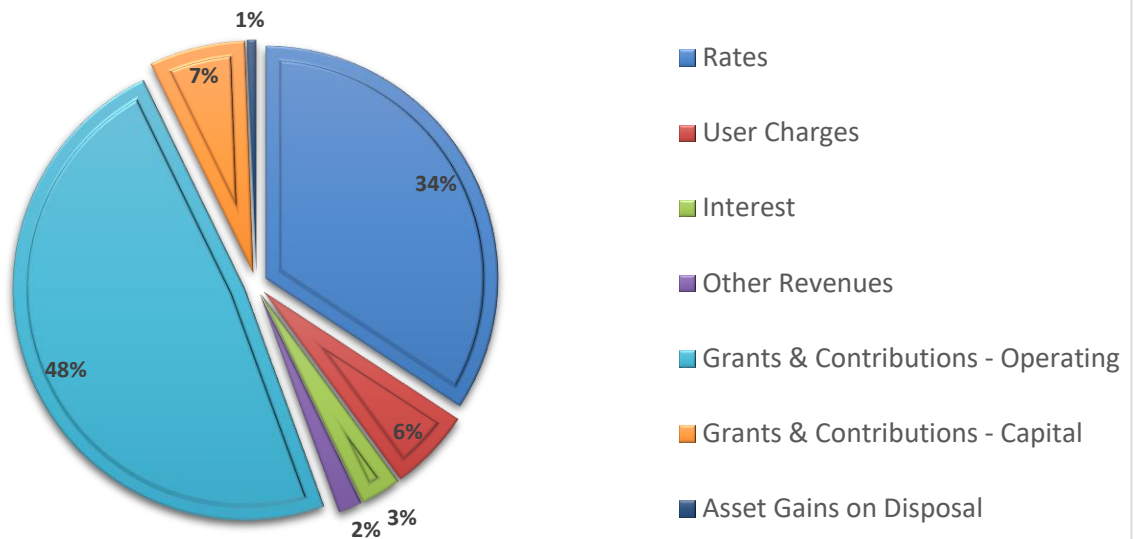
Overall, it was a positive year and we know that the communities within the Bland Shire have benefited.



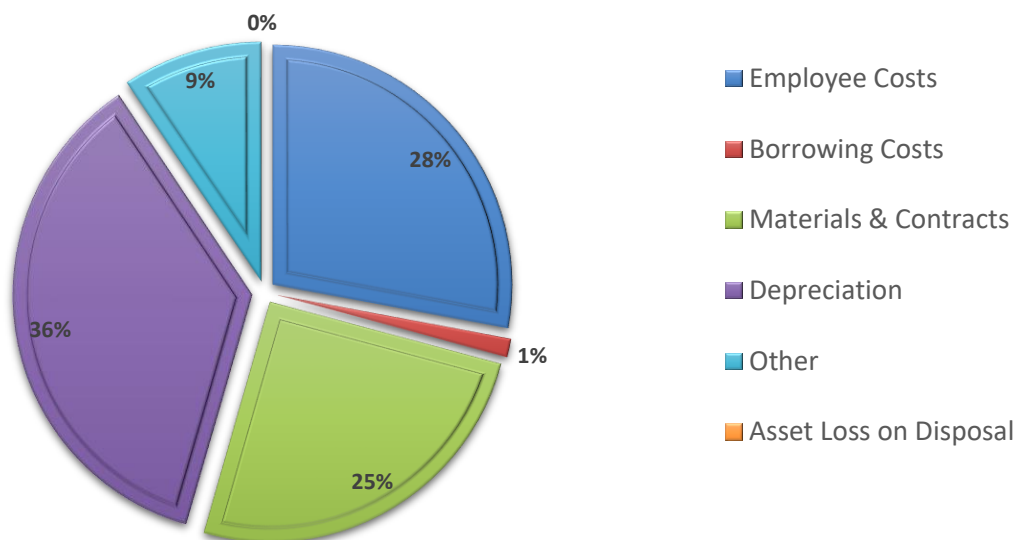
Summary of Financial Results

- Council recorded an operating loss of \$101,000. This can be directly attributed to depreciation costs increasing by 19% with an amount of \$8.5 million expensed.
- 2017/18 also saw Council deal with a reduction in operating grants & contributions by over \$4 million.

2017/18 Income (000's)



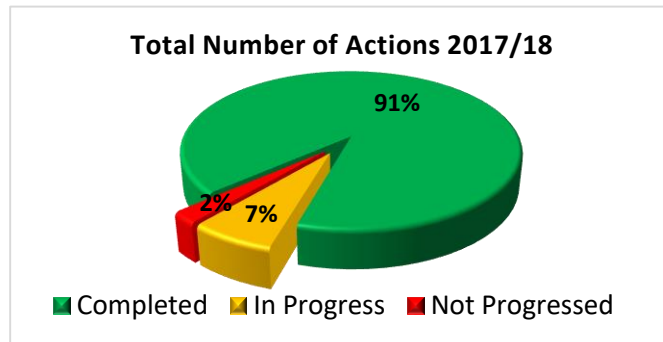
2017/18 Expenditure (000's)



Combined Delivery Program & Operational Plan 2017/18 Highlights



Motorcycle Friendly Town declaration for West Wyalong
 Tribute to Daniher Brothers – The Big Footy in Ungarie
 Council grants provided to community groups to assist in the delivery of numerous projects and events - West Wyalong Bowling Club, West Wyalong Rodeo, Mirrool Silo Challenge, Business West Wyalong, West Wyalong Can Assist, Wyalong Family History Group, West Wyalong Harness Racing Club, and Events West Wyalong
 Consultation with youth in relation to skate park extension
 Seniors Aged Care Expo
 Mal Carnegie appointed as Bland Shire Ambassador
 Community Cooking classes conducted
 Youth art mural painted at the skate park



Bland..... Far from Dull and Boring – international alliance with the League of Extraordinary Communities and development of local promotional interactive selfie sign and interpretative panel
 Visitor Information Shelters installed in West Wyalong, Wyalong, Barmedman, Weethalle and Ungarie
 Datatrax 24 hour Tourism Touchscreen installed
 Host Model Aeronautical Association of Australia (MAAA) nationals event
 Host NSW Jet Flyers events
 Host National Town Criers Championships
 Host a leg of the Queens Baton Relay



Acquisition of street sweeper to increase service provision
 Public Road Network Forums
 Heritage Assistance Program – Top Town Tavern, Wyalong House and Thom Dick & Harrys
 Access Incentive Grant – French Hotbake and Major's Mulch
 Lobbying commenced for regular Country Link bus service to Wagga
 Independent business cases completed for proposed Community Cinema, Visitor Information Centre and Indoor Heated Pool projects
 Joint agreement with Narrandera Shire under the Fixing Country Roads Program
 Council Workshop dedication to the late Colin Williams



Awarded AR Bluett Memorial Award recognising the most progressive rural council in the State
 Village Community Forums
 Heritage walks/tours created and uploaded onto the izi.Travel app
 Assetic program installed to assist with strategic asset management
 Strong commitment to animal welfare with a high record of rehousing for cats and dogs



The year 2018/19 was a very challenging but rewarding year for the Bland Shire with a raft of projects having been completed and a number of significant awards being received.

Council has been fortunate enough to secure funding through the NSW State Government's Stronger Country Communities Fund in the following amounts:

Round 1 - \$1.01 million

Round 2 - \$1.34 million

Moreover, all of these funds have been expended on projects throughout the Shire, including works at Weethalle, Tallimba, Ungarie, Mirrool and of course West Wyalong.

Council was also fortunate enough to have secured \$1 million in drought funding, again, all of which was spent on local projects employing local tradespeople and supporting local businesses.

A further amount of \$776,820.00 has been allocated to the Bland Shire LGA for consideration of projects in early 2020 and again these projects will be aimed at stimulating the local economy.

In the area of governance and regulation Council was exposed to a new Code of Conduct for NSW Councils as well as a new Code of Meeting Practice which saw council meetings subject to audio recordings from December 2019. The recording is placed on the council website for access by any member of the public.

Council recently became a member of a local government alliance involving the councils of Temora, Junee, Coolamon, Lockhart and Cootamundra – Gundagai to undertake a comprehensive internal audit process. The establishment of Audit, Risk and Improvement Committees will become mandatory; however, Council is staying ahead of the game and commenced internal audits as part of the alliance.

A number of Council projects received significant recognition at the highest level in local government with the following projects winning 'excellence' awards in their respective categories; Weethalle Silo Art – The Big Football – Bland Flavour Festival.



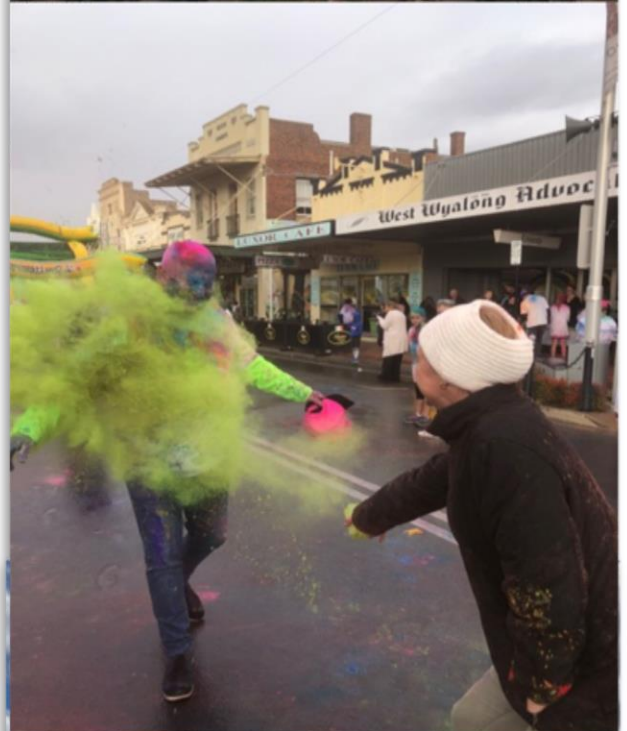
Council recently completed the acquisition of a major portion of land in Central Road which will become the site of a new Business Park. The development of this new facility will commence in 2020/21.

Council continues to engage with the local community in a number of ways including the local Community Reference Group that continues to provide an avenue for local initiatives and the annual community forums, which provides opportunities for residents and ratepayers in the outer reaches of the Shire to engage one on one with the councillors and senior staff.

Council's road network continued to present challenges to both the elected representatives and the operational staff. With flood damage works continuing Council had received some positive feedback but as the drought conditions continued Council's wet grading program was reviewed.

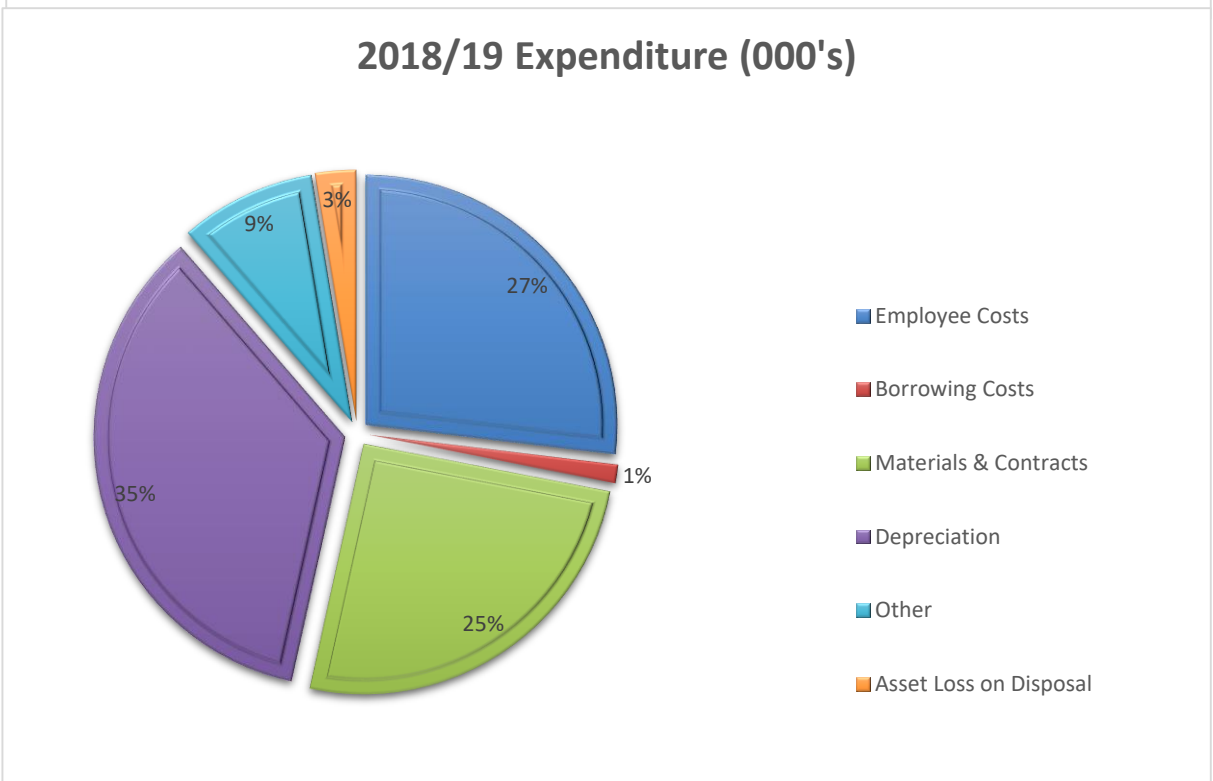
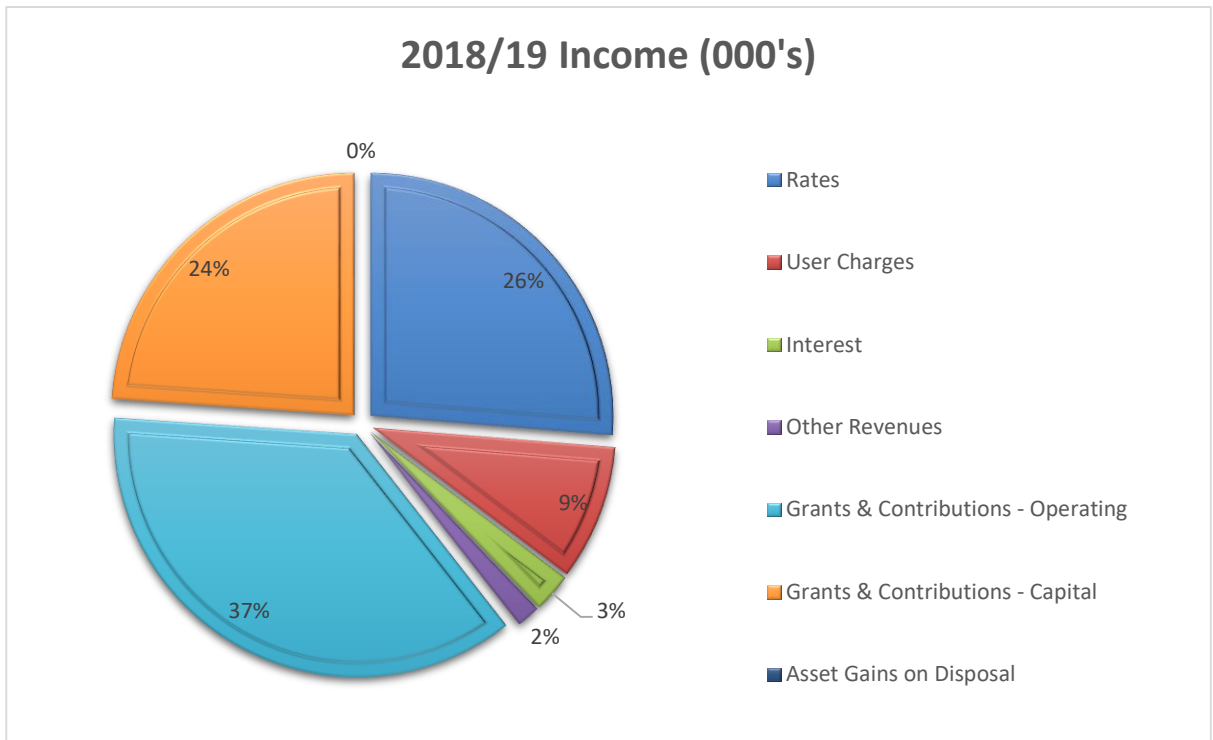
Council is also on target to achieve a 'balanced budget' in 2021 meaning that Council will be able to cover the cost of depreciation of its many assets, including the extensive road network.

Council staff continue to engage in 'best practice' activities and are always looking to identify possible savings and how to do things more cost effectively. With this attitude and culture amongst the staff the Bland Shire community, we believe, is in good hands.



Summary of Financial Results

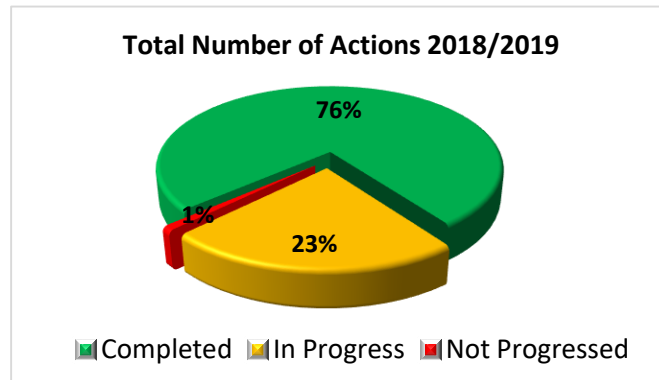
- Council recorded an operating surplus of \$1 million
- Depreciation costs were \$8.8 million
- Capital grants & contributions increased by \$6.5 million



Combined Delivery Program & Operational Plan 2018/19 Highlights



125th Year Anniversary of Wyalong/West Wyalong celebrations
 Seniors Festival
 Australia Post stamp – Weethalle Silo Art
 Funding from NSW Public Libraries for upgrading of Library
 Colour Rush and Bust the Dust event
 Health and allied health services information sessions and presentations
 Grant application assistance provided to Ungarie Football & Netball Club, Weethalle Recreation Reserve, West Wyalong Horse Sports & Rodeo, West Wyalong Swimming Club, Weethalle Country Music Muster, West Wyalong Caravan Park and Weethalle Showground,
 Council grants provided to community groups to assist in the delivery of numerous projects and events - West Wyalong Movies, Western Wheelers Show & Shine, Business West Wyalong, Events West Wyalong and Weethalle Country Music Muster
 Secured grant funds under the Building Better Regions fund



Stronger Country Communities funding program R2 – Barmedman Mineral Pool upgrade, Cooinda Reserve Rejuvenation, WW Rugby Club and Rodeo power and sports lights, Kikoira Hall amenities block and kitchen upgrade
 Drought Communities Program R1 funding for projects across the Shire—Weethalle toilets and shed, Mirrool amenities, Barmedman shade, concrete, shed, Tennis Club upgrade, Tallimba multipurpose court, Yalgogrin tanks, Ungarie pool hot water, rec ground lights, toilets, West Wyalong AFL scoreboard, toilets, modular pump track, Drought Buster Concert, Drought Counselling Service support, Lone Pine Motor Sports Upgrade, Showground shade awning
 Barmedman RV Friendly town and dump point
 Visual Merchandising Workshop and consultations for businesses
 Support provided for newly established and/or expanding businesses – IGA West Wyalong, iOR Fuel Facility, McPhersons Parts & Service, O’Connors, Oxley Plains fodder growing system and abattoir, Evolution Mining, Service NSW Service Centre, West Wyalong Discount Pharmacy,
 Funding under Council’s Business Development Assistance provided to – Mid West Fabrication, Renrow Steel, Barmedman General Store



Stronger Country Communities funding program R1 – refurbish Holland Park waterslide, Holland Park Pool heating, Community Theatre, Ungarie Tennis court upgrade
 Installation of shade sails at Tallimba Park
 Fencing and gates installed at McAlister Oval
 Wyalong Lawn Cemetery extension works
 Business Park land purchased from LALC
 Purchase of residential property for lease to NSW Police
 Charging station for electric powered vehicles installed
 Establishment of local businesses offering Visitors Information Local Access Points



Economic Development workshops and NSW Small Business month event with Tom O’Toole
 Partnership Agreement with WW High School
 Village Community Forums held in Naradhan, Weethalle, Tallimba, Barmedman, Ungarie, Mirrool, Quandialla
 Joined Internal Audit Alliance with Coolamon, Temora and Junee Shires
 Organisational review and restructure
 Mayoral Reception for Masonic Lodge Grand Master visit



It would be an understatement to say that 2019/20 was not a challenging time and not just for the Bland Shire but for the entire country.

The Bland Shire had been in the grip of drought and when coupled with the Covid-19 Pandemic we experienced some very difficult times for our farmers and our small businesses. Council is very diligent in adhering to all of the Covid-19 restrictions and certainly played its part in preventing the spread of the coronavirus within the Bland Shire. Having no reported cases within our Shire is testament to not only Council's diligence but also that of our communities.

The Covid-19 Pandemic had a major impact on local government within NSW with the September 2020 elections being postponed to September 2021.

There has been strong financial support from both state and federal governments that allowed Bland Shire Council to identify and implement a range of projects to support all sectors of our community during these trying times.

There has been a strong emphasis in the 12-month period to support our villages with over \$575,000.00 having been expended on projects in Ungarie, Weethalle, Mirrool, Barmedman, Tallimba and Kikiora. The announcement of additional funding for the Weethalle and Ungarie Showgrounds will further enhance facilities in these two locations.

Council continued the development of a new Business Park, off Central Road, to expand the availability of industrial land and to encourage new businesses into the Shire as well as support the expansion of existing businesses.

In the past 12 months Council has approved a number of business assistance applications and it is in negotiations with a number of other existing businesses in respect to further expansion.



The continuing growth and expansion of the Cowal Gold Mine Operations, while creating increased economic benefits for the Shire, is also placing demand on increased services in the areas of allied health, education and residential accommodation. Council continues working hand in hand with Evolution Mining to meet these challenges.

Further economic development opportunities within the Shire include the approval, by the NSW State Government, of two solar farms. These projects have the potential of creating significant job opportunities in the short term and a boost to the local economy.

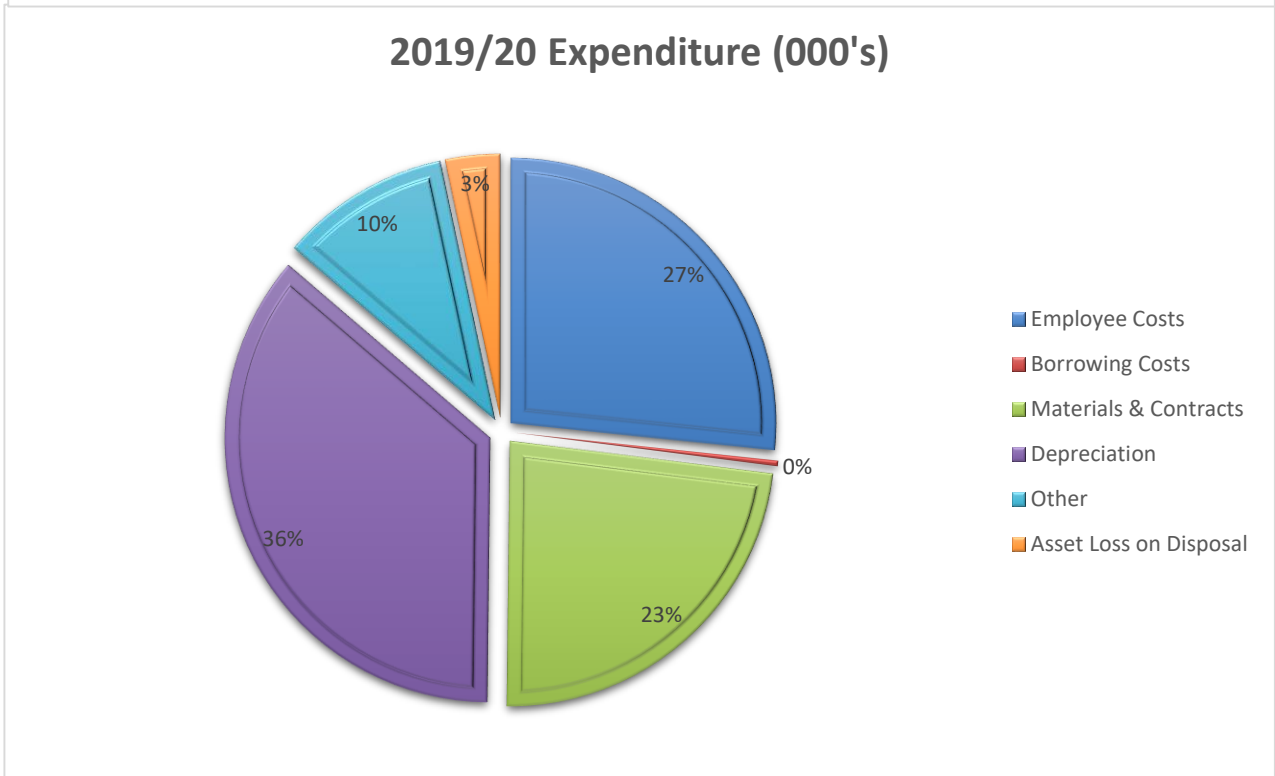
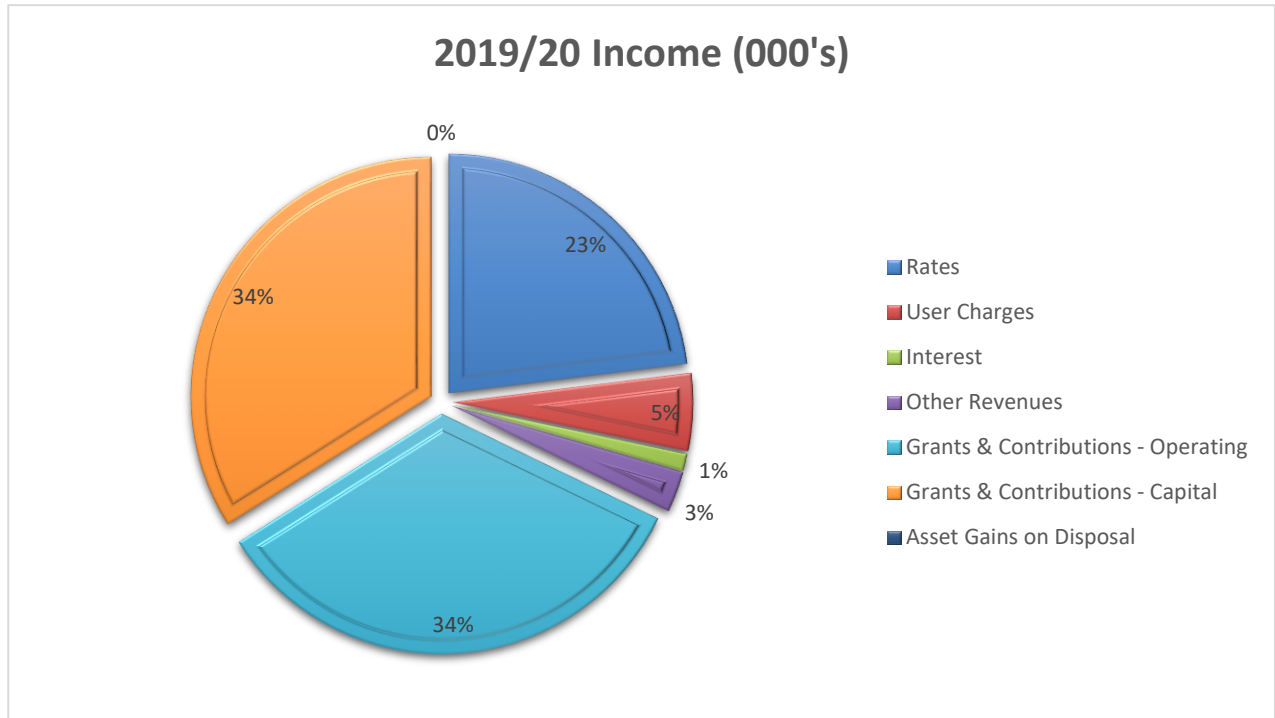
Another exciting project that Council is involved in is the Southern Lights Initiative. This project will roll out LED street lighting throughout the entire Shire during 2020 / 2021. This is an ambitious project that aims to replace over 75,000 street lights across southern NSW with smart enabled LED lighting. Stretching from Bega to Broken Hill the project encompasses 41 LGAs and will service a population of over one million people.

Council, and particularly the staff, have been working hard over a number of years with the objective of reaching a truly balanced budget, taking into account the cost of depreciation. That objective has been reached with the 2020/2021 Budget which confirms Council's ongoing prudent financial management of the income derived from both rates and grants and efficiency gains within Council's operational areas.



Summary of Financial Results

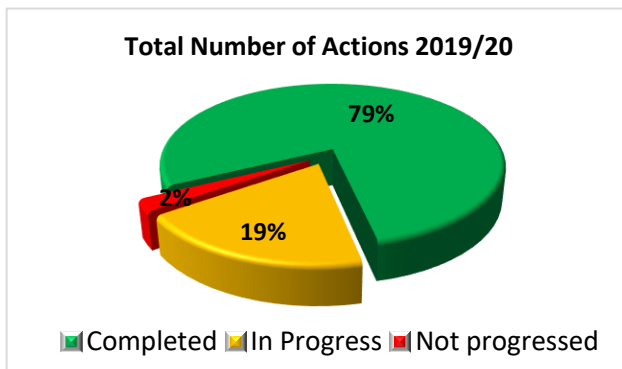
- Council recorded an operating surplus of \$2.9 million
- Depreciation was reduced and an amount of \$8.6 million was expensed
- Employee costs were also reduced by \$200,000 as a result of prudent management
- Capital grants & contributions increased by \$5 million, and operating grants & contributions increased by \$1 million



Combined Delivery Program & Operational Plan 2019/20 Highlights



Defibrillators installed at Ungarie and Tallimba
 Chainsaw carving in McCann Park
 Faulty Towers Dining Experience
 Grant Guru portal launched
 Grant application assistance provided to Ungarie RSL Sub-Branch, Business West Wyalong, Ungarie Sport & Recreation Committee and West Wyalong Garden Club
 Council grants provided to community groups to assist in the delivery of numerous projects and events – Whispering Pines Aviation, Country Hope West Wyalong, West Wyalong Town Band, Barmedman Sport & Recreation Committee, Royal Far West and Business West Wyalong
 Community Theatre Project commenced
 Revised structure adopted for Australia Day Awards Committee and introduction of Mayoral Reception for all award nominees and Citizenship conferees



New Bland Shire Council website launched with online interactive features
 Refurbishment of Visitor Information Centre
 3D interactive murals for West Wyalong and Mirrool
 Business West Wyalong Awards Night
 Why Leave Town Shop Local Program implemented
 Strategic property purchases of land adjoining proposed new business park
 Installation of Bob Fisher Memorial in Weethalle
 Lobbying for major upgrade to the water main from Wyalong to West Wyalong



Successful grant for investigation into stormwater overland flow in West Wyalong/Wyalong
 Continued lobbying for TrainLink NSW service to Wagga
 Riverina Outdoor Art Trail launched
 Stronger Country Communities funding program R3 - indigenous outdoor museum, skatepark upgrade, youth mental wellbeing & resilience program, West Wyalong outdoor basketball court, dog park
 Drought Communities funding program R2 projects — Remembrance Walk rejuvenation, disabled toilets Holland Park pool, fencing Perso No.2 oval, Toilets in Naradhan, Tallimba, Weethalle, Smallbore Club amenities upgrade, Campdraft facilities upgrade, Motorsports Park, Barmedman amenities, Scout Hall upgrade, Mirrool tennis court resurface and dump point, health & healing program, pump tracks in Barmedman and Ungarie, and adverse events plan



Promotional billboards installed on highway entrances to Bland Shire
 Monthly Meet the Mayor opportunities established
 Bust the Dust community event



The reporting period for 2020/21 is not quite over however the end of term for the current Council is nearing as we enter caretaker mode in the lead up to the Local Government election on September 4.

Council's staff and contractors have continued to deliver a range of projects across the Shire thanks to the significant grant funding provided from both the State and Federal Governments. These works will deliver improvements to community and Council infrastructure and facilities and are expected to continue into the coming financial year and beyond.

As the community adjusted to life living with the ongoing threat of the coronavirus Council continued its support through the provision of grant funding to community and sporting groups to assist with the impact of the virus and support in the delivery of events and activities in a COVID safe way.

Council has progressed its normal works programs and is on track to achieve a satisfactory budget result for 2020/21 in line with our long term financial planning.

Overall it has been a positive year with benefits delivered for the residents and ratepayers throughout the Bland Shire communities.





BLAND SHIRE COUNCIL
west wyalong

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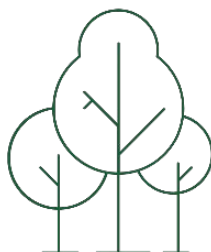
End of Term Report

2016 - 2021





Bland Shire Council
State of the Environment Report



Introduction

The NSW Local Government Act 1993 requires council to prepare annual reports that include a report as to the state of the environment in the area.

With the introduction of the Integrated Planning and Reporting (IP&R) framework, the requirements for State of the Environment (SoE) reporting changed to make it part of the corporate planning and reporting process.

The IP&R Guidelines state an End of Term report is due on the last meeting of council prior to an ordinary election (every four years), reporting on the objectives established by the Community Strategic Plan. The report will evaluate process in achieving those objectives during the term of the council. This information is used to inform the development of the next Community Strategic Plan and the incoming councils' Delivery Programs.

The four key themes of the Bland Shire Community Strategic Plan 2017-2027 are:



Our People



Our Places



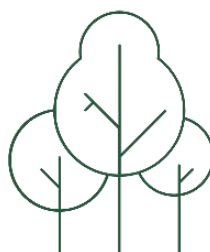
Our Leadership



Our Prosperity

The Community Strategic Plan was prepared based on extensive community consultation and the environmental objectives reflect the values and priorities of the local community.

Each theme addresses social, environmental, economic and civic leadership objectives. The SoE reports on the activities undertaken during 2016-2021 that fulfil the environmental objectives identified in the Community Strategic Plan.



Bland Shire Profile

Population:



5,955

Median Age:

43



Average Motor
Vehicles per
Dwelling:



2

Average People
per Household:

2.4



Data Source: ABS, 2016 Census

The Local Government Area of Bland is located on the northern fringes of the Riverina in New South Wales. It covers an area of 8,482 square kilometres and supports a population of 5955 residents.

The twin townships of West Wyalong and Wyalong have a joint population of 3,950 and serve the role of the major service centre for the Shire. West Wyalong is located on the junction of the Newell and Mid-Western Highways and within a 160 kilometre radius of Wagga Wagga, Griffith, Forbes, Parkes and Cowra and within 300 kilometres of Canberra, providing an authentic rural lifestyle with the convenience of the city well within reach. Other communities include Barmedman, Tallimba, Ungarie, Weethalle, Kikoira, Mirrool and Naradhan. The original occupants of the district were the Wiradjuri People. Explorer John Oxley was the first European to investigate the area in 1817, prophesising that *"From want of timber, grass and water, it would never be inhabited by civilised man"*.

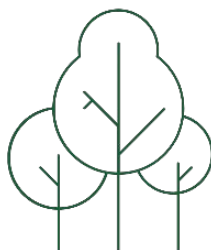
Despite this, squatters began to settle in the district in 1833 recognising the area's agricultural potential. Vast sheep and cattle runs were introduced, and the area became known as *"The Blands"* after a Sydney doctor. The area prospered after the discovery of gold in 1892, and the population grew to 10,000. The township of Wyalong was established in 1894 and not long after a major settlement developed west of Wyalong, resulting in the formation of West Wyalong which still remains as the Shire's residential and commercial hub.

From its early mining origins, West Wyalong was built along a crooked main street taking its unusual shape from the bullock track that curved around tree stumps and gold diggings.

Today the Shire is a blossoming rural economy built around sheep, cattle, wheat and other crop varieties. In recent times, West Wyalong has also experienced significant developments away from agriculture.

Evolution Mining purchased the Cowal Gold Project in 2015. The operation is an open pit mining operation with production from a number of different faces within the single pit.

Pace Farm was established near West Wyalong in 2007. The egg production farm is the largest hen-housing facility in the southern hemisphere. The complex incorporates laying, collection and grading of eggs for grocery markets throughout Australia.



Environment

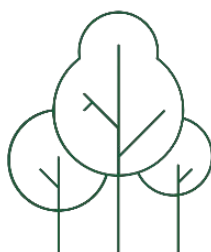
Bland Shire is home to a wide variety of natural and enhanced environmental features. The West Wyalong Wetlands are an example of engineering and ecological ingenuity where Council developed on an existing wildlife sanctuary to create a series of watercourses and ponds to manage drainage issues during heavy rainfall. Through native revegetation, a passive recreational area and wetland environment has been created for all to enjoy.

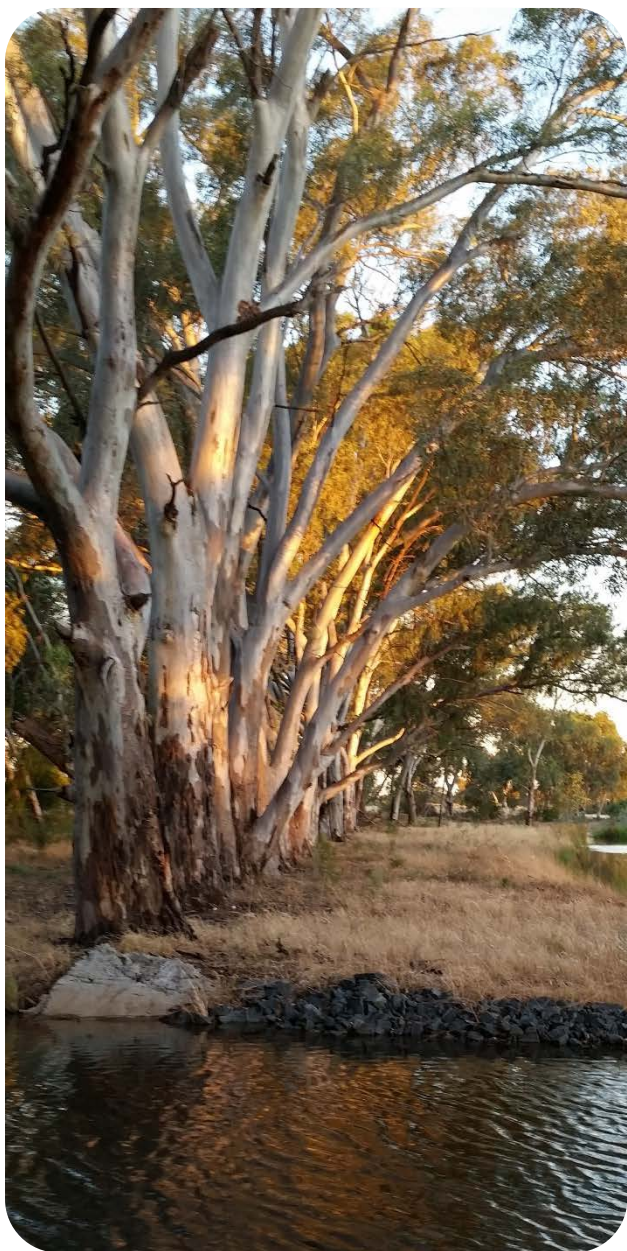
Bland is home to the iconic Lake Cowal, which covers more than 13,000ha and is the largest natural inland lake in NSW. The significance of Lake Cowal is evident through the diversity of animals, including 277 bird species and Aboriginal items which reside there. Lake Cowal is derived from the Aboriginal word for large water. Home to the Lake Cowal Foundation Ltd and Lake Cowal Conservation Centre, research has been conducted here since the 1960s. This research not only helps preserve Lake Cowal and the adjacent hold mining operations, but also develops improved land management practices, which can benefit industry and the environment across NSW.



Continuing with the partnership of industry and the environment, Bland is home to Back Creek, Jingerangle, Kolkibertoo, Mandamah, and Wyrra State Forests to name a few. These are all native Cypress Pine forests, which have recorded threatened flora and animal species. Given most of the Shire is used for agricultural grazing or cropping, areas like these State Forests become havens for threatened species. Sustainable timber harvesting is key for managing these habitats and providing timber for future generations.

Other protected areas of Bland include the South-West Woodland, Charcoal Tank and Buddigower Nature Reserves, and Jimberoo National Park, which are managed by the National Parks and Wildlife Service. Wah Way Creek, Barmedman Creek and Warralonga Cowal are other areas of high environmental value in Bland. These areas are valued by our community as recreational areas for bushwalking and birdwatching, especially Mallefowl.





Natural Environment

The main tree species located within the Bland Local Government area are:

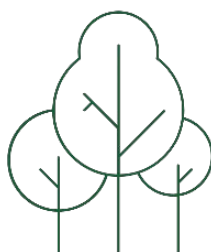
- Kurrajong
- Cypress Pine
- Mallee
- Box
- Ironbark
- Belah
- Wilga.

The following native fauna species are common to or have been identified within the Shire:

- Water fowls
- Red and grey kangaroos
- Echidnas
- Goannas
- Possums
- Bats
- Malleefowl.
- Wedge-tailed Eagle

The predominant native pasture plants than can be found in the Local Government Area are:

- Wallaby grasses
- Queensland blue grass
- Plains and wire grass.



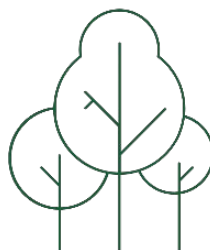
Biodiversity

The following tables list the endangered species and ecological communities and vulnerable species listed under the NSW Threatened Species Conservation Act 1995.

Each species listed is known to occur, or is predicted to occur in the Bland Local Government Area.

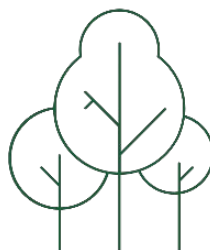
Endangered Species

Birds	<i>Grey Falcon</i> <i>Swift Parrot</i> <i>Australasian Bittern</i> <i>Australian Bustard</i> <i>Plains-wanderer</i> <i>Australian Painted Snipe</i> <i>Curlew Sandpiper</i> <i>Bush Stone-Curlew</i>
Amphibians	<i>Southern Bell Frog</i>
Mammals	<i>Kultarr</i>
Reptiles	<i>Mallee Worm-lizard</i>
Flora	<i>Fleshy Minuria</i> <i>Winged Peppergrass</i> <i>Tall Bonefruit</i> <i>Small Scurf-pea</i> <i>A Spear Grass</i> <i>Australian Saltgrass</i> <i>Sand-hill Spider Orchid</i> <i>Crimson Spider Orchid</i> <i>Austral Pillwort</i> <i>Lanky Buttons</i> <i>Small Purple-pea</i> <i>Oaklands Diuris</i> <i>Cocoparra Pomaderris</i>



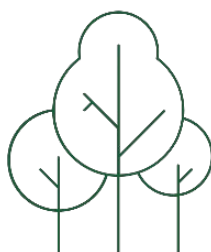
Vulnerable Species

Birds	<p>Magpie Goose Blue-billed Duck Freckled Duck Spotted Harrier Little Eagle Black Falcon Brogla Black-tailed Godwit Little Lorikeet Brown Treecreeper Speckled Warbler Shy Heathwren Pied Honeyeater White-fronted Chat Painted Honeyeater Black-chinned Honeyeater Grey-crowned Babbler Chestnut Quail-thrush Purple-crowned Lorikeet</p>	<p>Varied Sittela Gilbert's Whistler Dusky Woodswallow Southern Scrub-robin Hooded Robin Scarlet Robin Flame Robin Diamond Firetail Glossy Black-cockatoo Major Mitchell's Cockatoo Black-breasted Buzzard Square-tailed Kite Gang-gang Cockatoo Turquoise Parrot Superb Parrot Barking Owl Masked Owl White-bellied Sea-Eagle</p>
Amphibians	<p>Sloane's Froglet</p>	
Mammals	<p>Spotted-tailed Quoll Southern Ningau Koala Eastern Pygmy-possum Squirrel Glider Stripe-faced Dunnart</p>	<p>Grey-headed Flying-fox Yellowbellied Sheath-tail Bat Little Pied Bat Southern Myotis Corben's Long-eared Bat Large-eared Pied Bat</p>
Reptiles	<p>Pink-tailed Legless Lizard Western Blue Tongue Lizard</p>	
Flora	<p>Claypan Daisy Mossigel Daisy Woolly Ragword Spiny Peppergrass Spike-Rush Slender Darling Pea Silky Swainson-pea</p>	<p>Ausfeld's Wattle Curly-bark Wattle Yellow Gum Floating Swamp Wallaby Grass A Spear-grass Pine Donkey Orchid</p>



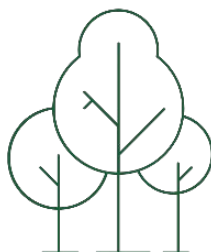
Endangered Ecological Communities

<p>Fuzzy Box Woodland</p>	<p><i>Fuzzy Box Woodland on alluvial Soils of the South Western Slopes, Darling Plains and Brigalow Belt South bioregions</i></p>
<p>Inland Grey Box Woodland</p>	<p><i>Inland Grey Box Woodland in the Riverina, NSW South Western Slopes, Cobar Peneplain, Nandewar and Brigalow Belt South bioregions</i></p>
<p>Myall Woodland</p>	<p><i>Myall Woodland in the Darling Riverine Plains, Brigalow Belt South, Cobar Peneplain, Murray-Darling Depression, Riverina and NSW South Western Slopes bioregions</i></p>
<p>Sandhill Pine Woodland</p>	<p><i>Sandhill Pine Woodland in the Riverina, Murray-Darling Depression and NSW South Western Slopes bioregions</i></p>
<p>White Box Yellow Box Blakely's Red Gum Woodland</p>	<p><i>White Box - Yellow Box - Blakely's Red Gum Grassy Woodland and Derived Native Grassland in the NSW North Coast, New England Tableland, Nandewar, Brigalow Belt South, Sydney Basin, South Eastern Highlands, NSW South Western Slopes, South East Corner and Riverina Bioregions</i></p>

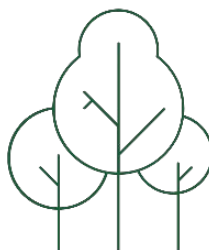


Key Threatening Processes

<i>Alteration to the natural flow regimes of rivers and streams and their floodplains and wetlands.</i>	<i>Infection of native plants by <i>Phytophthora cinnamomi</i></i>
<i>Anthropogenic Climate Change</i>	<i>Introduction of the Large Earth Bumblebee <i>Bombus terrestris</i> (L.)</i>
<i>Bushrock removal</i>	<i>Invasion and establishment of exotic vines and scramblers.</i>
<i>Clearing of native vegetation</i>	<i>Invasion and establishment of Scotch Broom (<i>Cytisus scoparius</i>)</i>
<i>Competition and grazing by the feral European Rabbit, <i>Oryctolagus cuniculus</i> (L.)</i>	<i>Invasion and establishment of the Cane Toad (<i>Bufo marinus</i>)</i>
<i>Competition and habitat degradation by Feral Goats, <i>Capra Hircus Linnaeus 1758</i></i>	<i>Invasion of native plant communities by African Olive <i>Laea europaea</i> subsp. <i>Cuspidate</i> (Wall. Ex G. Don) Cif.</i>
<i>Competition from feral honey bees, <i>Apis mellifera</i> L.</i>	<i>Invasion of native plant communities by <i>Chrysanthemoides monilifera</i></i>
<i>Forest eucalypt dieback associated with over-abundant psyllids and Bell Miners</i>	<i>Invasion of native plant communities by exotic perennial grasses</i>
<i>Herbivory and environmental degradation caused by feral deer</i>	<i>Invasion of the Yellow Crazy Ant, <i>Anoplolepis gracilipes</i> (Fr. Smith) into NSW</i>
<i>High frequency fire resulting in the disruption of life cycle processes in plants and animals and loss of vegetation structure and composition</i>	<i>Invasion, establishment and spread of Lantana (<i>Lantana camara</i> L. sens. Lat)</i>
<i>Importation of Red Imported Fire Ants <i>Solenopsis invicta</i> Buren 1792</i>	<i>Loss and degradation of native plant and animal habitat by invasion of escaped garden plants, including aquatic plants</i>

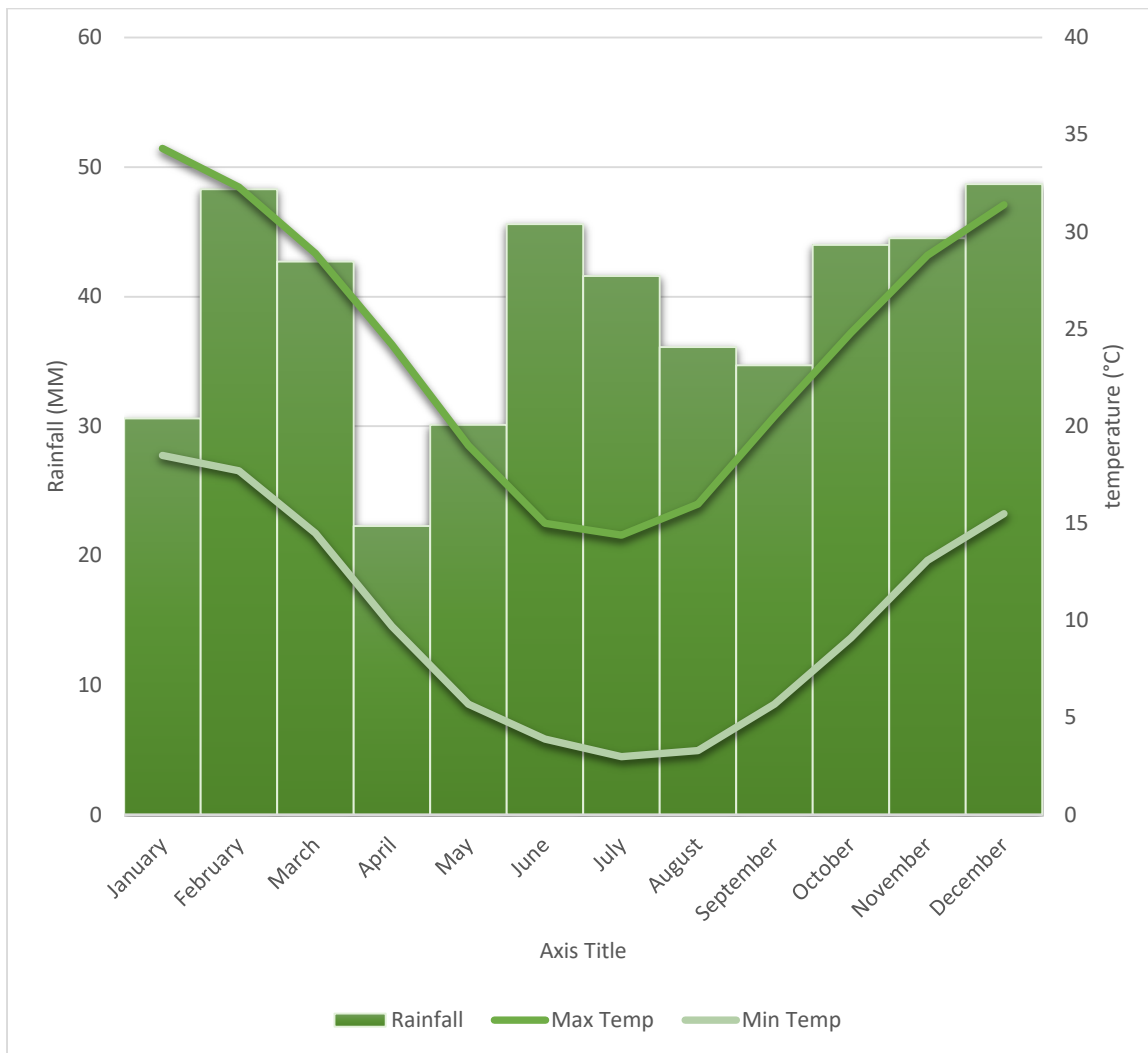


<i>Infection by Psittacine Circoviral (beak and feather) disease affecting endangered psittacine species and populations.</i>	<i>Loss of Hollow-bearing Trees</i>
<i>Infection of frogs by amphibian chytrid causing the disease chytridiomycosis</i>	<i>Predation and hybridisation by Feral Dogs, <i>Canis lupus familiaris</i></i>
<i>Infection of native plants by <i>Phytophthora cinnamomi</i></i>	<i>Predation by <i>Gambusia holbrooki</i> Girard, 1859 (Plague Minnow or Mosquito Fish)</i>
<i>Predation by the European Red Fox <i>Vulpes (Linnaeus, 1758)</i></i>	<i>Predation by the Feral cat <i>Felis catus (Linnaeus, 1758)</i></i>
<i>Predation, habitat degradation, competition and disease transmission by Feral Pigs, <i>Sus scrofa Linnaeus 1758</i></i>	<i>Removal of dead wood and dead trees</i>
<i>Aggressive exclusion of birds from woodland and forest habitat by abundant Noisy Miners <i>Manorina melanocephala</i></i>	<i>Loss or degradation (or both) of sites used for hill-topping by butterflies</i>

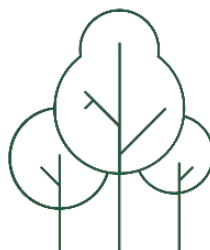


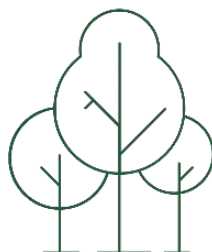
Geography & Climate

The average annual rainfall for West Wyalong is 437.2 millimetres with an average maximum temperature of 24°C and average minimum temperature of 9.9°C.



The topography throughout the LGA is generally undulating to flat with an altitude ranging from 200 metres to 483 metres. Soils are predominantly clay with some granite soils and red brown earth. Soils in the Shire are mostly neutral in ph.





Utilisation of Existing Resources

CSP 6.1 – Consult with the community and relevant stakeholders regarding waste management options throughout the Shire.

CSP 6.2 – Reduce reliance on landfill by increasing resource recovery, waste minimisation and community education.

Bland Shire Council participates in the REROC Waste Forum which was established in 1997 to promote cooperation between REROC member councils in relation to waste management.

The Waste Forum focuses on a two-pronged approach to waste management in the region:

- Projects to improve community awareness and behaviour in relation to waste issues;
- Projects to identify and implement solutions in resource and infrastructure management.

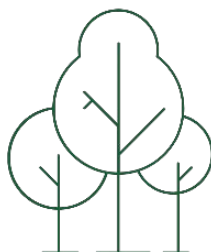
This new service complements the existing recycling service provided at the West Wyalong Landfill for everyday items such as plastic, glass and paper products.

During the term, Council continued to participate in Clean Up Australia Day, by providing “Free Tip Days”. The initiative was heavily promoted through local press and social media with community members urged to clear their gutters, clean their yards and dispose of unwanted rubbish around the home.

The initiative spreads a positive environmental message as well as promoting Council’s landfills.

Litter fences at the West Wyalong and Barmedman Landfills were erected to reduce the amount of windblown rubbish making its way onto neighbouring properties. Other works completed at the West Wyalong Landfill included:

- Tyre and mattress collection cages were installed to enable to transport to recyclers on a regular basis
- Mulching of green waste stockpiles with mulch utilised on site for rehabilitation works
- Mobile collection stations were installed at the Home and Community Care Centre and Bernadi’s Supermarket
- Tree planting and rehabilitation works were also undertaken.



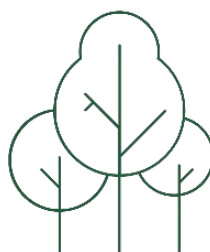
West Wyalong/Wyalong Flood Study

CSP 16.1 – Ensure a sustainable environment for current and future generations through effective management and planning for the long-term future by ensuring appropriate land is zoned and available to support business and industry growth.

Bland Shire Council received financial grant funding from the NSW Floodplain Management Program managed by the Department of Planning, Industries and Environment (DPIE) to undertake a flood study for the townships of Wyalong and West Wyalong.

The primary objective of the flood study is to carry out a comprehensive flood investigation to help Council understand flood behaviour and flood patterns within the Wyalong/West Wyalong catchment study area.

The main objective for Bland Shire Council is to provide the community with a better understanding of flood behaviour and potential impacts from flood inundation. The information will assist Council to improve flood planning and help set parameters around design flood heights for future development.



The Wetlands

CSP 7.1 – Ensure adequate water storage and management for future use within Council’s community facilities.

Council continues to invest heavily in “The Wetlands”.

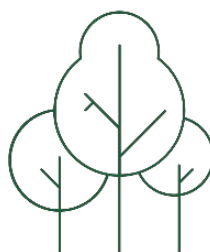
Situated between the twin towns of West Wyalong and Wyalong, “The Wetlands” is delivering cultural, economic, environmental and social benefits to the community of West Wyalong and the Bland Shire.

The carefully designed facility has helped ease drainage problems in the area, facilitate the collection of run-off water from the towns and is a primary water source for all parks, gardens and recreation facilities in West Wyalong – helping to drought proof key community facilities for several years.

“The Wetlands” was developed on a pre-existing bird and wildlife sanctuary which has been reinvigorated to once again attract vast and rare species of birdlife, which are protected from threats such as foxes by a land island purposely built in the middle of the facility.

The initiative has already achieved success with rare magpie geese settling in “The Wetlands”. It has been more than ten years since they were last spotted in the area.

“The Wetland” cover an area of 6.547 hectares, with an area of 3.859 hectares that was revegetated with indigenous plants which are outlined in special signage around the area developed in consultation with the Local Aboriginal Land Council.



Stormwater Harvesting

CSP 7.2 – Effectively manage and maintain existing stormwater and sewerage infrastructure.

With outstanding parks, gardens and sporting fields a valued aspect of Bland Shire life, Council has taken measured additional steps to help drought proof the Bland Shire.



Following recent works to increase the capacity of Council’s Boundary Street dam, Council increased the capacity of the West Wyalong airport dam in 2019-2020.

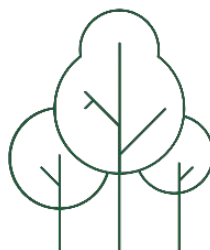
The additional capacities are considered necessary for Council to improve its effluent/waste water recycling and optimise its ability to maintain services during periods of drought.

Council recently resolved to purchase additional water entitlements to allow for the increased storage capacity and cater for the future water storage needs of Bland Shire.

Council’s Director of Technical Services, Will Marsh, told Council It would be “prudent to buy all our water storage requirements now because as reserves dwindle the price will go up”.

The works build on Council’s long term stormwater harvesting strategies aimed at maximising the use of captured stormwater and recycled water through enlarging existing stormwater catchment dams and construction of new dams in addition to the installation of water tanks and individual pumping systems to manage the water.

The works have resulted in an increased reduction in the use of potable water for irrigation.



Engineering Efficiency and Effectiveness

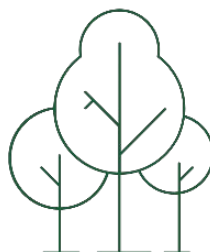
CSP 9.1 – Responsibly manage asset renewal and maintenance for current and future generations.

Bland Shire Council conducted risk assessments in climate adaptability within the Shire during 2021. Our roads infrastructure was identified as high risk to significant impact from climate change, particularly high temperatures and reduced rainfall. Council sought to complete a trial of various road treatment methods to identify practices and products that would deliver sustained benefits to the environment such as reduced water usage, less raw materials required, reduced carbon footprint, as well as providing cost effectiveness to ratepayers.

Bland Shire Council was awarded a grant for the trial from the Increasing Resilience to Climate Change program. As part of Bland Shire’s unsealed road treatment trial, council will make results available to other NSW Councils and its project partners.

The objective of the trial was to identify a best practice in road construction and maintenance and implement these practices into our unsealed road strategy and update policy and procedures where required. The updated policy, procedures and strategy would identify climate resilient methods of constructing and maintaining our unsealed roads network.

Hollands Lane was chosen to be part of the trial, as it was a consistent straight road that would present typical results along its length. Research was undertaken into products and processes that may increase the useful life of unsealed roads and reduce the need for maintenance. Information and costings were sought from multiple business’ and organisations and collated in a spreadsheet. From this, products were chosen on costs, environmental performance, the ability for council to construct (no specialised equipment/staff required) and suitability to our soils.



Environmental Activities



During the term Bland Shire Council partnered with the Lake Cowal Conservation Centre to host a series of community events:

Wild Flower Walk

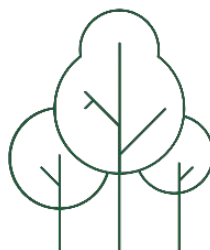
Wild Flower Walks have been a popular event in the Bland Shire for many years. The most recent walk was held in September 2020.

The event was attended by approximately 15 people who enjoyed a day of great weather full of orchids and lilies.

Birds and Binos

A birds and binos walk was held in October 2020. This event contributed to the Aussie Backyard Bird Count and provide an opportunity for the community to come together to observe the birdlife of Lake Cowal.

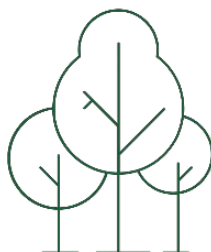
The event sparked a local tourism boom after a media report on the ABC encouraged bird watchers from across NSW to visit Lake Cowal.



Community Dust Monitor

Dust storms are frequent in Australia and can have a significant impact on soil resources, the economy and people. Dust storms are caused by wind erosion and cause soil and nutrient losses to farmers, degrade natural environments and damage human health and infrastructure.

Bland Shire Council has joined the Community Dustwatch Monitoring Program which is a national initiative to monitor dust storms across Australia. The monitoring station at the West Wyalong Airport is one of 40 located across southern Australia.



Bland Shire Council

ANNUAL FINANCIAL STATEMENTS
for the year ended 30 June 2021



Bland Shire Council

GENERAL PURPOSE FINANCIAL STATEMENTS

for the year ended 30 June 2021



Bland Shire Council

General Purpose Financial Statements

for the year ended 30 June 2021

Contents	Page
Understanding Council's Financial Statements	3
Statement by Councillors and Management	4
Primary Financial Statements:	
Income Statement	5
Statement of Comprehensive Income	6
Statement of Financial Position	7
Statement of Changes in Equity	8
Statement of Cash Flows	9
Notes to the Financial Statements	10
Independent Auditor's Reports:	
On the Financial Statements (Sect 417 [2])	83
On the Financial Statements (Sect 417 [3])	86

Overview

Bland Shire Council is constituted under the Local Government Act 1993 (NSW) and has its principal place of business at:

6-10 Shire Street
West Wyalong NSW 2671

Council's guiding principles are detailed in Chapter 3 of the LGA and includes:

- principles applying to the exercise of functions generally by council,
- principles to be applied when making decisions,
- principles of community participation,
- principles of sound financial management, and
- principles for strategic planning relating to the development of an integrated planning and reporting framework.

A description of the nature of Council's operations and its principal activities are provided in Note B1-2.

Through the use of the internet, we have ensured that our reporting is timely, complete and available at minimum cost. All press releases, financial statements and other information are publicly available on our website: www.blandshire.nsw.gov.au

Bland Shire Council

General Purpose Financial Statements

for the year ended 30 June 2021

Understanding Council's Financial Statements

Introduction

Each year NSW local governments are required to present audited financial statements to their council and community.

What you will find in the Statements

The financial statements set out the financial performance, financial position and cash flows of Council for the financial year ended 30 June 2021.

The format of the financial statements is standard across all NSW Councils and complies with both the accounting and reporting requirements of Australian Accounting Standards and requirements as set down by the Office of Local Government.

About the Councillor/Management Statement

The financial statements must be certified by senior staff as 'presenting fairly' the Council's financial results for the year and are required to be adopted by Council – ensuring both responsibility for and ownership of the financial statements.

About the Primary Financial Statements

The financial statements incorporate five "primary" financial statements:

1. The Income Statement

Summarises Council's financial performance for the year, listing all income and expenses. This statement also displays Council's original adopted budget to provide a comparison between what was projected and what actually occurred.

2. The Statement of Comprehensive Income

Primarily records changes in the fair value of Council's Infrastructure, property, plant and equipment.

3. The Statement of Financial Position

A 30 June snapshot of Council's financial position indicating its assets, liabilities and "net wealth".

4. The Statement of Changes in Equity

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

5. The Statement of Cash Flows

Indicates where Council's cash came from and where it was spent. This statement also displays Council's original adopted budget to provide a comparison between what was projected and what actually occurred.

About the Notes to the Financial Statements

The Notes to the Financial Statements provide greater detail and additional information on the five primary financial statements.

About the Auditor's Reports

Council's financial statements are required to be audited by the NSW Audit Office.

In NSW the auditor provides 2 audit reports:

1. an opinion on whether the financial statements present fairly the Council's financial performance and position, and
2. their observations on the conduct of the audit, including commentary on the Council's financial performance and financial position.

Who uses the Financial Statements?

The financial statements are publicly available documents and must be presented at a Council meeting between seven days and five weeks after the date of the audit report.

The public can make submissions to Council up to seven days subsequent to the public presentation of the financial statements.

Council is required to forward an audited set of financial statements to the Office of Local Government.

Bland Shire Council

General Purpose Financial Statements

for the year ended 30 June 2021

Statement by Councillors and Management made pursuant to Section 413(2)(c) of the *Local Government Act 1993* (NSW)

The attached general purpose financial statements have been prepared in accordance with:

- the *Local Government Act 1993* and the regulations made thereunder,
- the Australian Accounting Standards and other pronouncements of the Australian Accounting Standards Board
- the Local Government Code of Accounting Practice and Financial Reporting.

To the best of our knowledge and belief, these statements:

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

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

Signed in accordance with a resolution of Council made on 21 September 2021.



Brian Monaghan
Mayor
21 September 2021



Rodney Crowe
Councillor
21 September 2021



Ray Smith PSM
General Manager
21 September 2021



Leesa Bryant
Responsible Accounting Officer
21 September 2021

Bland Shire Council

Statement of Comprehensive Income

for the year ended 30 June 2021

\$ '000	Notes	2021	2020
Net operating result for the year – from Income Statement		6,234	16,753
Other comprehensive income:			
Amounts which will not be reclassified subsequently to the operating result			
Gain (loss) on revaluation of infrastructure, property, plant and equipment	C1-6	<u>808</u>	<u>25,382</u>
Total items which will not be reclassified subsequently to the operating result		808	25,382
Total other comprehensive income for the year		808	25,382
Total comprehensive income for the year attributable to Council		7,042	42,135

The above Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

Bland Shire Council

Statement of Financial Position

as at 30 June 2021

\$ '000	Notes	2021	2020
ASSETS			
Current assets			
Cash and cash equivalents	C1-1	5,564	7,130
Investments	C1-2	32,700	34,200
Receivables	C1-4	1,117	1,628
Inventories	C1-5	1,503	1,326
Total current assets		40,884	44,284
Non-current assets			
Investments	C1-2	13,000	6,000
Receivables	C1-4	506	210
Infrastructure, property, plant and equipment	C1-6	354,781	347,035
Investment property	C1-7	1,254	1,254
Other		198	198
Total non-current assets		369,739	354,697
Total assets		410,623	398,981
LIABILITIES			
Current liabilities			
Payables	C3-1	1,126	938
Contract liabilities	C3-2	3,190	172
Borrowings	C3-3	93	93
Employee benefit provisions	C3-4	2,730	2,729
Total current liabilities		7,139	3,932
Non-current liabilities			
Payables	C3-1	39	39
Borrowings	C3-3	800	925
Employee benefit provisions	C3-4	2	2
Provisions	C3-5	5,901	4,383
Total non-current liabilities		6,742	5,349
Total liabilities		13,881	9,281
Net assets		396,742	389,700
EQUITY			
Accumulated surplus		164,027	157,793
IPPE revaluation reserve	C4-1	232,715	231,907
Council equity interest		396,742	389,700
Total equity		396,742	389,700

The above Statement of Financial Position should be read in conjunction with the accompanying notes.

Bland Shire Council

Statement of Changes in Equity

for the year ended 30 June 2021

\$ '000	as at 30/06/21			as at 30/06/20		
	Accumulated surplus	IPPE revaluation reserve	Total equity	Accumulated surplus	IPPE revaluation reserve	Total equity
Opening balance at 1 July	157,793	231,907	389,700	143,872	206,525	350,397
Changes due to AASB 1058 and AASB 15 adoption	-	-	-	(2,832)	-	(2,832)
Restated opening balance	157,793	231,907	389,700	141,040	206,525	347,565
Net operating result for the year	6,234	-	6,234	16,753	-	16,753
Restated net operating result for the period	6,234	-	6,234	16,753	-	16,753
Other comprehensive income						
Gain (loss) on revaluation of infrastructure, property, plant and equipment	-	808	808	-	25,382	25,382
Other comprehensive income	-	808	808	-	25,382	25,382
Total comprehensive income	6,234	808	7,042	16,753	25,382	42,135
Closing balance at 30 June	164,027	232,715	396,742	157,793	231,907	389,700

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

Bland Shire Council

Statement of Cash Flows

for the year ended 30 June 2021

Original unaudited budget 2021	\$ '000	Notes	Actual 2021	Actual 2020
Cash flows from operating activities				
<i>Receipts:</i>				
9,438	Rates and annual charges		9,770	9,721
1,116	User charges and fees		1,413	1,282
420	Investment and interest revenue received		603	744
11,775	Grants and contributions		21,649	24,891
1,500	Other		1,917	1,371
<i>Payments:</i>				
(6,919)	Employee benefits and on-costs		(7,081)	(6,777)
(9,411)	Materials and services		(7,689)	(5,797)
(101)	Borrowing costs		(208)	(39)
–	Bonds, deposits and retention amounts refunded		(1)	(2)
(634)	Other		(589)	(2,829)
<u>7,184</u>	Net cash flows from operating activities	G1-1	<u>19,784</u>	<u>22,565</u>
Cash flows from investing activities				
<i>Receipts:</i>				
325	Sale of real estate assets		233	–
500	Sale of infrastructure, property, plant and equipment		558	569
<i>Payments:</i>				
–	Purchase of investment securities		(13)	(9,503)
–	Acquisition of term deposits		(5,500)	–
–	Purchase of investment property		–	(888)
(14,506)	Purchase of infrastructure, property, plant and equipment		(16,332)	(11,383)
–	Purchase of real estate assets		(171)	(507)
<u>(13,681)</u>	Net cash flows from investing activities		<u>(21,225)</u>	<u>(21,712)</u>
Cash flows from financing activities				
<i>Payments:</i>				
(150)	Repayment of borrowings		(125)	(75)
<u>(150)</u>	Net cash flows from financing activities		<u>(125)</u>	<u>(75)</u>
<u>(6,647)</u>	Net change in cash and cash equivalents		<u>(1,566)</u>	<u>778</u>
7,130	Cash and cash equivalents at beginning of year		7,130	6,352
<u>483</u>	Cash and cash equivalents at end of year	C1-1	<u>5,564</u>	<u>7,130</u>
45,000	plus: Investments on hand at end of year	C1-2	45,700	40,200
<u>45,483</u>	Total cash, cash equivalents and investments		<u>51,264</u>	<u>47,330</u>

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

Bland Shire Council

Contents for the notes to the Financial Statements for the year ended 30 June 2021

A About Council and these financial statements	12
A1-1 Basis of preparation	12
B Financial Performance	15
B1 Functions or activities	15
B1-1 Functions or activities – income, expenses and assets	15
B1-2 Components of functions or activities	16
B2 Sources of income	17
B2-1 Rates and annual charges	17
B2-2 User charges and fees	18
B2-3 Other revenue	19
B2-4 Grants and contributions	20
B2-5 Interest and investment income	24
B2-6 Other income	24
B3 Costs of providing services	25
B3-1 Employee benefits and on-costs	25
B3-2 Materials and services	26
B3-3 Borrowing costs	26
B3-4 Depreciation, amortisation and impairment of non-financial assets	27
B3-5 Other expenses	28
B4 Gains or losses	29
B4-1 Gain or loss from the disposal, replacement and de-recognition of assets	29
B5 Performance against budget	30
B5-1 Material budget variations	30
C Financial position	32
C1 Assets we manage	32
C1-1 Cash and cash equivalents	32
C1-2 Financial investments	33
C1-3 Restricted cash, cash equivalents and investments	34
C1-4 Receivables	35
C1-5 Inventories	37
C1-6 Infrastructure, property, plant and equipment	39
C1-7 Investment properties	43
C2 Leasing activities	44
C2-1 Council as a lessee	44
C2-2 Council as a lessor	45
C3 Liabilities of Council	47
C3-1 Payables	47
C3-2 Contract Liabilities	48
C3-3 Borrowings	48
C3-4 Employee benefit provisions	51
C3-5 Provisions	51
C4 Reserves	54

Bland Shire Council

Contents for the notes to the Financial Statements for the year ended 30 June 2021

C4-1 Nature and purpose of reserves	54
D Council structure	55
D1 Results by fund	55
D1-1 Income Statement by fund	55
D1-2 Statement of Financial Position by fund	56
E Risks and accounting uncertainties	57
E1-1 Risks relating to financial instruments held	57
E2-1 Fair value measurement	61
E3-1 Contingencies	68
F People and relationships	71
F1 Related party disclosures	71
F1-1 Key management personnel (KMP)	71
F1-2 Councillor and Mayoral fees and associated expenses	72
F2 Other relationships	73
F2-1 Audit fees	73
G Other matters	74
G1-1 Statement of Cash Flows information	74
G2-1 Commitments	75
G3 Statement of developer contributions as at 30 June 2021	76
G3-1 Summary of developer contributions	76
G3-2 Developer contributions by plan	77
G4 Statement of performance measures	78
G4-1 Statement of performance measures – consolidated results	78
G4-2 Statement of performance measures by fund	79
H Additional Council disclosures (unaudited)	80
H1-1 Statement of performance measures – consolidated results (graphs)	80
H1-2 Council information and contact details	82

A About Council and these financial statements

A1-1 Basis of preparation

These financial statements were authorised for issue by Council on 21 September 2021. Council has the power to amend and reissue these financial statements in cases where critical information is received from public submissions or where the OLG directs Council to amend the financial statements.

The principal accounting policies adopted in the preparation of these consolidated financial statements are set out below.

These policies have been consistently applied to all the years presented, unless otherwise stated.

These general purpose financial statements have been prepared in accordance with Australian Accounting Standards and Australian Accounting Interpretations, the *Local Government Act 1993 (Act)* and *Local Government (General) Regulation 2005 (Regulation)*, and the Local Government Code of Accounting Practice and Financial Reporting.

Council is a not for-profit entity.

The financial statements are presented in Australian dollars and are rounded to the nearest thousand dollars.

Historical cost convention

These financial statements have been prepared under the historical cost convention, as modified by the revaluation of certain financial assets and liabilities and certain classes of infrastructure, property, plant and equipment and investment property.

Significant accounting estimates and judgements

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Council's accounting policies.

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

Critical accounting estimates and assumptions

Council makes estimates and assumptions concerning the future.

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

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year include:

- (i) estimated fair values of infrastructure, property, plant and equipment – refer C1-6
- (ii) employee benefit provisions – refer C3-4
- (iii) estimated tip remediation provisions - refer C3-5

Covid-19 Impacts

During the 2021 financial year, Covid-19 ("Covid") has continued to cause a disruption to Council's business practices with a number of staff working remotely from home when required. Whilst this has caused some inconvenience it has not resulted in significant additional cost. Some costs have been incurred for additional equipment and staff salaries for employees required to isolate.

Council provided some rent relief to 186 Main Street (Hall & Co) to compensate for lost income due to the lockdown restrictions and some additional costs have been incurred in the cleaning of Council facilities. Council also offered community groups donations up to \$4,000 each to assist with the Covid implications.

Overall the financial impact has not been significant and is not anticipated to increase in future years.

Council is of the view that physical non-current assets will not experience substantial declines in value due to Covid. Fair value of the majority of Council's non-current assets is determined by replacement cost where there is no anticipated material change in value due to Covid.

For assets where fair value is determined by market value Council has no evidence of material changes to these values.

A1-1 Basis of preparation (continued)

Significant judgements in applying the Council's accounting policies

(i) Impairment of receivables

Council has made a significant judgement about the impairment of a number of its receivables – refer Note C1-4.

(ii) Determination of whether performance obligations are sufficiently specific and whether the contract is within the scope of AASB 15 *Revenue from Contracts with Customers* and/or AASB 1058 *Income of Not-forProfit Entities* - refer to Notes B2-2 - B2-4.

Monies and other assets received by Council

The Consolidated Fund

In accordance with the provisions of Section 409(1) of the Local Government Act 1993 (NSW), all money and property received by Council is held in the Council's Consolidated Fund unless it is required to be held in the Council's Trust Fund. The Consolidated Fund as been included in the financial statements of Council.

Cash and other assets of the following entities have been included as part of the Consolidated Fund:

- General purpose operations
- Sewerage service

The Trust Fund

In accordance with the provisions of Section 411 of the *Local Government Act 1993 (NSW)* (as amended), a separate and distinct Trust Fund is maintained to account for all money and property received by the council in trust which must be applied only for the purposes of, or in accordance with, the trusts relating to those monies. Trust monies and other assets subject to Council's control have been included in these reports

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

Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the taxation authority. In this case it is recognised as part of the cost of acquisition of the asset or as part of the expense.

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the Statement of Financial Position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities that are recoverable from, or payable to, the taxation authority, are presented as operating cash flows.

Volunteer services

Bland Shire Council is fortunate to have community minded individuals volunteering for Council in several service areas including, but not limited to the library, children's services, aged care services and community services. The volunteer services have not been recognised in these financial statements given that Council is not in a position to purchase these services had they not been provided voluntarily and the fair value is going to be an unreliable measure. This treatment of volunteer services is acceptable under AASB 1058.

New accounting standards and interpretations issued not yet effective

New accounting standards and interpretations issued but not yet effective

Certain new accounting standards and interpretations (ie. pronouncements) have been published by the Australian Accounting Standards Board that are not mandatory for the 30 June 2021 reporting period.

Council has elected not to apply any of these pronouncements in these financial statements before their operative dates.

As at the date of authorisation of these financial statements Council does not consider that any of these new (and still to be applied) standards and interpretations are likely to have a material impact on the Council's future financial statements, financial position, financial performance or cash flows.

A1-1 Basis of preparation (continued)

New accounting standards adopted during the year

During the year Council adopted all accounting standards and interpretations (as issued by the Australian Accounting Standards Board) which were mandatorily effective from the first time at 30 June 2021.

None of these standards had an impact on the reported position or performance.

B Financial Performance

B1 Functions or activities

B1-1 Functions or activities – income, expenses and assets

Income, expenses and assets have been directly attributed to the following functions or activities. Details of those functions or activities are provided in Note B1-2.

\$ '000	Income		Expenses		Operating result		Grants and contributions		Carrying amount of assets	
	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020
Functions or activities										
Our People	606	2,053	4,698	2,515	(4,092)	(462)	1,409	6,857	184	–
Our Places	18,090	21,283	19,053	16,936	(963)	4,347	17,130	14,080	367,949	326,425
Our Leadership	12,293	17,194	873	3,342	11,420	13,852	–	4,538	271	–
Our Prosperity	5	224	136	1,208	(131)	(984)	92	699	42,219	40,831
Other	–	–	–	–	–	–	–	–	–	31,725
Total functions and activities	30,994	40,754	24,760	24,001	6,234	16,753	18,631	26,174	410,623	398,981

B1-2 Components of functions or activities

Our People

Ensure health and support services address the needs of the community. Partner with organisations to strengthen community health and safety. Nurture a strong sense of community and enrich the cultural life of the residents. Ensure services are accessible for all residents.

Our Places

Work in partnership with key stakeholders to provide equitable access to Council's road infrastructure, services and facilities. Manage waste and recycling to improve the utilisation of existing resources, including exploring new technologies. Manage water and sewerage resources. Ensure that public places and facilities are well maintained and easily accessible. Develop, implement and monitor appropriate programs, plans and budgets for the effective and efficient management of Council's assets and infrastructure.

Our Leadership

To provide quality leadership, governance and management to develop strong community partnerships. Provide opportunities for all stakeholders to contribute to Council's decision making. Lead the community. Develop and maintain a framework of plans and policies that ensures open and transparent Council information.

Our Prosperity

Work with our communities and businesses to use our resources in a sustainable way for the future of the Bland Shire. Promote the Shire as a place to do business. Visitors and tourists are welcomed.

B2 Sources of income

B2-1 Rates and annual charges

\$ '000	Timing	2021	2020
Ordinary rates			
Residential	2	1,260	1,215
Farmland	2	4,143	4,038
Mining	2	980	955
Business	2	506	494
Less: pensioner rebates (mandatory)	2	(67)	(69)
Rates levied to ratepayers		6,822	6,633
Pensioner rate subsidies received	2	41	42
Total ordinary rates		6,863	6,675
Special rates			
Sewerage services	2	1,674	1,556
Rates levied to ratepayers		1,674	1,556
Total special rates		1,674	1,556
Annual charges			
<small>(pursuant to s.496, s.496A, s.496B, s.501 & s.611)</small>			
Domestic waste management services	2	945	805
Waste management services (non-domestic)	2	290	264
Less: pensioner rebates (mandatory)	2	(52)	–
Annual charges levied		1,183	1,069
Pensioner subsidies received:			
– Sewerage	2	19	20
– Domestic waste management	2	25	26
Total annual charges		1,227	1,115
Total rates and annual charges		9,764	9,346

Council has used 2019 year valuations provided by the NSW Valuer General in calculating its rates.

Accounting policy

Rates and annual charges are recognised as revenue when the Council obtains control over the assets comprising these receipts.

Pensioner rebates relate to reductions in rates and certain annual charges for eligible pensioners' place of residence in the local government council area that are not subsidised by the NSW Government.

Pensioner rate subsidies are received from the NSW Government to provide a contribution towards the pensioner rebates.

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

B2-2 User charges and fees

\$ '000	Timing	2021	2020
Specific user charges			
(per s.502 - specific 'actual use' charges)			
Domestic waste management services	2	299	269
Sewerage services	2	33	30
Waste management services (non-domestic)	2	64	49
Total specific user charges		396	348
Other user charges and fees			
(i) Fees and charges – statutory and regulatory functions (per s.608)			
Planning and building regulation	2	213	123
Private works – section 67	2	31	908
Section 603 certificates	2	18	14
Total fees and charges – statutory/regulatory		262	1,045
(ii) Fees and charges – other (incl. general user charges (per s.608))			
Aerodrome	2	1	–
Aged care	2	64	41
Cemeteries	2	65	114
Child care	2	149	208
Lease rentals	2	–	217
Leaseback fees – Council vehicles	2	50	46
Transport for NSW works (state roads not controlled by Council)	2	3	4
Saleyards	2	30	24
Community amenities	2	60	49
Community development	2	6	10
Drainage diagrams	2	5	3
Libraries	2	4	2
Public health	2	15	11
Total fees and charges – other		452	729
Total user charges and fees		1,110	2,122
Timing of revenue recognition for user charges and fees			
User charges and fees recognised over time (1)		–	–
User charges and fees recognised at a point in time (2)		1,110	2,122
Total user charges and fees		1,110	2,122

Accounting policy

Revenue arising from user charges and fees is recognised when or as the performance obligation is completed and the customer receives the benefit of the goods / services being provided.

The performance obligation relates to the specific services which are provided to the customers and generally the payment terms are within 30 days of the provision of the service or in some cases such as caravan parks, the customer is required to pay on arrival or a deposit in advance. There is no material obligation for Council in relation to refunds or returns.

Where an upfront fee is charged such as joining fees for the leisure centre the fee is recognised on a straight-line basis over the expected life of the membership.

Licences granted by Council are all either short-term or low value and all revenue from licences is recognised at the time that the licence is granted rather than over the term of the licence.

B2-3 Other revenue

\$ '000	Timing	2021	2020
Rental income – investment property	2	55	40
Fines	2	2	6
Commissions and agency fees	2	1	–
Diesel rebate	2	83	95
Insurance claims recoveries	2	9	65
Sales – general	2	22	12
Donations	2	1	2
Paid parental leave	2	15	41
Staff contributions	2	33	17
WHS incentive	2	27	6
Other	2	210	839
Total other revenue		458	1,123

Timing of revenue recognition for other revenue

Other revenue recognised over time (1)	–	–
Other revenue recognised at a point in time (2)		1,123
Total other revenue		1,123

Accounting policy for other revenue

Where the revenue is earned for the provision of specified goods / services under an enforceable contract, revenue is recognised when or as the obligations are satisfied.

Statutory fees and fines are recognised as revenue when the service has been provided, the payment is received or when the penalty has been applied, whichever occurs first.

Other revenue is recorded when the payment is due, the value of the payment is notified, or the payment is received, whichever occurs first.

B2-4 Grants and contributions

\$ '000	Timing	Operating 2021	Operating 2020	Capital 2021	Capital 2020
General purpose grants and non-developer contributions (untied)					
General purpose (untied)					
Current year allocation					
Financial assistance – general component	2	2,326	2,346	–	–
Financial assistance – local roads component	2	1,508	1,521	–	–
Payment in advance - future year allocation					
Financial assistance – general component	2	2,492	2,487	–	–
Financial assistance – local roads component	2	1,615	1,612	–	–
Other					
Other grants	2	–	2,872	17	–
Amount recognised as income during current year		7,941	10,838	17	–
Special purpose grants and non-developer contributions (tied)					
Cash contributions					
Bushfire and emergency services	2	42	15	–	–
Community care	2	68	56	–	–
Community centres	2	179	182	–	–
Economic development	2	23	–	–	–
Library	2	87	74	–	–
Noxious weeds	2	62	61	–	–
Recreation and culture	1	–	–	–	849
Storm/flood damage	2	10	46	–	–
Childrens services	2	1,268	1,360	–	–
Community services	2	101	655	–	–
Street lighting	2	159	–	–	–
Transport (roads to recovery)	2	–	–	3,967	2,775
Transport (other roads and bridges funding)	2	14	365	1,018	8,894
Other specific grants	2	–	4	–	–
Bushfire services	2	191	–	–	–
Recreation and culture	1	–	18	–	–
Transport for NSW contributions (regional roads, block grant)	2	–	–	1,121	1,229
Tourism	2	234	–	–	8
Other contributions	2	308	89	–	–
Stronger Country Communities - Council Projects	1	–	–	80	–
Stronger Country Communities - Community Projects	1	–	–	104	–
Resources for Regions Council Projects	1	–	–	327	–
Resources for Regions Community Projects	1	–	–	–	–
Local Roads & Community Infrastructure - Council Projects	1	–	–	335	–
Local Roads & Community Infrastructure - Community Projects		–	–	–	–
Showground Stimulus Program - Community Projects	2	–	–	172	–
Drought Communities	1	720	–	–	–
Total special purpose grants and non-developer contributions – cash		3,466	2,925	7,124	13,755
Non-cash contributions					
RMS contributions (regional roads, block grant)	2	–	1	–	–
Total other contributions – non-cash		–	1	–	–
Total special purpose grants and non-developer contributions (tied)		3,466	2,926	7,124	13,755

B2-4 Grants and contributions (continued)

\$ '000	Timing	Operating 2021	Operating 2020	Capital 2021	Capital 2020
Total grants and non-developer contributions					
		11,407	13,764	7,141	13,755
Comprising:					
– Commonwealth funding		8,854	7,986	4,302	2,775
– State funding		2,287	2,849	2,822	9,915
– Other funding		266	2,929	17	1,065
		11,407	13,764	7,141	13,755

B2-4 Grants and contributions (continued)

Developer contributions

\$ '000	Notes	Timing	Operating 2021	Operating 2020	Capital 2021	Capital 2020
Developer contributions: (s7.4 & s7.11 - EP&A Act, s64 of the LGA):	G3					
Cash contributions						
S 7.11 – contributions towards amenities/services		2	–	–	8	24
S 64 – sewerage service contributions		2	–	–	25	5
Other developer contributions		2	–	–	50	–
Total developer contributions – cash			–	–	83	29
Non-cash contributions						
S 64 – sewerage service contributions		2	–	–	–	3
Total developer contributions non-cash			–	–	–	3
Total developer contributions			–	–	83	32
Total contributions			–	–	83	32
Total grants and contributions			11,407	13,764	7,224	13,787
Timing of revenue recognition for grants and contributions						
Grants and contributions recognised over time (1)			720	18	846	849
Grants and contributions recognised at a point in time (2)			10,687	13,746	6,378	12,938
Total grants and contributions			11,407	13,764	7,224	13,787

B2-4 Grants and contributions (continued)

Unspent grants and contributions

Certain grants and contributions are obtained by Council on the condition they be spent in a specified manner or in a future period but which are not yet spent in accordance with those conditions are as follows:

\$ '000	Operating 2021	Operating 2020	Capital 2021	Capital 2020
Unspent grants and contributions				
Unspent funds at 1 July	2,218	2,013	2,736	819
Add: Funds recognised as revenue in the reporting year but not yet spent in accordance with the conditions	459	385	115	2,123
Less: Funds recognised as revenue in previous years that have been spent during the reporting year	-	-	-	-
Less: Funds received in prior year but revenue recognised and funds spent in current year	(429)	(180)	(168)	(206)
Unspent funds at 30 June	2,248	2,218	2,683	2,736
Contributions				
Unspent funds at 1 July	250	221	-	-
Add: contributions recognised as revenue in the reporting year but not yet spent in accordance with the conditions	-	29	-	-
Less: contributions recognised as revenue in previous years that have been spent during the reporting year	(250)	-	-	-
Unspent contributions at 30 June	-	250	-	-

Accounting policy

Grants and contributions – enforceable agreement with sufficiently specific performance obligations

Grant and contribution revenue from an agreement which is enforceable and contains sufficiently specific performance obligations is recognised as or when control of each performance obligations is transferred.

The performance obligations vary according to the agreement but include evidence of the event taking place or satisfactory achievement of milestones. Payment terms vary depending on the terms of the grant, cash is received upfront for some grants and on the achievement of certain payment milestones for others.

Performance obligations may be satisfied either at a point in time or over time and this is reflected in the revenue recognition pattern. Point in time recognition occurs when the beneficiary obtains control of the goods / services at a single time (e.g. completion of the project when a report / outcome is provided), whereas over time recognition is where the control of the services is ongoing throughout the project (e.g. provision of community health services through the year).

Where control is transferred over time, generally the input methods being either costs or time incurred are deemed to be the most appropriate methods to reflect the transfer of benefit.

Capital grants

Capital grants received by Council under an enforceable contract for the acquisition or construction of infrastructure, property, plant and equipment to identified specifications which will be under Council's control on completion are recognised as revenue as and when the obligation to construct or purchase is completed.

For construction projects, this is generally as the construction progresses in accordance with costs incurred since this is deemed to be the most appropriate measure of the completeness of the construction project.

For acquisitions of assets, the revenue is recognised when the asset is acquired and controlled by the Council.

Developer contributions

B2-4 Grants and contributions (continued)

Council has obligations to provide facilities from contribution revenues levied on developers under the provisions of sections 7.4, 7.11 and 7.12 of the *Environmental Planning and Assessment Act 1979* (EP&A Act).

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

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

Other grants and contributions

Assets, including cash, received from other grants and contributions are recognised at fair value when the asset is received. Council considers whether there are any related liability or equity items associated with the asset which are recognised in accordance with the relevant accounting standard.

Once the assets and liabilities have been recognised then income is recognised for any remaining asset value at the time that the asset is received.

B2-5 Interest and investment income

\$ '000	2021	2020
Interest on financial assets measured at amortised cost		
– Overdue rates and annual charges (incl. special purpose rates)	15	39
– Cash and investments	715	433
Total interest and investment income (losses)	730	472
Interest and investment income is attributable to:		
Unrestricted investments/financial assets:		
Overdue rates and annual charges (general fund)	15	39
General Council cash and investments	711	421
Restricted investments/funds – external:		
Sewerage fund operations	4	12
Total interest and investment income	730	472

Accounting policy

Interest income is recognised using the effective interest rate at the date that interest is earned. Dividends are recognised as income in profit or loss unless the dividend clearly represents a recovery of part of the cost of the investment.

B2-6 Other income

\$ '000	Notes	2021	2020
Rental income			
Investment properties			
Lease income (excluding variable lease payments not dependent on an index or rate)		18	23
Lease income relating to variable lease payments not dependent on an index or a rate		132	25
Total Investment properties		150	48
Other lease income			
Other		6	17
Staff Housing		96	75
Total Other lease income		151	92
Total rental income	C2-2	301	140
Total other income		301	140

B3 Costs of providing services

B3-1 Employee benefits and on-costs

\$ '000	2021	2020
Salaries and wages	5,488	3,885
Travel expenses	8	15
Employee leave entitlements (ELE)	1,284	1,348
Superannuation	858	815
Workers' compensation insurance	218	162
Fringe benefit tax (FBT)	70	65
Training costs (other than salaries and wages)	60	82
Other	28	21
Total employee costs	8,014	6,393
Less: capitalised costs	(932)	–
Total employee costs expensed	7,082	6,393
Number of 'full-time equivalent' employees (FTE) at year end	113	125

Accounting policy

Employee benefit expenses are recorded when the service has been provided by the employee.

Retirement benefit obligations

All employees of the Council are entitled to benefits on retirement, disability or death. Council contributes to various defined benefit plans and defined contribution plans on behalf of its employees.

Superannuation plans

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

Council participates in a defined benefit plan under the Local Government Superannuation Scheme, however, sufficient information to account for the plan as a defined benefit is not available and therefore Council accounts for its obligations to defined benefit plans on the same basis as its obligations to defined contribution plans, i.e. as an expense when it becomes payable – refer to E3-1 for more information.

B3-2 Materials and services

\$ '000	Notes	2021	2020
Raw materials and consumables		5,462	4,842
Contractor and consultancy costs		675	407
Audit Fees	F2-1	64	63
Previously other expenses:			
Councillor and Mayoral fees and associated expenses	F1-2	147	159
Advertising		73	88
Bank charges		20	18
Electricity and heating		223	232
Fire control expenses		108	50
Insurance		487	493
Printing and stationery		1	–
Street lighting		117	139
Subscriptions and publications		92	97
Telephone and communications		86	100
Tourism expenses (excluding employee costs)		15	–
Child care – parent fees		223	393
Other expenses		381	314
Legal expenses:			
– Legal expenses: other		4	3
Expenses from leases of low value assets		73	75
Total materials and services		8,251	7,473
Total materials and services		8,251	7,473

Accounting policy

Expenses are recorded on an accruals basis as the Council receives the goods or services.

B3-3 Borrowing costs

\$ '000	2021	2020
(i) Interest bearing liability costs		
Interest on loans	58	39
Total interest bearing liability costs	58	39
Total interest bearing liability costs expensed	58	39
(ii) Other borrowing costs		
Discount adjustments relating to movements in provisions (other than ELE)		
– Remediation liabilities	75	40
Total other borrowing costs	75	40
Total borrowing costs expensed	133	79

Accounting policy

Borrowing costs incurred for the construction of any qualifying asset are capitalised during the period of time that is required to complete and prepare the asset for its intended use or sale. Other borrowing costs are expensed as incurred.

B3-4 Depreciation, amortisation and impairment of non-financial assets

\$ '000	Notes	2021	2020
Depreciation and amortisation			
Plant and equipment		727	869
Office equipment		156	147
Furniture and fittings		4	6
Land improvements (depreciable)		52	52
Infrastructure:			
	C1-6		
– Buildings – non-specialised		814	818
– Other structures		108	105
– Roads		3,070	4,347
– Bridges		329	330
– Footpaths		171	171
– Stormwater drainage		327	327
– Sewerage network		298	297
– Swimming pools		108	108
– Other open space/recreational assets		776	757
– Other infrastructure		313	312
Reinstatement, rehabilitation and restoration assets:			
- Gravel Pits		6	11
- Sewer		1	2
Total depreciation and amortisation costs		7,260	8,659
Total depreciation, amortisation and impairment for non-financial assets		7,260	8,659

Accounting policy

Depreciation and amortisation

Depreciation and amortisation are calculated using the straight line method to allocate their cost, net of their residual values, over their estimated useful lives. Useful lives are included in C1-6 for IPPE assets.

Impairment of non-financial assets

Other non-financial assets are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows that are largely independent of the cash inflows from other assets or groups of assets (cash-generating units). Non-financial assets that suffered an impairment are reviewed for possible reversal of the impairment at each reporting date. Impairment losses for revalued assets are firstly offset against the amount in the revaluation surplus for the class of asset, with only the excess to be recognised in the Income Statement.

B3-5 Other expenses

\$ '000	Notes	2021	2020
Impairment of receivables			
Other		14	10
Total impairment of receivables	C1-4	14	10
Other			
Contributions/levies to other levels of government		622	436
Donations, contributions and assistance to other organisations (Section 356)		42	153
Total other		664	589
Total other expenses		678	599

Accounting policy

Other expenses are recorded on an accruals basis when Council has an obligation for the expenses.

Impairment expenses are recognised when identified.

B4 Gains or losses

B4-1 Gain or loss from the disposal, replacement and de-recognition of assets

\$ '000	Notes	2021	2020
Gain (or loss) on disposal of property (excl. investment property)			
Less: carrying amount of property assets sold/written off		(166)	–
Gain (or loss) on disposal		(166)	–
Gain (or loss) on disposal of plant and equipment	C1-6		
Proceeds from disposal – plant and equipment		558	569
Less: carrying amount of plant and equipment assets sold/written off		(590)	(629)
Gain (or loss) on disposal		(32)	(60)
Gain (or loss) on disposal of infrastructure	C1-6		
Less: carrying amount of infrastructure assets sold/written off		(1,378)	(725)
Gain (or loss) on disposal		(1,378)	(725)
Gain (or loss) on disposal of real estate assets held for sale	C1-5		
Proceeds from disposal – real estate assets		233	–
Gain (or loss) on disposal		233	–
Gain (or loss) on disposal of investments	C1-2		
Less: carrying amount of investments sold/redeemed/matured		(13)	(3)
Gain (or loss) on disposal		(13)	(3)
Gain (or loss) on disposal of term deposits	C1-2		
Proceeds from disposal/redemptions/maturities – term deposits		–	–
Less: carrying amount of term deposits sold/redeemed/matured		–	–
Gain (or loss) on disposal		–	–
Other Open Space/Recreational Assets			
Less: carrying amount of other open space/recreational assets sold/written off		–	(10)
Gain (or loss) on disposal		–	(10)
Net gain (or loss) on disposal of assets		(1,356)	(798)

Accounting policy

Gains and losses on disposals are determined by comparing proceeds with carrying amount. The gain or loss on sale of an asset is determined when control of the asset has irrevocably passed to the buyer and the asset is de-recognised.

B5 Performance against budget

B5-1 Material budget variations

Council's original budget was adopted by the Council on 16/06/2020 and is not required to be audited. The original projections on which the budget was based have been affected by a number of factors. These include state and federal government decisions, including new grant programs, changing economic activity, environmental factors, and by decisions made by Council.

While these General Purpose Financial Statements include the original budget adopted by Council, the Act requires Council to review its financial budget on a quarterly basis, so it is able to manage the variation between actuals and budget that invariably occur during the year.

Material variations of more than 10% between original budget and actual results or where the variance is considered material by nature are explained below.

Variation Key: **F** = Favourable budget variation, **U** = Unfavourable budget variation.

\$ '000	2021 Budget	2021 Actual	2021 ----- Variance -----	
REVENUES				
Rates and annual charges	9,438	9,764	326	3% F
User charges and fees	1,116	1,110	(6)	(1)% U
Other revenues	218	458	240	110% F
An increase of other revenues was due to the sale of computer equipment, an increase in WHS incentive payment, and other minor sales.				
Operating grants and contributions	7,275	11,407	4,132	57% F
Council received an unbudgeted advance FAG payment of \$4,107,000.				
Capital grants and contributions	4,500	7,224	2,724	61% F
Additional capital grants were received for Fixing Country Roads \$762,000, Safer Roads Program \$253,000, Resources for Regions \$327,000 and Local Roads and Community Infrastructure \$335,000.				
Interest and investment revenue	420	730	310	74% F
Additional funds were invested this year, resulting in an increase to budgeted revenue.				
Net gains from disposal of assets	605	-	(605)	(100)% U
Council did not record any net gains from the disposal of assets this year.				
Other income	114	301	187	164% F
An increase in lease payments resulted in additional income for Council this year.				

B5-1 Material budget variations (continued)

\$ '000	2021 Budget	2021 Actual	2021 ----- Variance -----	
EXPENSES				
Employee benefits and on-costs	6,919	7,082	(163)	(2)% U
Materials and services	9,411	8,251	1,160	12% F
Council saw a slight decrease in expenditure due to some grant funded projects receiving an extension of time to complete.				
Borrowing costs	51	133	(82)	(161)% U
Borrowing costs increased this year due to remediation liabilities increasing.				
Depreciation, amortisation and impairment of non-financial assets	8,889	7,260	1,629	18% F
Council undertook a comprehensive revaluation of assets including adjusting the useful lives to represent a more relevant representation for Bland Shire. This saw Council reduce its depreciation expense by over \$1 million.				
Other expenses	532	678	(146)	(27)% U
The RFS component of the Emergency Services Levy increased by \$186,389 this year. Council did not budget for such a substantial change.				
Net losses from disposal of assets	-	1,356	(1,356)	∞ U
No amount was budgeted for net losses from disposal of assets.				
STATEMENT OF CASH FLOWS				
Cash flows from operating activities	7,184	19,784	12,600	175% F
Cash flows from operating activities was higher than the budgeted amount due to additional grants received.				
Cash flows from investing activities	(13,681)	(21,225)	(7,544)	55% U
Council invested additional funds throughout the year which were unbudgeted.				
Cash flows from financing activities	(150)	(125)	25	(17)% F
Council did not take up any additional loans this year.				

C Financial position

C1 Assets we manage

C1-1 Cash and cash equivalents

\$ '000	2021	2020
Cash and cash equivalents		
Cash on hand and at bank	3,283	3,388
Cash-equivalent assets		
– Deposits at call	2,251	3,742
– Other financial assets	30	–
Total cash and cash equivalents	5,564	7,130

Reconciliation of cash and cash equivalents

Total cash and cash equivalents per Statement of Financial Position	5,564	7,130
Balance as per the Statement of Cash Flows	5,564	7,130

Accounting policy

For Statement of Cash Flow presentation purposes, cash and cash equivalents include: cash on hand; deposits held at call with financial institutions; other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value; and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities on the Statement of Financial Position.

C1-2 Financial investments

\$ '000	2021	2021	2020	2020
	Current	Non-current	Current	Non-current
Debt securities at amortised cost				
Long term deposits	32,700	13,000	34,200	6,000
Total	32,700	13,000	34,200	6,000
Total financial investments	32,700	13,000	34,200	6,000
Total cash assets, cash equivalents and investments	38,264	13,000	41,330	6,000

Accounting policy

Financial instruments are recognised initially on the date that the Council becomes party to the contractual provisions of the instrument.

On initial recognition, all financial instruments are measured at fair value plus transaction costs (except for instruments measured at fair value through profit or loss where transaction costs are expensed as incurred).

Financial assets

All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

Classification

On initial recognition, Council classifies its financial assets into the following categories – those measured at:

- amortised cost
- fair value through profit and loss (FVTPL)
- fair value through other comprehensive income – equity instrument (FVOCI-equity)

Financial assets are not reclassified subsequent to their initial recognition.

Amortised cost

Assets measured at amortised cost are financial assets where:

- the business model is to hold assets to collect contractual cash flows, and
- the contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Council's financial assets measured at amortised cost comprise trade and other receivables, term deposits and cash and cash equivalents in the Statement of Financial Position. Term deposits with an initial term of more than 3 months are classified as investments rather than cash and cash equivalents.

Subsequent to initial recognition, these assets are carried at amortised cost using the effective interest rate method less provision for impairment.

Interest income, impairment and gains or loss on de-recognition are recognised in profit or loss.

Financial assets through profit or loss

All financial assets not classified as measured at amortised cost or fair value through other comprehensive income as described above are measured at fair value through profit or loss.

Net gains or losses, including any interest or dividend income, are recognised in profit or loss.

C1-3 Restricted cash, cash equivalents and investments

\$ '000	2021	2021	2020	2020
	Current	Non-current	Current	Non-current
Total cash, cash equivalents and investments	38,264	13,000	41,330	6,000

\$ '000	2021	2020
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Details of restrictions

External restrictions – included in liabilities

Specific purpose unexpended grants – general fund	3,190	172
External restrictions – included in liabilities	3,190	172

External restrictions – other

External restrictions included in cash, cash equivalents and investments above comprise:

Developer contributions – general	150	149
Developer contributions – sewer fund	101	101
Specific purpose unexpended grants (recognised as revenue) – general fund	4,931	4,954
Sewer fund	4,595	5,187
External restrictions – other	9,777	10,391

Total external restrictions

	12,967	10,563
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Internal restrictions

Council has internally restricted cash, cash equivalents and investments as follows:

Plant and vehicle replacement	1,440	1,325
Infrastructure replacement	16,801	12,475
Employees leave entitlement	1,513	1,513
Carry over works	–	76
Land development	337	337
Total internal restrictions	20,091	15,726

Total restrictions

	33,058	26,289
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Internal restrictions over cash, cash equivalents and investments are those assets restricted only by a resolution of the elected Council.

C1-4 Receivables

\$ '000	2021 Current	2021 Non-current	2020 Current	2020 Non-current
Purpose				
Rates and annual charges	168	413	745	210
Interest and extra charges	128	-	113	-
User charges and fees	452	-	755	-
Accrued revenues				
– Interest on investments	112	-	-	-
Loans to non-profit organisations	-	93	-	-
Net GST receivable	356	-	87	-
Total	1,216	506	1,700	210
Less: provision of impairment				
Rates and annual charges	(84)	-	(57)	-
User charges and fees	(15)	-	(15)	-
Total provision for impairment – receivables	(99)	-	(72)	-
Total net receivables	1,117	506	1,628	210
Externally restricted receivables				
Sewerage services				
– Other	326	-	243	-
Total external restrictions	326	-	243	-
Unrestricted receivables	791	506	1,385	210
Total net receivables	1,117	506	1,628	210

\$ '000	2021	2020
Movement in provision for impairment of receivables		
Balance at the beginning of the year	99	72
Balance at the end of the year	99	72

C1-4 Receivables (continued)

Accounting policy

Receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less provision for impairment. Receivables are generally due for settlement within 30 days.

Impairment

Impairment of financial assets measured at amortised cost is recognised on an expected credit loss (ECL) basis.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition, and when estimating ECL, the Council considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis based on Council's historical experience and informed credit assessment, and including forward-looking information.

When considering the ECL for rates debtors, Council takes into account that unpaid rates represent a charge against the rateable property that will be recovered when the property is next sold. For non-rates debtors, Council uses the presumption that an asset which is more than 30 days past due has seen a significant increase in credit risk.

The Council uses the presentation that a financial asset is in default when:

- the other party is unlikely to pay its credit obligations to the Council in full, without recourse by the Council to actions such as realising security (if any is held) or
- the financial assets (for non-rates debtors) are more than 90 days past due.

Credit losses are measured as the present value of the difference between the cash flows due to the entity in accordance with the contract, and the cash flows expected to be received. This is applied using a probability weighted approach.

On initial recognition of the asset, an estimate of the expected credit losses for the next 12 months is recognised. Where the asset has experienced significant increase in credit risk then the lifetime losses are estimated and recognised.

Council uses the simplified approach for trade receivables where the expected lifetime credit losses are recognised on day 1.

There has been no change in the estimation techniques or significant assumptions made during the current reporting period.

The Council writes off a trade receivable when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the debtor has been placed under liquidation or has entered into bankruptcy proceedings.

None of the receivables that have been written off are subject to enforcement activity.

Where the Council renegotiates the terms of receivables due from certain customers, the new expected cash flows are discounted at the original effective interest rate and any resulting difference to the carrying value is recognised in profit or loss.

Rates and annual charges outstanding are secured against the property.

C1-5 Inventories

\$ '000	2021 Current	2021 Non-current	2020 Current	2020 Non-current
(i) Inventories at cost				
Real estate for resale	934	-	763	-
Stores and materials	569	-	563	-
Total inventories at cost	1,503	-	1,326	-
Total inventories	1,503	-	1,326	-
<hr/>				
\$ '000	2021 Current	2021 Non-current	2020 Current	2020 Non-current
Total unrestricted assets	1,503	-	1,326	-
Total inventories	1,503	-	1,326	-

C1-5 Inventories (continued)

(i) Other disclosures

\$ '000	2021 Current	2021 Non-current	2020 Current	2020 Non-current
(a) Details for real estate development				
Residential	30	-	30	-
Industrial/commercial	904	-	733	-
Total real estate for resale	934	-	763	-
(Valued at the lower of cost and net realisable value)				
Represented by:				
Acquisition costs	934	-	763	-
Total costs	934	-	763	-
Total real estate for resale	934	-	763	-
Movements:				
Real estate assets at beginning of the year	763	-	256	-
– Purchases and other costs	171	-	507	-
Total real estate for resale	934	-	763	-

Accounting policy

Raw materials and stores, work in progress and finished goods

Raw materials and stores, work in progress and finished goods are stated at the lower of cost and net realisable value. Costs are assigned to individual items of inventory on the basis of weighted average costs. Costs of purchased inventory are determined after deducting rebates and discounts. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

Land held for resale

Land held for resale is stated at the lower of cost and net realisable value. Cost is assigned by specific identification and includes the cost of acquisition, and development and borrowing costs during development. When development is completed, borrowing costs and other holding charges are expensed as incurred.

Borrowing costs included in the cost of land held for resale are those costs that would have been avoided if the expenditure on the acquisition and development of the land had not been made. Borrowing costs incurred while active development is interrupted for extended periods are recognised as expenses.

C1-6 Infrastructure, property, plant and equipment

By aggregated asset class	At 1 July 2020			Asset movements during the reporting period								At 30 June 2021		
	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount	Additions renewals	Additions new assets	Reinstatement costs for impaired assets	Carrying value of disposals	Depreciation expense	WIP transfers	Asset Remediation	Revaluation increments to equity (ARR)	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount
\$ '000														
Capital work in progress	356	–	356	2,766	355	–	–	–	(356)	–	–	3,121	–	3,121
Plant and equipment	20,252	(10,456)	9,796	–	1,517	–	(590)	(727)	–	–	–	19,335	(9,339)	9,996
Office equipment	1,905	(1,336)	569	–	81	–	–	(156)	–	–	–	1,984	(1,490)	494
Furniture and fittings	152	(136)	16	–	–	–	–	(4)	–	–	–	152	(140)	12
Land:														
– Operational land	1,445	–	1,445	–	–	–	–	–	–	–	–	1,445	–	1,445
– Community land	9,898	–	9,898	–	–	–	–	–	–	–	–	9,898	–	9,898
Land improvements – depreciable	2,589	(912)	1,677	–	–	–	–	(52)	–	–	–	2,589	(964)	1,625
Infrastructure:														
– Buildings – non-specialised	39,963	(14,333)	25,630	197	–	–	(166)	(814)	–	–	–	39,849	(15,002)	24,847
– Other structures	5,632	(2,356)	3,276	22	–	–	–	(108)	–	–	–	5,653	(2,463)	3,190
– Roads	204,492	(73,641)	130,851	5,446	–	3,800	(1,378)	(3,070)	356	–	–	207,792	(71,787)	136,005
– Bridges	18,429	(4,350)	14,079	–	–	–	–	(329)	–	–	–	18,430	(4,680)	13,750
– Footpaths	9,188	(3,996)	5,192	–	–	–	–	(171)	–	–	–	9,188	(4,167)	5,021
– Bulk earthworks (non-depreciable)	76,626	–	76,626	–	–	–	–	–	–	–	–	76,626	–	76,626
– Stormwater drainage	32,125	(9,836)	22,289	–	–	–	–	(327)	–	–	–	32,125	(10,163)	21,962
– Sewerage network	23,893	(9,002)	14,891	–	20	–	–	(298)	–	–	808	25,793	(10,372)	15,421
– Swimming pools	5,378	(1,611)	3,767	–	–	–	–	(108)	–	–	–	5,377	(1,718)	3,659
– Other open space/recreational assets	32,648	(14,259)	18,389	655	–	–	(13)	(776)	–	–	–	33,265	(15,010)	18,255
– Other infrastructure	16,634	(8,745)	7,889	41	–	–	–	(313)	–	–	–	16,675	(9,058)	7,617
Other assets:														
– Library books	517	(411)	106	–	–	–	–	–	–	–	–	517	(411)	106
Reinstatement, rehabilitation and restoration assets (refer C3-5):														
– Tip assets	280	–	280	–	–	–	–	–	–	(280)	–	–	–	–
– Gravel pits	1,461	(1,461)	–	–	–	–	–	(6)	–	1,690	–	3,151	(1,467)	1,684
– Sewer treatment facilities	67	(54)	13	–	–	–	–	(1)	–	35	–	102	(55)	47
Total infrastructure, property, plant and equipment	503,930	(156,895)	347,035	9,127	1,973	3,800	(2,147)	(7,260)	–	1,445	808	513,067	(158,286)	354,781

(1) Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

C1-6 Infrastructure, property, plant and equipment (continued)

By aggregated asset class	At 1 July 2019			Asset movements during the reporting period										At 30 June 2020		
	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount	Additions renewals ¹	Additions new assets	Reinstatement costs for impaired assets	Carrying value of disposals	Depreciation expense	WIP transfers	Adjustments and transfers	Asset Remediation	Tfrs from/(to) investment properties	Revaluation increments to equity (ARR)	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount
Capital work in progress	447	–	447	356	–	–	–	–	(447)	–	–	–	–	356	–	356
Plant and equipment	20,045	(10,246)	9,799	–	1,494	–	(628)	(869)	–	–	–	–	–	20,252	(10,456)	9,796
Office equipment	1,899	(1,190)	709	17	–	–	(10)	(147)	–	–	–	–	–	1,905	(1,336)	569
Furniture and fittings	152	(130)	22	–	–	–	–	(6)	–	–	–	–	–	152	(136)	16
Land:																
– Operational land	1,708	–	1,708	–	–	–	–	–	–	(811)	–	(352)	900	1,445	–	1,445
– Community land	2,631	–	2,631	–	–	–	–	–	–	811	–	–	6,456	9,898	–	9,898
Land improvements – non-depreciable	1,013	–	1,013	–	–	–	–	–	–	(1,013)	–	–	–	–	–	–
Land improvements – depreciable	1,576	(860)	716	–	–	–	–	(52)	–	1,013	–	–	–	2,589	(912)	1,677
Infrastructure:																
– Buildings – non-specialised	40,021	(13,516)	26,505	–	46	–	–	(818)	200	–	–	(304)	–	39,963	(14,333)	25,630
– Other structures	5,591	(2,252)	3,339	42	–	–	–	(105)	–	–	–	–	–	5,632	(2,356)	3,276
– Roads	179,376	(70,901)	108,475	2,762	–	7,164	(858)	(4,347)	–	–	–	(231)	17,886	204,492	(73,641)	130,851
– Bridges	18,429	(4,020)	14,409	–	–	–	–	(330)	–	–	–	–	–	18,429	(4,350)	14,079
– Footpaths	9,180	(3,825)	5,355	8	–	–	–	(171)	–	–	–	–	–	9,188	(3,996)	5,192
– Bulk earthworks (non-depreciable)	76,626	–	76,626	–	–	–	–	–	–	–	–	–	–	76,626	–	76,626
– Stormwater drainage	32,124	(9,508)	22,616	–	–	–	–	(327)	–	–	–	–	–	32,125	(9,836)	22,289
– Sewerage network	23,454	(8,621)	14,833	215	–	–	–	(297)	–	–	–	–	140	23,893	(9,002)	14,891
– Swimming pools	5,378	(1,503)	3,875	–	–	–	–	(108)	–	–	–	–	–	5,378	(1,611)	3,767
– Other open space/recreational assets	31,819	(13,509)	18,310	709	–	–	(3)	(757)	247	–	–	–	–	32,648	(14,259)	18,389
– Other infrastructure	16,596	(8,432)	8,164	37	–	–	–	(312)	–	–	–	–	–	16,634	(8,745)	7,889
Other assets:																
– Library books	517	(411)	106	–	–	–	–	–	–	–	–	–	–	517	(411)	106
Reinstatement, rehabilitation and restoration assets (refer C3-5):																
– Tip assets	–	–	–	–	–	–	–	–	–	(1,341)	1,621	–	–	280	–	280
– Gravel pits	2,030	(1,450)	580	–	–	–	–	(11)	–	1,341	(1,910)	–	–	1,461	(1,461)	–
– Sewer treatment facilities	107	(52)	55	–	–	–	–	(2)	–	–	(40)	–	–	67	(54)	13
Total infrastructure, property, plant and equipment	470,719	(150,426)	320,293	4,146	1,540	7,164	(1,499)	(8,659)	–	–	(329)	(887)	25,382	503,930	(156,895)	347,035

(1) Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

C1-6 Infrastructure, property, plant and equipment (continued)

Accounting policy

Initial recognition of infrastructure, property, plant and equipment (IPPE)

IPPE is measured initially at cost. Cost includes the fair value of the consideration given to acquire the asset (net of discounts and rebates) and any directly attributable cost of bringing the asset to working condition for its intended use (inclusive of import duties and taxes).

When infrastructure, property, plant and equipment is acquired by Council at significantly below fair value, the assets are initially recognised at their fair value at acquisition date.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to Council and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the Income Statement during the financial period in which they are incurred.

Useful lives of IPPE

Land is not depreciated. Depreciation on other assets is calculated using the straight-line method to allocate their cost, net of their residual values, over their estimated useful lives as follows:

Plant and equipment	Years	Other equipment	Years
Office equipment	5 to 10	Playground equipment	5 to 15
Office furniture	10 to 20	Benches, seats etc.	10 to 20
Computer equipment	4		
Vehicles	5 to 8	Buildings	
Heavy plant/road making equipment	5 to 8	Buildings: masonry	50 to 100
Other plant and equipment	5 to 15	Buildings: other	20 to 40
		Stormwater assets	
Sewer assets		Drains	80 to 100
Dams and reservoirs	80 to 100	Culverts	50 to 80
Bores	20 to 40	Flood control structures	80 to 100
Reticulation pipes: PVC	70 to 80		
Reticulation pipes: other	25 to 75		
Pumps and telemetry	15 to 20		
		Other infrastructure assets	
Transportation assets		Bulk earthworks	∞
Sealed roads: surface	20	Swimming pools	50
Sealed roads: structure	50	Other open space/recreational assets	20
Unsealed roads	20	Other infrastructure	20
Bridge: concrete	100		
Bridge: other	50		
Road pavements	60		
Kerb, gutter and footpaths	40		

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each reporting date.

Revaluation model

Infrastructure, property, plant and equipment are held at fair value. Comprehensive valuations are performed at least every xx years, however the carrying amount of assets is assessed by Council at each reporting date to confirm that it is not materially different from current fair value.

Water and sewerage network assets are indexed at each reporting period in accordance with the Rates Reference Manual issued by Department of Planning, Industry and Environment – Water.

Increases in the carrying amounts arising on revaluation are credited to the IPPE revaluation reserve. To the extent that the increase reverses a decrease previously recognising profit or loss relating to that asset class, the increase is first recognised as profit or loss. Decreases that reverse previous increases of assets in the same class are first charged against IPPE revaluation reserve to the extent of the remaining reserve attributable to the class; all other decreases are charged to the Income Statement.

Land under roads

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

C1-6 Infrastructure, property, plant and equipment (continued)

Council has elected not to recognise land under roads acquired before 1 July 2008. Land under roads acquired after 1 July 2008 is recognised in accordance with the IPPE accounting policy.

Crown reserves

Crown Reserves under Council's care and control are recognised as assets of the Council. While ownership of the reserves remains with the Crown, Council retains operational control of the reserves and is responsible for their maintenance and use in accordance with the specific purposes to which the reserves are dedicated. Improvements on Crown Reserves are also recorded as assets, while maintenance costs incurred by Council and revenues relating to the reserves are recognised within Council's Income Statement.

Rural Fire Service assets

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

Council recognises the RFS buildings on Council controlled land, however does not recognise the vehicles as it has no control of these assets.

C1-7 Investment properties

\$ '000	2021	2020
Owned investment property		
Investment property on hand at fair value	1,254	1,254
Total owned investment property	1,254	1,254
Owned investment property		
At fair value		
Opening balance at 1 July	1,254	366
– Transfers from/(to) owner occupied (C1-6)	–	888
Closing balance at 30 June	1,254	1,254

Accounting policy

Council's sole investment property is held for 12 months and is not occupied by the Council.

C2 Leasing activities

C2-1 Council as a lessee

(a) Income Statement

The amounts recognised in the Income Statement relating to leases where Council is a lessee are shown below:

\$ '000	2021	2020
Variable lease payments based on usage not included in the measurement of lease liabilities	–	2
Expenses relating to low-value leases	73	73
	73	75

(b) Statement of Cash Flows

Total cash outflow for leases	73	75
	73	75

(c) Leases at significantly below market value – concessionary / peppercorn leases

Council has a number of leases at significantly below market for land and buildings which are used for:

- Car Parks
- Barmedman Community Centre Land

The leases have varying terms and require payments of less than \$1,000 per year. The use of the right-to-use asset is restricted by the lessors to specified community services which Council must provide, these services are detailed in the leases.

Council does not believe that any of the leases in place are individually material from a statement of financial position or performance perspective.

Accounting policy

At inception of a contract, Council assesses whether a lease exists – i.e. does the contract convey the right to control the use of an identified asset for a period of time in exchange for consideration?

Council has elected not to separate non-lease components from lease components for any class of asset and has accounted for payments as a single component.

At the lease commencement, Council recognises a right-of-use asset and associated lease liability for the lease term. The lease term includes extension periods where Council believes it is reasonably certain that the option will be exercised.

The right-of-use asset is measured using the cost model where cost on initial recognition comprises: the lease liability, initial direct costs, prepaid lease payments, estimated cost of removal and restoration, less any lease incentives received. The right-of-use asset is depreciated over the lease term on a straight-line basis and assessed for impairment in accordance with the impairment of asset accounting policy.

The lease liability is initially recognised at the present value of the remaining lease payments at the commencement of the lease. The discount rate is the rate implicit in the lease, however where this cannot be readily determined then the Council's incremental borrowing rate for a similar term with similar security is used.

Subsequent to initial recognition, the lease liability is measured at amortised cost using the effective interest rate method. The lease liability is re-measured when there is a lease modification, or change in estimate of the lease term or index upon which the lease payments are based (e.g. CPI).

Where the lease liability is re-measured, the right-of-use asset is adjusted to reflect the re-measurement.

Exceptions to lease accounting

Council has applied the exceptions to lease accounting for both short-term leases (i.e. leases with a term of less than or equal to 12 months) and leases of low-value assets. Council recognises the payments associated with these leases as an expense on a straight-line basis over the lease term.

C2-1 Council as a lessee (continued)

Leases at significantly below market value / Concessionary leases

Council has elected to measure the right of use asset arising from the concessionary leases at cost which is based on the associated lease liability at initial recognition.

C2-2 Council as a lessor

Operating leases

Council leases out a number of properties for staff housing, health services, emergency services, car parks and community groups; these leases have been classified as operating leases for financial reporting purposes and the assets are included as IPP&E.

The amounts recognised in the Income Statement relating to operating leases where Council is a lessor are shown below:

\$ '000	2021	2020
---------	------	------

(i) Assets held as investment property

Investment property operating leases relate to 184 Main Street (formerly Hall & Co, now Tamara's), Caltex Truckstop and 19 Lady Mary Drive.

The amounts recognised in the Income Statement relating to operating leases where Council is a lessor are shown below

Lease income (excluding variable lease payments not dependent on an index or rate)	18	23
Lease income relating to variable lease payments not dependent on an index or a rate	132	25
Total income relating to operating leases for investment property assets	150	48

(ii) Assets held as property, plant and equipment

Council provides operating leases on Council buildings for the purpose of staff housing, health services, emergency services, caravan park and pools.

Lease income (excluding variable lease payments not dependent on an index or rate)	151	92
Total income relating to operating leases for Council assets	151	92

(iii) Maturity analysis of undiscounted lease payments to be received after reporting date for all operating leases:

Maturity analysis of future lease income receivable showing the undiscounted lease payments to be received after reporting date for operating leases:

< 1 year	47	47
1–2 years	42	47
2–3 years	42	42
3–4 years	22	42
4–5 years	22	22
> 5 years	22	22
Total undiscounted lease payments to be received	197	222

Accounting policy

When Council is a lessor, the lease is classified as either an operating or finance lease at inception date, based on whether substantially all of the risks and rewards incidental to ownership of the asset have been transferred to the lessee. If the risks and rewards have been transferred then the lease is classified as a finance lease, otherwise it is an operating lease.

When Council has a sub-lease over an asset and is the intermediate lessor then the head lease and sub-lease are accounted for separately. The classification of the sub-lease is based on the right-of-use asset which arises from the head lease rather than the useful life of the underlying asset.

C2-2 Council as a lessor (continued)

If the lease contains lease and non-lease components, the non-lease components are accounted for in accordance with AASB 15 *Revenue from Contracts with Customers*.

The lease income is recognised on a straight-line basis over the lease term for an operating lease and as finance income using amortised cost basis for finance leases.

C3 Liabilities of Council

C3-1 Payables

\$ '000	2021 Current	2021 Non-current	2020 Current	2020 Non-current
Payables				
Goods and services – operating expenditure	874	–	306	–
Accrued expenses:				
Security bonds, deposits and retentions	2	–	3	–
Other	52	39	36	39
Prepaid rates	198	–	593	–
Total payables	1,126	39	938	39
Total payables	1,126	39	938	39

Payables relating to restricted assets

\$ '000	2021 Current	2021 Non-current	2020 Current	2020 Non-current
Externally restricted assets				
Sewer	–	7	–	7
Payables relating to externally restricted assets	–	7	–	7
Total payables relating to restricted assets	–	7	–	7
Total payables relating to unrestricted assets	1,126	32	938	32
Total payables	1,126	39	938	39

C3-1 Payables (continued)

Accounting policy

Council measures all financial liabilities initially at fair value less transaction costs, subsequently financial liabilities are measured at amortised cost using the effective interest rate method.

Payables

Payables represent liabilities for goods and services provided to Council prior to the end of financial year that are unpaid. The amounts are unsecured and are usually paid within 30 days of recognition.

C3-2 Contract Liabilities

\$ '000	Notes	2021 Current	2021 Non-current	2020 Current	2020 Non-current
Grants and contributions received in advance:					
Unexpended capital grants (to construct Council controlled assets)	(i)	3,190	-	172	-
Total grants received in advance		3,190	-	172	-
Total contract liabilities		3,190	-	172	-

Notes

(i) Council has received funding to construct assets including sporting facilities, and other infrastructure. The funds received are under an enforceable contract which require Council to construct an identified asset which will be under Council's control on completion. The revenue is recognised as Council constructs the asset and the contract liability reflects the funding received which cannot yet be recognised as revenue. The revenue is expected to be recognised in the next 12 months.

\$ '000	2021 Current	2021 Non-current	2020 Current	2020 Non-current
Externally restricted assets				
Unspent grants held as contract liabilities (excl. Water & Sewer)	3,190	-	172	-
Contract liabilities relating to externally restricted assets	3,190	-	172	-
Total contract liabilities relating to restricted assets	3,190	-	172	-
Total contract liabilities	3,190	-	172	-

\$ '000	2021	2020
Grants and contributions received in advance:		
Capital grants (to construct Council controlled assets)	3,362	172
Total revenue recognised that was included in the contract liability balance at the beginning of the period	3,362	172

Accounting policy

Contract liabilities are recorded when consideration is received from a customer / fund provider prior to Council transferring a good or service to the customer, Council presents the funds which exceed revenue recognised as a contract liability.

C3-3 Borrowings

2021	2021	2020	2020
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C3-3 Borrowings (continued)

\$ '000	Current	Non-current	Current	Non-current
Loans – secured ¹	93	800	93	925
Total borrowings	93	800	93	925

(1) Loans are secured over the general rating income of Council.

Disclosures on liability interest rate risk exposures, fair value disclosures and security can be found in E1-1.

Borrowings relating to restricted assets

\$ '000	2021 Current	2021 Non-current	2020 Current	2020 Non-current
Total borrowings relating to unrestricted assets	93	800	93	925
Total borrowings	93	800	93	925

Current borrowings not anticipated to be settled within the next twelve months

The following borrowings, even though classified as current, are not expected to be settled in the next 12 months.

C3-3 Borrowings (continued)

(a) Changes in liabilities arising from financing activities

	2020		Non-cash movements				2021
	Opening Balance	Cash flows	Acquisition	Fair value changes	Acquisition due to change in accounting policy	Other non-cash movement	Closing balance
\$ '000							
Loans – secured	1,018	(125)	–	–	–	–	893
Total liabilities from financing activities	1,018	(125)	–	–	–	–	893

	2019		Non-cash movements				2020
	Opening Balance	Cash flows	Acquisition	Fair value changes	Acquisition due to change in accounting policy	Other non-cash movement	Closing balance
\$ '000							
Loans – secured	1,093	(75)	–	–	–	–	1,018
Total liabilities from financing activities	1,093	(75)	–	–	–	–	1,018

(b) Financing arrangements

\$ '000	2021	2020
Total facilities		
Bank overdraft facilities ¹	350	350
Credit cards/purchase cards	61	61
Total financing arrangements	411	411
Undrawn facilities		
– Bank overdraft facilities	350	350
– Credit cards/purchase cards	61	61
Total undrawn financing arrangements	411	411

Additional financing arrangements information

Breaches and defaults

During the current and prior year, there were no defaults or breaches on any of the loans.

(1) The bank overdraft facility may be drawn at any time and may be terminated by the bank without notice.

Accounting policy

Council measures all financial liabilities initially at fair value less transaction costs, subsequently financial liabilities are measured at amortised cost using the effective interest rate method.

Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down.

Borrowings are removed from the Statement of Financial Position when the obligation specified in the contract is discharged, cancelled or expired. The difference between the carrying amount of a financial liability that has been extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in other income or borrowing costs.

C3-4 Employee benefit provisions

\$ '000	2021	2021	2020	2020
	Current	Non-current	Current	Non-current
Annual leave	733	–	733	–
Long service leave	1,988	2	1,988	2
Other leave	9	–	8	–
Total employee benefit provisions	2,730	2	2,729	2

Current employee benefit provisions not anticipated to be settled within the next twelve months

\$ '000	2021	2020
The following provisions, even though classified as current, are not expected to be settled in the next 12 months.		
Provisions – employees benefits	1,704	1,739
	1,704	1,739

Accounting policy

Employee benefit provisions are presented as current liabilities in the Statement of Financial Position if Council does not have an unconditional right to defer settlement for at least 12 months after the reporting date, regardless of when the actual settlement is expected to occur and therefore all annual leave and vested long service leave (or that which vests within 12 months) is presented as current.

Short-term obligations

Liabilities for wages and salaries (including non-monetary benefits, annual leave and accumulating sick leave expected to be wholly settled within 12 months after the end of the period in which the employees render the related service) are recognised in respect of employees' services up to the end of the reporting period and are measured at the amounts expected to be paid when the liabilities are settled. The liability for annual leave and accumulating sick leave is recognised in the provision for employee benefits. All other short-term employee benefit obligations are presented as payables.

Other long-term employee benefit obligations

The liability for long-service leave and annual leave that is not expected to be wholly settled within 12 months after the end of the period in which the employees render the related service is recognised in the provision for employee benefits and measured as the present value of expected future payments to be made in respect of services provided by employees up to the end of the reporting period using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures, and periods of service. Expected future payments are discounted using market yields at the end of the reporting period on national government bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

On-costs

The employee benefit provisions include the aggregate on-cost liabilities that will arise when payment of current employee benefits is made in future periods.

These amounts include superannuation, payroll tax and workers compensation expenses which will be payable upon the future payment of certain leave liabilities which employees are entitled to at the reporting period.

C3-5 Provisions

\$ '000	2021	2021	2020	2020
	Current	Non-Current	Current	Non-Current
Asset remediation/restoration:				
Asset remediation/restoration (future works)	–	5,901	–	4,383
Sub-total – asset remediation/restoration	–	5,901	–	4,383
Total provisions	–	5,901	–	4,383

Provisions relating to restricted assets

C3-5 Provisions (continued)

\$ '000	2021	2021	2020	2020
	Current	Non-Current	Current	Non-Current
Total provisions relating to restricted assets	–	–	–	–
Total provisions relating to unrestricted assets	–	5,901	–	4,383
Total provisions	–	5,901	–	4,383

Current provisions not anticipated to be settled within the next twelve months

The following provisions, even though classified as current, are not expected to be settled in the next 12 months.

Description of and movements in provisions

\$ '000	Other provisions	
	Asset remediation	Net carrying amount
2021		
At beginning of year	4,383	4,383
Unwinding of discount	(75)	(75)
Additional provisions	1,593	1,593
Total other provisions at end of year	5,901	5,901
2020		
At beginning of year	4,671	4,671
Unwinding of discount	40	40
Revised costs recognised as remediation assets in IPP&E	(328)	(328)
Total other provisions at end of year	4,383	4,383

Nature and purpose of provisions

Asset remediation

The asset remediation provision represents the present value estimate of future costs Council will incur to restore, rehabilitate and reinstate the tip and quarry as a result of past operations.

Accounting policy

Provisions are recognised when Council has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation, and the amount has been reliably estimated.

Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the reporting date. The discount rate used to determine the present value reflects current market assessments of the time value of money and the risks specific to the liability. The increase in the provision due to the passage of time is recognised as a borrowing cost.

Asset remediation – tips and quarries

Restoration

Close-down and restoration costs include the dismantling and demolition of infrastructure, and the removal of residual materials and remediation of disturbed areas. Estimated close-down and restoration costs are provided for in the accounting period when the obligation arising from the related disturbance occurs, whether this occurs during the development or during the operation phase, based on the net present value of estimated future costs.

Provisions for close-down and restoration costs do not include any additional obligations which are expected to arise from future disturbance. The costs are estimated on the basis of a closure plan. The cost estimates are calculated annually during the life of the operation to reflect known developments, e.g. updated cost estimates and revisions to the estimated lives of operations, and are subject to formal review at regular intervals.

C3-5 Provisions (continued)

Rehabilitation

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

Provision is made for the estimated present value of the costs of environmental clean-up obligations outstanding at the reporting date. These costs are charged to the Income Statement. Movements in the environmental clean-up provisions are presented as an operating cost, except for the unwinding of the discount which is shown as a borrowing cost. Remediation procedures generally commence soon after the time the damage, remediation process, and estimated remediation costs become known, but may continue for many years depending on the nature of the disturbance and the remediation techniques.

As noted above, the ultimate cost of environmental remediation is uncertain and cost estimates can vary in response to many factors, including changes to the relevant legal requirements, the emergence of new restoration techniques, or experience at other locations. The expected timing of expenditure can also change, for example in response to changes in quarry reserves or production rates. As a result, there could be significant adjustments to the provision for close down and restoration and environmental clean-up, which would affect future financial results.

Other movements in the provisions for close-down and restoration costs, including those resulting from new disturbance, updated cost estimates, changes to the estimated lives of operations, and revisions to discount rates, are capitalised within property, plant and equipment. These costs are then depreciated over the lives of the assets to which they relate.

C4 Reserves

C4-1 Nature and purpose of reserves

Infrastructure, property, plant and equipment revaluation reserve

The infrastructure, property, plant and equipment revaluation reserve is used to record increments / decrements of non-current asset values due to their revaluation.

Fair value through other comprehensive income reserve (FVOCI)

Changes in the fair value of financial assets are taken through the fair value through other comprehensive income revaluation reserve. The accumulated changes in fair value are transferred to profit or loss when the financial asset is derecognised or impaired.

D Council structure

D1 Results by fund

General fund refers to all Council activities other than water and sewer. All amounts disclosed in this note are gross i.e. inclusive of internal charges and recoveries made between the funds. Assets and liabilities shown in the water and sewer columns are restricted for use for these activities.

D1-1 Income Statement by fund

\$ '000	General ¹ 2021	Sewer 2021
Income from continuing operations		
Rates and annual charges	8,070	1,694
User charges and fees	1,052	58
Interest and investment revenue	726	4
Other revenues	458	–
Grants and contributions provided for operating purposes	11,407	–
Grants and contributions provided for capital purposes	7,224	–
Other income	301	–
Total income from continuing operations	29,238	1,756
Expenses from continuing operations		
Employee benefits and on-costs	6,960	122
Materials and services	7,422	829
Borrowing costs	133	–
Depreciation, amortisation and impairment of non-financial assets	6,945	315
Other expenses	678	–
Net losses from the disposal of assets	1,356	–
Total expenses from continuing operations	23,494	1,266
Operating result from continuing operations	5,744	490
Net operating result for the year	5,744	490
Net operating result attributable to each council fund	5,744	490
Net operating result for the year before grants and contributions provided for capital purposes	(1,480)	490

(1) General fund refers to all of Council's activities except for its sewer activities which are listed separately.

D1-2 Statement of Financial Position by fund

\$ '000	General ¹ 2021	Sewer 2021
ASSETS		
Current assets		
Cash and cash equivalents	869	4,695
Investments	31,392	1,308
Receivables	791	326
Inventories	1,503	–
Total current assets	34,555	6,329
Non-current assets		
Investments	13,000	–
Receivables	506	–
Infrastructure, property, plant and equipment	338,731	16,050
Investment property	1,254	–
Other	198	–
Total non-current assets	353,689	16,050
TOTAL ASSETS	388,244	22,379
LIABILITIES		
Current liabilities		
Payables	1,126	–
Contract liabilities	3,190	–
Borrowings	93	–
Employee benefit provision	1,203	–
Total current liabilities	5,612	–
Non-current liabilities		
Payables	32	7
Borrowings	800	–
Employee benefit provision	1,350	179
Provisions	5,901	–
Total non-current liabilities	8,083	186
TOTAL LIABILITIES	13,695	186
Net assets	374,549	22,193
EQUITY		
Accumulated surplus	149,200	14,827
Revaluation reserves	225,349	7,366
Council equity interest	374,549	22,193
Total equity	374,549	22,193

(1) General fund refers to all of Council's activities except for its sewer activities which are listed separately.

E Risks and accounting uncertainties

E1-1 Risks relating to financial instruments held

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

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

Council does not engage in transactions expressed in foreign currencies and is therefore not subject to foreign currency risk.

Financial risk management is carried out by Council's finance section under policies approved by the Council.

A comparison by category of the carrying amounts and fair values of Council's financial assets and financial liabilities recognised in the financial statements is presented below.

\$ '000	Carrying value 2021	Carrying value 2020	Fair value 2021	Fair value 2020
Financial assets				
Measured at amortised cost				
Cash and cash equivalents	5,564	7,130	5,564	7,132
Receivables	1,623	1,838	1,665	1,838
Investments				
– Debt securities at amortised cost	45,700	40,200	45,700	40,200
Total financial assets	52,887	49,168	52,929	49,170
Financial liabilities				
Payables	1,165	977	1,201	977
Loans/advances	893	1,018	857	1,018
Total financial liabilities	2,058	1,995	2,058	1,995

Fair value is determined as follows:

- **Cash and cash equivalents, receivables, payables** – are estimated to be the carrying value that approximates market value.
- **Borrowings and measure at amortised cost investments** – are based upon estimated future cash flows discounted by the current market interest rates applicable to assets and liabilities with similar risk profiles, unless quoted market prices are available.
- Financial assets classified (i) **at fair value through profit and loss** or (ii) **at fair value through other comprehensive income** – are based upon quoted market prices (in active markets for identical investments) at the reporting date or independent valuation.

Council's objective is to maximise its return on cash and investments whilst maintaining an adequate level of liquidity and preserving capital.

Council's finance area manages the cash and Investments portfolio with the assistance of independent advisors.

Council has an investment policy which complies with the Local Government Act 1993 and Minister's investment order 625. This policy is regularly reviewed by Council and it's staff and an investment report is tabled before Council on a monthly basis setting out the portfolio breakup and its performance as required by Local Government regulations.

The risks associated with the instruments held are:

- **Price risk** – the risk that the capital value of Investments may fluctuate due to changes in market prices, whether these changes are caused by factors specific to individual financial instruments or their issuers or are caused by factors affecting similar instruments traded in a market.
- **Interest rate risk** – the risk that movements in interest rates could affect returns and income.
- **Liquidity risk** – the risk that Council will not be able to pay its debts as and when they fall due.

E1-1 Risks relating to financial instruments held (continued)

- **Credit risk** – the risk that the investment counterparty will not complete their obligations particular to a financial instrument, resulting in a financial loss to Council – be it of a capital or income nature.

Council manages these risks (amongst other measures) by diversifying its portfolio and only purchasing investments with high credit ratings or capital guarantees.

(a) Market risk – interest rate and price risk

\$ '000	2021	2020
<p>The impact on result for the year and equity of a reasonably possible movement in the price of investments held and interest rates is shown below. The reasonably possible movements were determined based on historical movements and economic conditions in place at the reporting date.</p>		
Impact of a 1% movement in interest rates		
– Equity / Income Statement	401	387

E1-1 Risks relating to financial instruments held (continued)

(b) Credit risk

Council's major receivables comprise (i) rates and annual charges and (ii) user charges and fees.

Council manages the credit risk associated with these receivables by monitoring outstanding debt and employing stringent debt recovery procedures. Council also encourages ratepayers to pay their rates by the due date through incentives.

The credit risk for liquid funds and other short-term financial assets is considered negligible, since the counterparties are reputable banks with high quality external credit ratings.

There are no significant concentrations of credit risk, whether through exposure to individual customers, specific industry sectors and/or regions.

Council makes suitable provision for doubtful receivables as required and carries out credit checks on most non-rate debtors.

There are no material receivables that have been subjected to a re-negotiation of repayment terms.

Credit risk profile

Receivables – rates and annual charges

Credit risk on rates and annual charges is minimised by the ability of Council to recover these debts as a secured charge over the land; that is, the land can be sold to recover the debt. Council is also able to charge interest on overdue rates and annual charges at higher than market rates which further encourages payment.

\$ '000	Not yet overdue	< 1 year overdue	1 - 2 years overdue	2 - 5 years overdue	> 5 years overdue	Total
2021						
Gross carrying amount	168	139	152	106	16	581
2020						
Gross carrying amount	745	112	54	32	12	955

Receivables - non-rates and annual charges and contract assets

Council applies the simplified approach for non-rates and annual charges debtors and contract assets to provide for expected credit losses, which permits the use of the lifetime expected loss provision at inception. To measure the expected credit losses, non-rates and annual charges debtors and contract assets have been grouped based on shared credit risk characteristics and the days past due.

The loss allowance provision is determined as follows. The expected credit losses incorporate forward-looking information.

\$ '000	Not yet overdue	0 - 30 days overdue	31 - 60 days overdue	61 - 90 days overdue	> 91 days overdue	Total
2021						
Gross carrying amount	703	45	68	81	244	1,141
Expected loss rate (%)	0.00%	0.00%	0.00%	0.00%	6.40%	1.37%
ECL provision	–	–	–	–	16	16
2020						
Gross carrying amount	680	7	114	–	15	816
Expected loss rate (%)	0.00%	0.00%	0.00%	0.00%	14.81%	0.27%
ECL provision	–	–	–	–	2	2

E1-1 Risks relating to financial instruments held (continued)

(c) Liquidity risk

Payables, lease liabilities and borrowings are both subject to liquidity risk; that is, the risk that insufficient funds may be on hand to meet payment obligations as and when they fall due.

Council manages this risk by monitoring its cash flow requirements and liquidity levels, and by maintaining an adequate cash buffer. Payment terms can be extended, and overdraft facilities drawn upon in extenuating circumstances.

Borrowings are also subject to interest rate risk: the risk that movements in interest rates could adversely affect funding costs. Council manages this risk through diversification of borrowing types, maturities and interest rate structures.

The finance team regularly reviews interest rate movements to determine if it would be advantageous to refinance or renegotiate part or all of the loan portfolio.

The timing of cash flows presented in the table below to settle financial liabilities reflects the earliest contractual settlement dates. The timing of expected outflows is not expected to be materially different from contracted cashflows.

The amounts disclosed in the table are the undiscounted contracted cash flows for non-lease liabilities and therefore the balances in the table may not equal the balances in the Statement of Financial Position due to the effect of discounting.

\$ '000	Weighted average interest rate	Subject to no maturity	payable in: ≤ 1 Year	1 - 5 Years	> 5 Years	Total cash outflows	Actual carrying values
2021							
Trade/other payables	0.00%	2	965	-	-	967	967
Loans and advances	1.49%	-	-	-	-	-	893
Total financial liabilities		2	965	-	-	967	1,860
2020							
Trade/other payables	0.00%	3	384	-	-	387	384
Loans and advances	2.19%	-	151	755	112	1,018	1,018
Total financial liabilities		3	535	755	112	1,405	1,402

E2-1 Fair value measurement

The Council measures the following asset and liability classes at fair value on a recurring basis:

– Infrastructure, property, plant and equipment

The fair value of assets and liabilities must be estimated in accordance with various accounting standards for either recognition and measurement requirements or for disclosure purposes. AASB 13 Fair Value Measurement requires all assets and liabilities measured at fair value to be assigned to a 'level' in the fair value hierarchy as follows:

Level 1: Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2: Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3: Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

\$ '000	Notes	Fair value measurement hierarchy							
		Date of latest valuation		Level 2 Significant observable inputs		Level 3 Significant unobservable inputs		Total	
		2021	2020	2021	2020	2021	2020	2021	2020
Investment property									
Investment Properties		30/06/20		–	–	1,254	–	1,254	–
Total investment property				–	–	1,254	–	1,254	–
Infrastructure, property, plant and equipment									
	C1-6								
Plant and equipment		30/06/2020	30/06/2018	9,996	9,796	–	–	9,996	9,796
Office equipment		30/06/2020	30/06/2018	494	569	–	–	494	569
Furniture and fittings		30/06/2020	30/06/2018	12	16	–	–	12	16
Operational land		30/06/2020	30/06/2020	1,445	1,445	–	–	1,445	1,445
Community land		30/06/2020	30/06/2020	9,898	9,898	–	–	9,898	9,898
Land improvement – depreciable		30/06/2018	30/06/2018	–	–	1,625	1,677	1,625	1,677
Buildings		30/06/2018	30/06/2018	–	–	24,847	25,740	24,847	25,740
Other structure		30/06/2018	30/06/2018	–	–	3,190	3,276	3,190	3,276
Roads		30/06/2020	30/06/2020	–	–	136,005	130,871	136,005	130,871
Bridges		30/06/2020	30/06/2020	–	–	13,750	14,079	13,750	14,079
Footpath		30/06/2020	30/06/2020	–	–	5,021	5,192	5,021	5,192
Road – formation		30/06/2020	30/06/2020	–	–	76,626	76,626	76,626	76,626
Stormwater		30/06/2018	30/06/2018	–	–	21,962	22,289	21,962	22,289
Sewer		30/06/2021	30/06/2018	–	–	15,421	14,891	15,421	14,891
Library		30/06/2018	30/06/2018	–	–	106	106	106	106
Gravel restoration asset		30/06/2020	30/06/2020	–	–	1,684	–	1,684	–
Sewer restoration asset		30/06/2020	30/06/2020	–	–	47	13	47	13
Tip restoration asset		30/06/2020	30/06/2020	–	–	–	280	–	280
Open Space/Recreational Assets		30/06/2018	30/06/2018	–	–	18,255	18,506	18,255	18,506
Swimming Pools		30/06/2018	30/06/2018	–	–	3,659	3,767	3,659	3,767
Other Infrastructure		30/06/2018	30/06/2018	–	–	7,617	7,889	7,617	7,889
Total infrastructure, property, plant and equipment				21,845	21,724	329,815	325,202	351,660	346,926

E2-1 Fair value measurement (continued)

Valuation techniques

Where Council is unable to derive fair valuations using quoted market prices of identical assets (ie. level 1 inputs) Council instead utilises a spread of both observable inputs (level 2 inputs) and unobservable inputs (level 3 inputs).

The fair valuation techniques Council has employed while utilising level 2 and level 3 inputs are as follows:

Infrastructure, property, plant and equipment (IPPE)

Plant & Equipment, Office Equipment and Furniture & Fittings

Level 2 valuation inputs were used to value this asset category.

This asset category includes:

Plant & Equipment - e.g. motor vehicles, trucks, mowers, earthmoving equipment

Office Equipment - e.g. computer equipment

Furniture & Fittings - e.g. chairs, desks, cabinets, display systems

Operational and Community Land

Level 2 valuation inputs were used to value land. Sales prices of comparable land sites in close proximity are adjusted for differences in key attributes such as property size. The most significant inputs into this valuation approach are price per square metre.

Buildings (Residential Properties)

Residential properties fair value has been derived from sales prices of comparable properties after adjusting for property size. The most significant inputs into this valuation approach are price per square metre.

Land improvements- Depreciable

Land improvements are valued at current replacement cost. Since there are no active market and the factors cannot be observed these are classified as level 3 input categories.

Buildings

Buildings are valued by external valuers based on level 3 input factors. The unit rates based on square meter supported from market evidence. However the significant inputs are unobservable such as estimated residual value, useful life, pattern of consumption and asset condition.

Other Structure

Other structures are valued by external valuers based on level 3 input factors. The significant inputs are unobservable such as useful life, pattern of consumption and asset condition.

Roads and Aerodrome (Surface and Pavements)

Roads and Aerodrome are externally valued using Current Replacement cost approach. The level 3 inputs considered for valuing these assets are current cost of construction at the time of valuation to establish Gross replacement cost and useful life, estimated residual value, pattern of consumption and asset condition to arrive the accumulated depreciation.

Other Traffic Facilities

Other Traffic Facilities are externally valued using Current Replacement cost approach. The level 3 inputs considered for valuing these assets are current cost of construction at the time of valuation to establish Gross replacement cost and useful life, estimated residual value, pattern of consumption and asset condition to arrive the accumulated depreciation.

Earthwork (Roads and Aerodrome -Formation)

Earthwork externally valued using Current Replacement cost approach. These were valued based on the cost to build the road at the time of valuation.

E2-1 Fair value measurement (continued)

Stormwater Assets (Pipes, pits and Kerb and Gutter)

Stormwater assets are externally valued using Current Replacement cost approach. The level 3 inputs considered for valuing these assets are current cost of construction at the time of valuation to establish Gross replacement cost and useful life, estimated residual value, pattern of consumption and asset condition to arrive the accumulated depreciation.

Bridges

Bridges are externally valued using Current Replacement cost approach. The level 3 inputs considered for valuing these assets are current cost of construction at the time of valuation to establish Gross replacement cost and useful life, estimated residual value, pattern of consumption and asset condition to arrive the accumulated depreciation.

Footpaths

Footpaths are externally valued using Current Replacement cost approach. The level 3 inputs considered for valuing these assets are current cost of construction at the time of valuation to establish Gross replacement cost and useful life, estimated residual value, pattern of consumption and asset condition to arrive the accumulated depreciation.

Open Space/Recreational Assets

Open Space/Recreational Assets are externally valued using Current Replacement cost approach. The level 3 inputs considered for valuing these assets are current cost of construction at the time of valuation to establish Gross replacement cost and useful life, estimated residual value, pattern of consumption and asset condition to arrive the accumulated depreciation.

Swimming Pools

Swimming Pools are externally valued using Current Replacement cost approach. The level 3 inputs considered for valuing these assets are current cost of construction at the time of valuation to establish Gross replacement cost and useful life, estimated residual value, pattern of consumption and asset condition to arrive the accumulated depreciation.

Other Infrastructure

Other infrastructure are externally valued using Current Replacement cost approach. The level 3 inputs considered for valuing these assets are current cost of construction at the time of valuation to establish Gross replacement cost and useful life, estimated residual value, pattern of consumption and asset condition to arrive the accumulated depreciation.

Sewer

Sewer Network Assets are externally valued using Current Replacement cost approach. The level 3 inputs considered for valuing these assets are current cost of construction at the time of valuation to establish Gross replacement cost and useful life, estimated residual value, pattern of consumption and asset condition to arrive the accumulated depreciation. Sewer assets have been indexed in line with the NSW Reference Rates Manual as published by the Office of Water.

Restoration Assets

Restoration Assets were based on the cost at the time of calculation and the discount rate, CPI at the year end to calculate the amortisation cost. So these become part of level 3 input factors.

E2-1 Fair value measurement (continued)

Fair value measurements using significant unobservable inputs (level 3)

b. Significant unobservable valuation inputs used (for level 3 asset classes) and their relationship to fair value.

The following table summarises the quantitative information relating to the significant unobservable inputs used in deriving the various level 3 asset class fair values.

\$ '000	Fair value (30/6/21) 2021	Valuation technique/s	Unobservable inputs
Infrastructure, property, plant and equipment			
Land improvement – non-depreciable	–	Written down current replacement cost	Gross replacement cost Asset condition
Land improvement – depreciable	1,625	Written down current replacement cost	Gross replacement cost Asset condition
Buildings	24,847	Written down current replacement cost	Gross replacement cost Asset condition Useful life Residual value
Other structure	3,190	Written down current replacement cost	Gross replacement cost Asset condition Useful life
Roads	136,005	Written down current replacement cost	Gross replacement cost Asset condition Useful life Residual value
Bridges	13,750	Written down current replacement cost	Gross replacement cost Asset condition Useful life Residual value
Footpath	5,021	Written down current replacement cost	Gross replacement cost Asset condition Useful life Residual value
Road – formation	76,626	Current replacement cost	Gross replacement cost
Stormwater	21,962	Written down current replacement cost	Gross replacement cost Asset condition Useful life Residual value
Sewer	15,421	Written down current replacement cost	Gross replacement cost Asset condition Useful life Residual value
Library	106	Written down current replacement cost	Gross replacement cost Useful life
Gravel restoration asset	1,684	Written down current replacement cost	Restoration cost – historic Discount rate
Sewer restoration asset	47	Gross replacement cost	Restoration cost – historic Discount rate
Tip restoration asset	–	Written down current replacement cost	Restoration cost – historic Discount rate
Other Infrastructure	7,617	Written down current replacement cost	Gross replacement cost Asset condition Useful life
Recreational Assets	18,255	Written down current replacement cost	Gross replacement cost Asset condition Useful life
Swimming Pools	15,421	Written down current replacement cost	Gross replacement cost Asset condition Useful life

E2-1 Fair value measurement (continued)

A reconciliation of the movements in recurring fair value measurements allocated to Level 3 of the hierarchy is provided below:

\$ '000	Land improvement non-depreciable		Land improvement depreciable		Buildings		Other structure	
	2021	2020	2021	2020	2021	2020	2021	2020
Opening balance	–	1,013	1,729	716	25,933	26,505	3,276	3,339
Total gains or losses for the period								
Other movements								
Transfers from/(to) another asset class	–	(1,013)	(52)	1,013	–	–	–	–
Purchases (GBV)	–	–	–	–	197	246	22	42
Disposals (WDV)	–	–	–	–	(166)	–	–	–
Depreciation and impairment	–	–	(52)	–	(814)	(818)	(108)	(105)
Closing balance	–	–	1,625	1,729	25,150	25,933	3,190	3,276

\$ '000	Roads		Aerodrome		Bridges		Traffic facilities	
	2021	2020	2021	2020	2021	2020	2021	2020
Opening balance	131,082	106,060	3,448	3,448	14,079	14,217	522	522
Total gains or losses for the period								
Other movements								
Transfers from/(to) another asset class	125	20,301	–	–	–	192	–	–
Purchases (GBV)	5,446	9,926	–	–	–	–	–	–
Disposals (WDV)	(1,378)	(858)	–	–	–	–	–	–
Depreciation and impairment	(3,070)	(4,347)	–	–	(329)	(330)	–	–
Impairment Reversal	3,800	–	–	–	–	–	–	–
Closing balance	136,005	131,082	3,448	3,448	13,750	14,079	522	522

E2-1 Fair value measurement (continued)

\$ '000	Footpath		Road-formation (earthwork)		Stormwater pipes, pits and drain		Sewer	
	2021	2020	2021	2020	2021	2020	2021	2020
Opening balance	5,192	5,346	76,626	76,626	22,289	22,616	14,894	14,833
Total gains or losses for the period								
Other movements								
Transfers from/(to) another asset class	-	-	-	-	-	-	805	140
Purchases (GBV)	-	17	-	-	-	-	20	215
Depreciation and impairment	(171)	(171)	-	-	(327)	(327)	(298)	(294)
Closing balance	5,021	5,192	76,626	76,626	21,962	22,289	15,421	14,894

\$ '000	Library		WIP		Gravel restoration asset		Sewer restoration asset	
	2021	2020	2021	2020	2021	2020	2021	2020
Opening balance	106	106	447	447	-	581	13	54
Total gains or losses for the period								
Other movements								
Transfers from/(to) another asset class	-	-	(447)	-	1,690	-	35	-
Purchases (GBV)	-	-	3,121	-	-	-	-	-
Depreciation and impairment	-	-	-	-	(6)	(581)	(1)	(41)
Closing balance	106	106	3,121	447	1,684	-	47	13

E2-1 Fair value measurement (continued)

\$ '000	Tip restoration asset		Other infrastructure		Recreation asset		Swimming pool	
	2021	2020	2021	2020	2021	2020	2021	2020
Opening balance	280	–	7,889	8,164	18,506	18,513	3,767	3,875
Total gains or losses for the period								
Other movements								
Transfers from/(to) another asset class	(280)	–	–	–	(117)	(203)	–	–
Purchases (GBV)	–	–	41	37	655	956	–	–
Disposals (WDV)	–	–	–	–	(13)	(3)	–	–
Depreciation and impairment	–	280	(313)	(312)	(776)	(757)	(108)	(108)
Closing balance	–	280	7,617	7,889	18,255	18,506	3,659	3,767

\$ '000	Total	
	2021	2020
Opening balance	330,078	306,981
Transfers from/(to) another asset class	1,759	20,430
Purchases (GBV)	9,502	11,439
Disposals (WDV)	(1,557)	(861)
Depreciation and impairment	(6,373)	(7,911)
Impairment Reversal	3,800	–
Closing balance	337,209	330,078

Highest and best use

All of Council's non-financial assets are considered as being utilised for their highest and best use.

E3-1 Contingencies

The following assets and liabilities do not qualify for recognition in the Statement of Financial Position, but their knowledge and disclosure is considered relevant to the users of Council's financial report.

LIABILITIES NOT RECOGNISED

1. Guarantees

(i) Defined benefit superannuation contribution plans

Council is party to an Industry Defined Benefit Plan under the Local Government Superannuation Scheme, named The Local Government Superannuation Scheme – Pool B (the Scheme) which is a defined benefit plan that has been deemed to be a 'multi-employer fund' for purposes of AASB119 Employee Benefits for the following reasons:

- Assets are not segregated within the sub-group according to the employees of each sponsoring employer.
- The contribution rates have been the same for all sponsoring employers. That is, contribution rates have not varied for each sponsoring employer according to the experience relating to the employees of that sponsoring employer.
- Benefits for employees of all sponsoring employers are determined according to the same formulae and without regard to the sponsoring employer.
- The same actuarial assumptions are currently used in respect of the employees of each sponsoring employer.

Given the factors above, each sponsoring employer is exposed to the actuarial risks associated with current and former employees of other sponsoring employers, and hence shares in the associated gains and losses (to the extent that they are not borne by members).

Description of the funding arrangements.

Pooled employers are required to pay standard employer contributions and additional lump sum contributions to the fund.

The standard employer contributions were determined using the new entrant rate method under which a contribution rate sufficient to fund the total benefits over the working life-time of a typical new entrant is calculated. The current standard employer contribution rates are:

Division B	1.9 times employee contributions for non - 180 Point Members; Nil for 180 Point Members
Division C	2.5% salaries
Division D	1.64 times employee contributions

The additional lump sum contribution for each Pooled Employer is a share of the total additional contributions of \$40 million per annum from 1 July 2018 for 3 years to 30 June 2021, apportioned according to each employer's share of the accrued liabilities as at 30 June 2018. These past service contributions are used to maintain the adequacy of the funding position for the accrued liabilities.

The adequacy of contributions is assessed at each triennial actuarial investigation and monitored annually between triennials.

As stated above, each sponsoring employer (Council) is exposed to the actuarial risks associated with current and former employees of other sponsoring employers and hence shares in the associated gains and losses.

However, there is no relief under the Fund's trust deed for employers to walk away from their defined benefit obligations. Under limited circumstances, an employer may withdraw from the plan when there are no active members, on full payment of outstanding additional contributions. There is no provision for allocation of any surplus which may be present at the date of withdrawal of the Council.

There are no specific provisions under the Fund's trust deed dealing with deficits or surplus on wind-up.

The amount of Council employer contributions to the defined benefit section of the Local Government Superannuation Scheme and recognised as an expense for the year ending 30 June 2021 was \$130,708.50. The last valuation of the Scheme was performed by the Fund Actuary, Mr Richard Boyfield, FIAA as at 30 June 2020.

The amount of additional contributions included in the total employer contribution advised above is \$55,000. Council's expected contribution to the plan for the next annual reporting period is \$138,423.60

The estimated employer reserves financial position for the Pooled Employers at 30 June 2021 is:

Employer reserves only *	\$millions	Asset Coverage
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E3-1 Contingencies (continued)

Assets	2,620.5	
Past Service Liabilities	2,445.6	107.2%
Vested Benefits	2,468.7	106.2%

* excluding member accounts and reserves in both assets and liabilities.

Based on a Past Service Liabilities methodology, Council's share of the surplus that can be attributed is 0.24%

The key economic long term assumptions used to calculate the present value of accrued benefits are:

Investment return	5.75% per annum
Salary inflation *	3.5% per annum
Increase in CPI	2.5% per annum

* Plus promotional increases

The contribution requirements may vary from the current rates if the overall sub-group experience is not in line with the actuarial assumptions in determining the funding program; however, any adjustment to the funding program would be the same for all sponsoring employers in the Pooled Employers group.

(ii) Statewide Limited

Council is a member of Statewide Mutual, a mutual pool scheme providing liability insurance to local government.

Membership includes the potential to share in either the net assets or liabilities of the fund depending on its past performance. Council's share of the net assets or liabilities reflects Council's contributions to the pool and the result of insurance claims within each of the fund years.

The future realisation and finalisation of claims incurred but not reported to 30/6 this year may result in future liabilities or benefits as a result of past events that Council will be required to fund or share in respectively.

(iii) StateCover Limited

Council is a member of StateCover Mutual Limited and holds a partly paid share in the entity.

StateCover is a company providing workers compensation insurance cover to the NSW local government industry and specifically Council.

Council has a contingent liability to contribute further equity in the event of the erosion of the company's capital base as a result of the company's past performance and/or claims experience or as a result of any increased prudential requirements from APRA.

These future equity contributions would be required to maintain the company's minimum level of net assets in accordance with its licence requirements.

(iv) Other guarantees

Council has provided no other guarantees other than those listed above.

2. Other liabilities

(i) Third party claims

The Council is involved from time to time in various claims incidental to the ordinary course of business including claims for damages relating to its services.

Council believes that it is appropriately covered for all claims through its insurance coverage and does not expect any material liabilities to eventuate.

E3-1 Contingencies (continued)

(ii) Potential land acquisitions due to planning restrictions imposed by Council

Council has classified a number of privately owned land parcels as local open space or bushland.

As a result, where notified in writing by the various owners, Council will be required to purchase these land parcels.

At reporting date, reliable estimates as to the value of any potential liability (and subsequent land asset) from such potential acquisitions has not been possible.

ASSETS NOT RECOGNISED

(i) Land under roads

As permitted under AASB 1051, Council has elected not to bring to account land under roads that it owned or controlled up to and including 30/6/08.

(ii) Infringement notices/fines

Fines and penalty income, the result of Council issuing infringement notices is followed up and collected by the Infringement Processing Bureau.

Council's revenue recognition policy for such income is to account for it as revenue on receipt.

Accordingly, at year end, there is a potential asset due to Council representing issued but unpaid infringement notices.

Due to the limited information available on the status, value and duration of outstanding notices, Council is unable to determine the value of outstanding income.

F People and relationships

F1 Related party disclosures

F1-1 Key management personnel (KMP)

Key management personnel (KMP) of the council are those persons having the authority and responsibility for planning, directing and controlling the activities of the council, directly or indirectly.

The aggregate amount of KMP compensation included in the Income Statement is:

\$ '000	2021	2020
Compensation:		
Short-term benefits	706	647
Total	706	647

Other transactions with KMP and their related parties

Council has determined that transactions at arm's length between KMP and Council as part of Council delivering a public service objective (e.g. access to library or Council swimming pool by KMP) will not be disclosed.

Nature of the transaction	Ref	Transactions during the year	Outstanding balances including commitments	Terms and conditions	Impairment provision on outstanding balances	Impairment expense
\$ '000						
2021						
Employee expenses relating to close family of KMP	1	91	–	Council Staff award	–	–
2020						
Employee expenses relating to close family of KMP	1	92	–	Council Staff award	–	–

1 Employee was employed by Council under the relevant pay award on an arms length basis

F1-2 Councillor and Mayoral fees and associated expenses

\$ '000	2021	2020
The aggregate amount of Councillor and Mayoral fees and associated expenses included in materials and services expenses in the Income Statement are:		
Mayoral fee	26	26
Councillors' fees	107	106
Other Councillors' expenses (including Mayor)	14	27
Total	147	159

F2 Other relationships

F2-1 Audit fees

\$ '000	2021	2020
During the year, the following fees were incurred for services provided by the auditor of Council, related practices and non-related audit firms		
Auditors of the Council - NSW Auditor-General:		
(i) Audit and other assurance services		
Audit and review of financial statements	61	55
Remuneration for audit and other assurance services	61	55
Total Auditor-General remuneration	61	55
Non NSW Auditor-General audit firms		
(i) Audit and other assurance services		
Audit and review of financial statements	3	8
Remuneration for audit and other assurance services	3	8
Total remuneration of non NSW Auditor-General audit firms	3	8
Total audit fees	64	63

G Other matters

G1-1 Statement of Cash Flows information

Reconciliation of net operating result to cash provided from operating activities

\$ '000	2021	2020
Net operating result from Income Statement	6,234	16,753
Adjust for non-cash items:		
Depreciation and amortisation	7,260	8,659
Net losses/(gains) on disposal of assets	1,356	798
Adoption of AASB 15/1058	–	(2,832)
Unwinding of discount rates on reinstatement provisions	(37)	40
+/- Movement in operating assets and liabilities and other cash items:		
Decrease/(increase) in receivables	188	(265)
Increase/(decrease) in provision for impairment of receivables	27	–
Decrease/(increase) in inventories	(6)	35
Increase/(decrease) in payables	568	(261)
Increase/(decrease) in other liabilities	(418)	178
Increase/(decrease) in contract liabilities	3,018	172
Increase/(decrease) in provision for employee benefits	1	(384)
Increase/(decrease) in other provisions	1,593	(328)
Net cash provided from/(used in) operating activities from the Statement of Cash Flows	19,784	22,565

G2-1 Commitments

Capital commitments (exclusive of GST)

\$ '000	2021	2020
---------	------	------

Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:

Property, plant and equipment

Buildings	149	245
Other infrastructure	260	429
Other	12	62
Total commitments	421	736

These expenditures are payable as follows:

Within the next year	421	736
Total payable	421	736

Sources for funding of capital commitments:

Externally restricted reserves	149	674
Internally restricted reserves	272	62
Total sources of funding	421	736

G3 Statement of developer contributions as at 30 June 2021

G3-1 Summary of developer contributions

\$ '000	Opening balance at 1 July 2020	Contributions received during the year		Interest and investment income earned	Amounts expended	Internal borrowings	Held as restricted asset at 30 June 2021	Cumulative balance of internal borrowings (to)/from
		Cash	Non-cash					
Drainage	3	-	-	-	-	-	3	-
Roads	3	50	-	-	-	-	53	-
Parking	7	-	-	-	-	-	7	-
Open space	1	-	-	-	-	-	1	-
Community facilities	133	8	-	-	-	-	141	-
Other	3	-	-	-	-	-	3	-
S7.11 contributions – under a plan	150	58	-	-	-	-	208	-
Total S7.11 and S7.12 revenue under plans	150	58	-	-	-	-	208	-
S64 contributions	100	25	-	-	-	-	125	-
Total contributions	250	83	-	-	-	-	333	-

Under the Environmental Planning and Assessment Act 1979, Council has significant obligations to provide Section 7.11 (contributions towards provision or improvement of amenities or services) infrastructure in new release areas. It is possible that the funds contributed may be less than the cost of this infrastructure, requiring Council to borrow or use general revenue to fund the difference.

G3-2 Developer contributions by plan

\$ '000	Opening balance at 1 July 2020	Contributions received during the year		Interest and investment income earned	Amounts expended	Internal borrowings	Held as restricted asset at 30 June 2021	Cumulative balance of internal borrowings (to)/from
		Cash	Non-cash					
CONTRIBUTION PLAN								
Drainage	3	-	-	-	-	-	3	-
Roads	3	50	-	-	-	-	53	-
Parking	7	-	-	-	-	-	7	-
Open space	1	-	-	-	-	-	1	-
Community facilities	133	8	-	-	-	-	141	-
Other	3	-	-	-	-	-	3	-
Total	150	58	-	-	-	-	208	-

G4 Statement of performance measures

G4-1 Statement of performance measures – consolidated results

\$ '000	Amounts 2021	Indicator 2021	Indicators 2020 2019		Benchmark
1. Operating performance ratio					
Total continuing operating revenue excluding capital grants and contributions less operating expenses ^{1,2}	380	1.60%	13.99%	6.63%	> 0.00%
Total continuing operating revenue excluding capital grants and contributions ¹	23,770				
2. Own source operating revenue ratio					
Total continuing operating revenue excluding all grants and contributions ¹	12,363	39.89%	32.40%	39.42%	> 60.00%
Total continuing operating revenue ¹	30,994				
3. Unrestricted current ratio					
Current assets less all external restrictions	40,558	19.63x	21.46x	16.52x	> 1.50x
Current liabilities less specific purpose liabilities	2,066				
4. Debt service cover ratio					
Operating result before capital excluding interest and depreciation/impairment/amortisation ¹	7,773	30.13x	81.25x	24.15x	> 2.00x
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)	258				
5. Rates and annual charges outstanding percentage					
Rates and annual charges outstanding	625	5.79%	9.95%	7.97%	< 10.00%
Rates and annual charges collectable	10,790				
6. Cash expense cover ratio					
Current year's cash and cash equivalents plus all term deposits	51,264	39.20	36.60	28.43	> 3.00
Monthly payments from cash flow of operating and financing activities	1,308	mths	mths	mths	mths

(1) Excludes fair value increments on investment properties, reversal of revaluation decrements, reversal of impairment losses on receivables, net gain on sale of assets and net share of interests in joint ventures and associates using the equity method and includes pensioner rate subsidies

(2) Excludes impairment/revaluation decrements of IPPE, fair value decrements on investment properties, net loss on disposal of assets and net loss on share of interests in joint ventures and associates using the equity method

G4-2 Statement of performance measures by fund

\$ '000	General Indicators ³		Sewer Indicators		Benchmark
	2021	2020	2021	2020	
1. Operating performance ratio					
Total continuing operating revenue excluding capital grants and contributions less operating expenses ^{1,2}	(0.50)%	14.14%	27.90%	11.69%	> 0.00%
Total continuing operating revenue excluding capital grants and contributions ¹					
2. Own source operating revenue ratio					
Total continuing operating revenue excluding capital grants and contributions ¹	36.28%	29.60%	100.00%	99.82%	> 60.00%
Total continuing operating revenue ¹					
3. Unrestricted current ratio					
Current assets less all external restrictions	19.63x	21.46x	∞	∞	> 1.50x
Current liabilities less specific purpose liabilities					
4. Debt service cover ratio					
Operating result before capital excluding interest and depreciation/impairment/amortisation ¹	27.01x	78.01x	∞	∞	> 2.00x
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)					
5. Rates and annual charges outstanding percentage					
Rates and annual charges outstanding	6.87%	11.78%	0.00%	0.00%	< 10.00%
Rates and annual charges collectable					
6. Cash expense cover ratio					
Current year's cash and cash equivalents plus all term deposits	35.61	33.52	∞	∞	> 3.00
Monthly payments from cash flow of operating and financing activities	mths	mths			mths

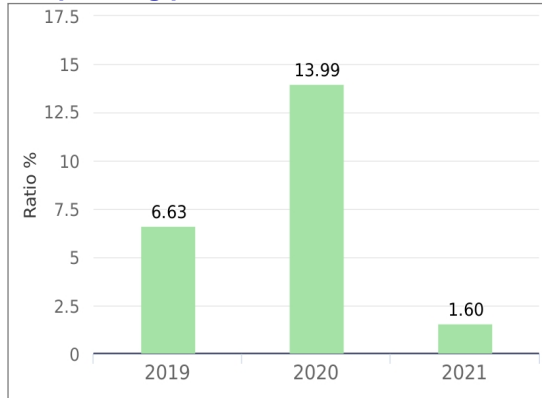
(1) - (2) Refer to Notes at Note 24a above.

(3) General fund refers to all of Council's activities except for its sewer activities which are listed separately.

H Additional Council disclosures (unaudited)

H1-1 Statement of performance measures – consolidated results (graphs)

1. Operating performance ratio



Purpose of operating performance ratio

This ratio measures Council's achievement of containing operating expenditure within operating revenue.

Commentary on 2020/21 result

2020/21 ratio 1.60%

Council's operating performance ratio is above the benchmark despite showing a reduction from 19/20. Last year Council received the profit from the Southern Phone sale.

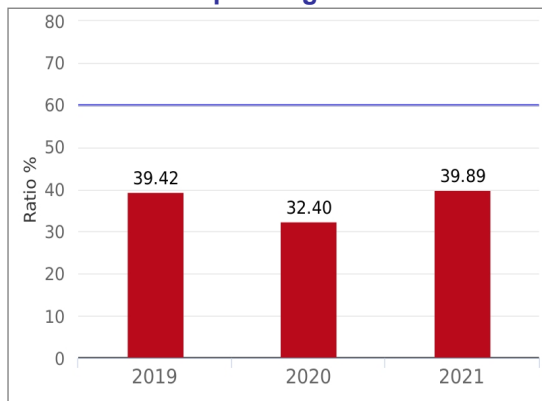
Benchmark: — > 0.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

2. Own source operating revenue ratio



Purpose of own source operating revenue ratio

This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.

Commentary on 2020/21 result

2020/21 ratio 39.89%

Own source revenue is consistent with previous year's results. This year it has again been impacted by additional grant funds for Stronger Country Communities, Drought Communities, Local Roads and Community Infrastructure and other grant funded programs.

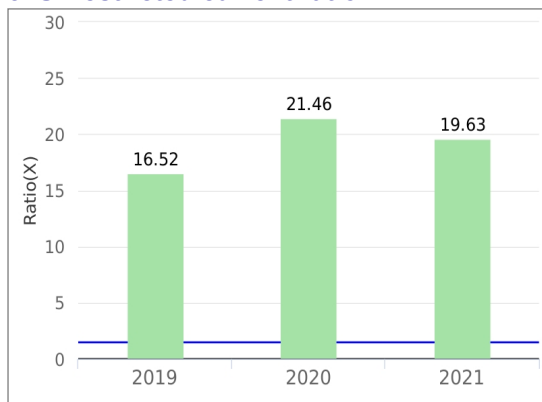
Benchmark: — > 60.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

3. Unrestricted current ratio



Purpose of unrestricted current ratio

To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.

Commentary on 2020/21 result

2020/21 ratio 19.63x

Council's ratio remains well above the benchmark with more than adequate funds to satisfy its short term obligations.

Benchmark: — > 1.50x

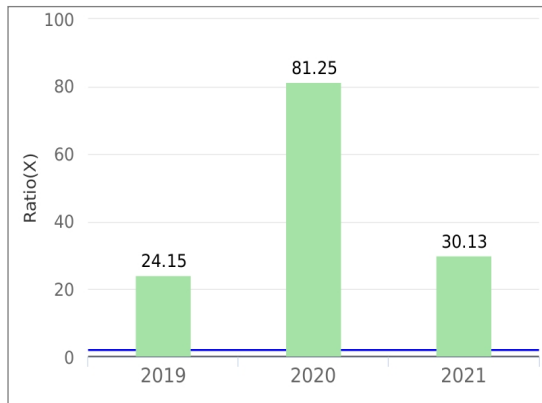
Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

H1-1 Statement of performance measures – consolidated results (graphs) (continued)

4. Debt service cover ratio



Purpose of debt service cover ratio

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments

Commentary on 2020/21 result

2020/21 ratio 30.13x

Council is in a strong position to meet our obligations for our single loan for the Holland Park Pool Upgrade.

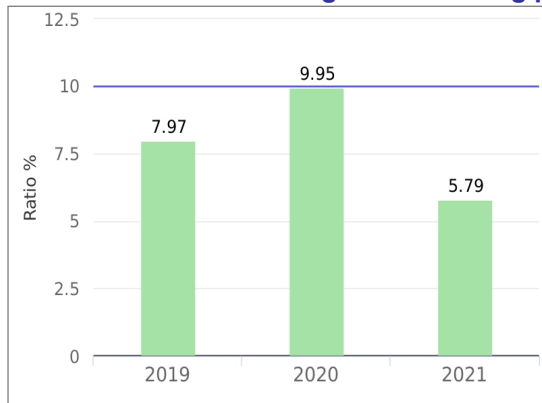
Benchmark: — > 2.00x

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

5. Rates and annual charges outstanding percentage



Purpose of rates and annual charges outstanding percentage

To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.

Commentary on 2020/21 result

2020/21 ratio 5.79%

Council's newly introduced early intervention approach has seen a number of long term outstanding rate balances paid off and/or entered into manageable payment arrangements.

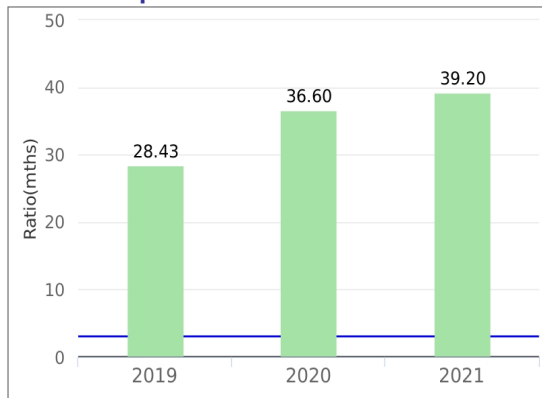
Benchmark: — < 10.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

6. Cash expense cover ratio



Purpose of cash expense cover ratio

This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow.

Commentary on 2020/21 result

2020/21 ratio 39.20 mths

Efficient financial management practices have enabled Council to operate effectively in meeting its expense obligations.

Benchmark: — > 3.00mths

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

H1-2 Council information and contact details

Principal place of business:

6-10 Shire Street
West Wyalong NSW 2671

Contact details

Mailing Address:

PO Box 21
West Wyalong NSW 2671

Telephone: (02) 6972 2266

Facsimile: (02) 6972 2145

Opening hours:

8:30am - 5:00pm
Monday to Friday

Internet: www.blandshire.nsw.gov.au

Email: council@blandshire.nsw.gov.au

Officers

General Manager

Raymond Smith

Responsible Accounting Officer

Leesa Bryant

Auditors

NSW Audit Office
Level 15
Margaret Street
Sydney NSW 2001

GPO Box 12

Sydney NSW 2001

Elected members

Mayor

Brian Monaghan

Councillors

Liz McGlynn
Bruce Baker
Rodney Crowe
Penny English
Kerry Keatley
Tony Lord
Murray Thomas
Jan Wyse

Other information

ABN: 13 251 814 087



INDEPENDENT AUDITOR'S REPORT
Report on the general purpose financial statements
Bland Shire Council

To the Councillors of the Bland Shire Council

Opinion

I have audited the accompanying financial statements of Bland Shire Council (the Council), which comprise the Statement by Councillors and Management, the Income Statement and Statement of Comprehensive Income for the year ended 30 June 2021, the Statement of Financial Position as at 30 June 2021, the Statement of Changes in Equity and Statement of Cash Flows for the year then ended and notes comprising a summary of significant accounting policies and other explanatory information.

In my opinion:

- the Council's accounting records have been kept in accordance with the requirements of the *Local Government Act 1993*, Chapter 13, Part 3, Division 2 (the Division)
- the financial statements:
 - have been prepared, in all material respects, in accordance with the requirements of this Division
 - are consistent with the Council's accounting records
 - present fairly, in all material respects, the financial position of the Council as at 30 June 2021, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- all information relevant to the conduct of the audit has been obtained
- no material deficiencies in the accounting records or financial statements have come to light during the audit.

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Other Information

The Council's annual report for the year ended 30 June 2021 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the special purpose financial statements and Special Schedules (the Schedules).

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the special purpose financial statements and Special Schedule - Permissible income for general rates.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Financial Statements

The Councillors are responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards and the *Local Government Act 1993*, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar4.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- on the Original Budget information included in the Income Statement, Statement of Cash Flows, and Note B5-1 Material budget variations
- on the Special Schedules. A separate opinion has been provided on Special Schedule - Permissible income for general rates
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.



Chariee Bultitude
Delegate of the Auditor-General for New South Wales

28 October 2021
SYDNEY



Cr Brian Monaghan
Mayor
Bland Shire Council
PO Box 21
WEST WYALONG NSW 2671

Contact: Chariee Bultitude
Phone no: (02) 9275 7104
Our ref: D2123872/1694

28 October 2021

Dear Mayor

Report on the Conduct of the Audit for the year ended 30 June 2021 Bland Shire Council

I have audited the general purpose financial statements (GPFS) of the Bland Shire Council (the Council) for the year ended 30 June 2021 as required by section 415 of the *Local Government Act 1993* (the Act).

I expressed an unmodified opinion on the Council's GPFS.

This Report on the Conduct of the Audit (the Report) for the Council for the year ended 30 June 2021 is issued in accordance with section 417 of the Act. This Report should be read in conjunction with my audit opinion on the GPFS issued under section 417(2) of the Act.

SIGNIFICANT AUDIT ISSUES AND OBSERVATIONS

I identified the following significant audit issues and observations during my audit of the Council's financial statements. These issues and observations were addressed as part of my audit.

Rural fire-fighting equipment not recognised in the financial statements





Council did not record rural fire-fighting equipment in the financial statements.

Rural fire-fighting equipment, specifically the red fleet vehicles, is controlled by the Council and should be recognised in their financial statements. This is supported by the requirements of the *Rural Fires Act 1997* and service agreements between councils and the RFS.

The Department of Planning, Industry and Environment (inclusive of the Office of Local Government) confirmed in the 'Report on Local Government 2020' (tabled in Parliament on 27 May 2021) their view that rural firefighting equipment is not controlled by the NSW Rural Fire Service.

INCOME STATEMENT

Operating result

	2021	2020	Variance
	\$m	\$m	%
Rates and annual charges revenue	9.76	9.36	 4.3
Grants and contributions revenue	18.63	27.55	 32.4
Operating result from continuing operations	6.23	16.75	 62.8
Net operating result before capital grants and contributions	(0.99)	2.97	 133.3

The Council's operating result from continuing operations (\$6.23 million including depreciation and amortisation expense of \$7.26 million) was \$10.52 million lower than the 2019–20 result. This is primarily due to a \$8.92 million decrease in capital and operating grants and contributions received in the current year.

The net operating result before capital grants and contributions (deficit of \$0.99 million) was \$3.96 million lower than the 2019–20 result. This is primarily due to a \$2.36 million decrease in operating grants and contributions received, a \$0.78 million increase in materials and services expense and a \$0.69 million increase in employee benefits and on-costs expense.

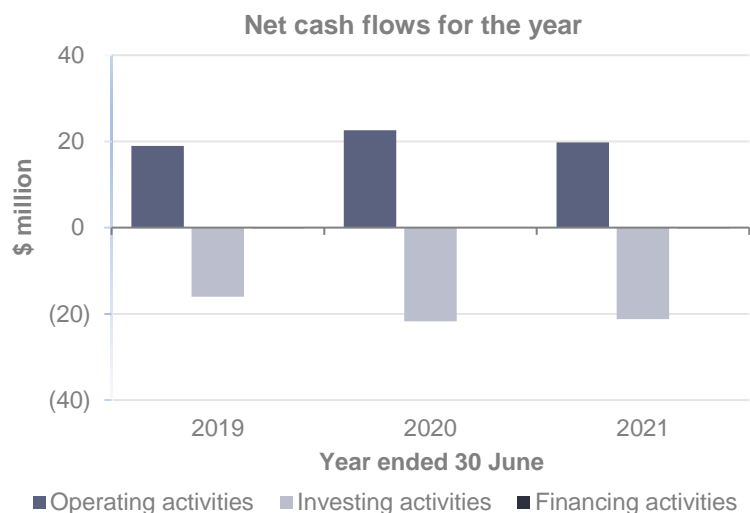
Rates and annual charges revenue (\$9.76 million) increased by \$0.40 million (4.3 per cent) in 2020-21, with the increase mainly due to the rate peg increase of 2.6 per cent and a small increase in the number of rateable properties.

Grants and contributions revenue (\$18.63 million) decreased by \$8.92 million (32.4 per cent) in 2020-21 due to:

- a \$2.88 million reduction in financial assistance grants received year on year
- capital grants related to transport had reduced by \$7.88 million in the 2021 financial year.

STATEMENT OF CASH FLOWS

- Council's cash and cash equivalents was \$5.56 million at 30 June 2021 (\$7.13 million at 30 June 2020). There was a net decrease in cash and cash equivalents of \$1.57 million during the 2020-21 financial year.
- Net cash provided by operating activities decreased by \$2.78 million. This is mainly due to a \$3.24 million reduction in grants and contributions received.
- Net cash used in investing activities decreased by \$0.49 million year on year.
- Net cash used in financing activities remained consistent year on year.



FINANCIAL POSITION

Cash and investments

Cash and investments	2021	2020	Commentary
	\$m	\$m	
Total cash, cash equivalents and investments	51.26	47.33	<ul style="list-style-type: none"> • Externally restricted cash and investments are restricted in their use by externally imposed requirements. The increase of \$2.41 million is primarily due to an increase in specific purpose unexpended grants of \$3.0 million. • Internally restricted cash and investments have been restricted in their use by resolution or policy of Council to reflect identified programs of works and any forward plans identified by Council. The increase of \$4.36 million is primarily due to an increase in infrastructure replacement restrictions of \$4.33 million. • Unrestricted cash and investments was \$18.21 million, which is available to provide liquidity for day-to-day operations of the Council.
Restricted cash and investments:			
• External restrictions	12.97	10.56	
• Internal restrictions	20.09	15.73	
• Unrestricted	18.21	21.04	

Debt

Council has \$0.89 million of external borrowings which is secured over the revenue of Council. There were no new borrowings during the year.

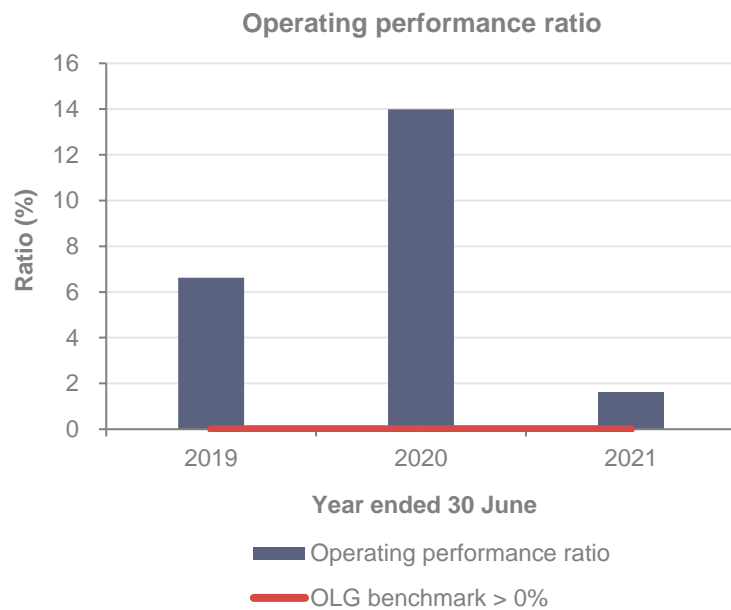
PERFORMANCE

Performance measures

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

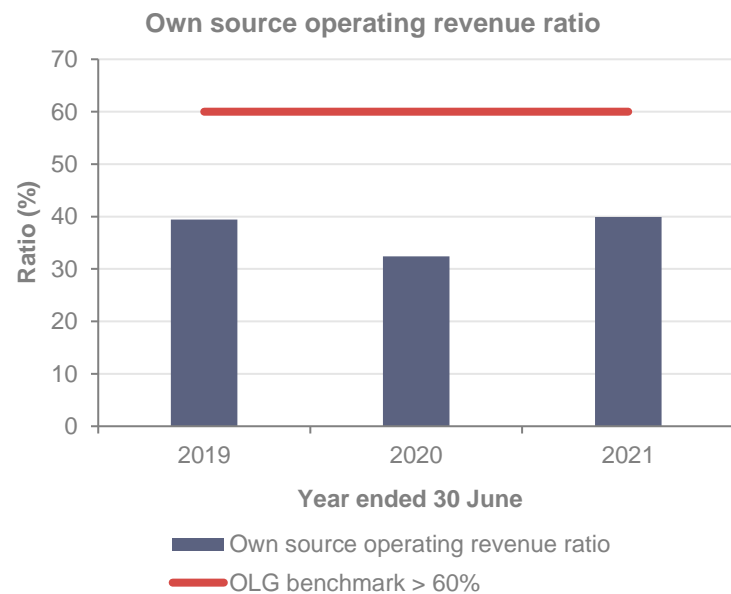
Operating performance ratio

- The 'operating performance ratio' measures how well council contained operating expenditure within operating revenue (excluding capital grants and contributions, fair value adjustments, and reversal of revaluation decrements). The benchmark set by OLG is greater than zero per cent.
- The Council exceeded the OLG benchmark for the current reporting period.
- The operating performance ratio decreased to 1.60 per cent (2020: 13.99 per cent) due to an increase in materials and services and employee benefits and on-costs expenditure.



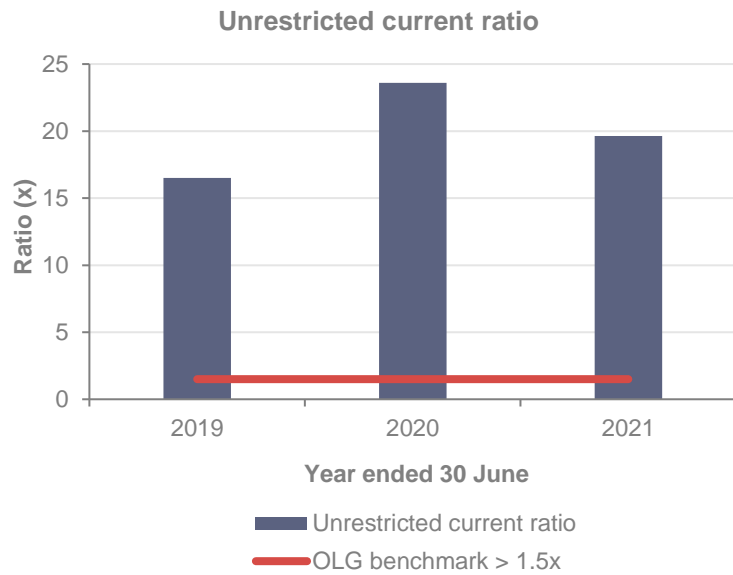
Own source operating revenue ratio

- The 'own source operating revenue ratio' measures council's fiscal flexibility and the degree to which it relies on external funding sources such as operating grants and contributions. The benchmark set by OLG is greater than 60 per cent.
- The Council did not meet the OLG benchmark for the current reporting period.
- The own source operating revenue ratio has remained relatively consistent year-on-year.



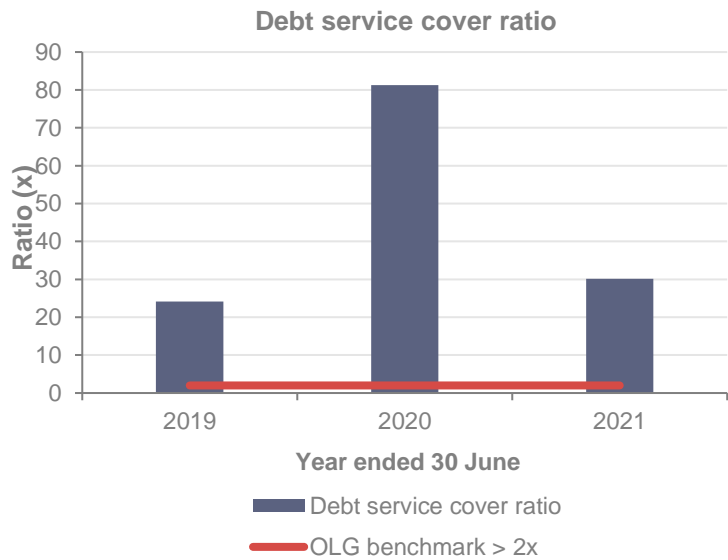
Unrestricted current ratio

- The 'unrestricted current ratio' is specific to local government and represents council's ability to meet its short-term obligations as they fall due. The benchmark set by OLG is greater than 1.5 times.
- The Council exceeded the OLG benchmark for the current reporting period.
- Council's unrestricted current ratio has decreased to 19.63 times (2020: 23.61 times) due to an increase in cash restrictions.



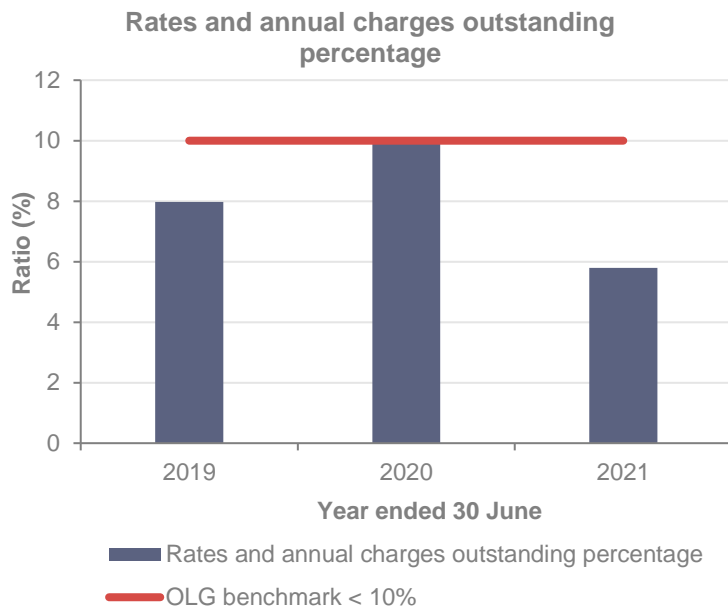
Debt service cover ratio

- The 'debt service cover ratio' measures the operating cash to service debt including interest, principal and lease payments. The benchmark set by OLG is greater than two times.
- The Council exceeded the OLG benchmark for the current reporting period.
- Council's debt service cover ratio decreased to 30.13 times (2020: 81.25 times) due to increased repayments of borrowings in 2020-21.



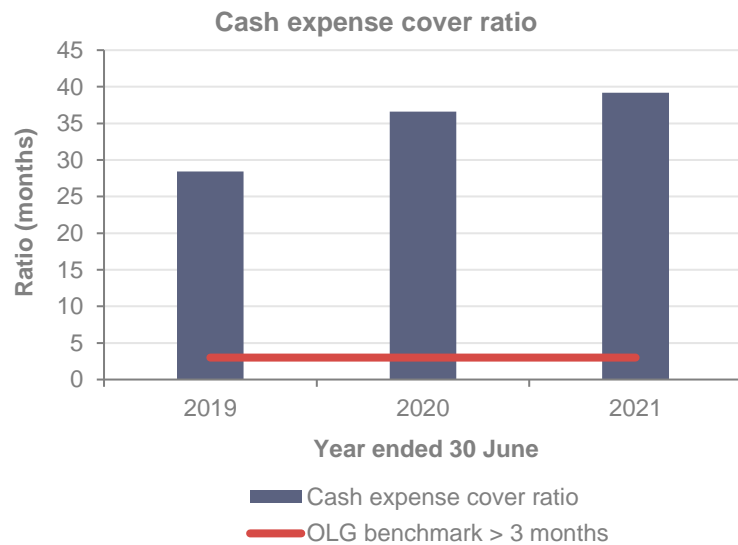
Rates and annual charges outstanding percentage

- The 'rates and annual charges outstanding percentage' assesses the impact of uncollected rates and annual charges on council's liquidity and the adequacy of debt recovery efforts. The benchmark set by OLG is less than 10 per cent for regional and rural councils.
- The Council exceeded the OLG benchmark for the current reporting period, which reflects the debt recovery procedures at Council.



Cash expense cover ratio

- This liquidity ratio indicates the number of months the council can continue paying for its immediate expenses without additional cash inflow. The benchmark set by OLG is greater than three months.
- The Council exceeded the OLG benchmark for the current reporting period.
- The Council's cash expense cover ratio was 39.2 months. This indicates that Council has the capacity to cover 39.2 months of operating cash expenditure without additional cash inflows at 30 June 2021.



Infrastructure, property, plant and equipment renewals

The Council renewed \$9.13 million of assets in the 2020-21 financial year, compared to \$4.15 million of assets in the 2019-20 financial year. The increase is primarily due to:

- \$2.41 million increase in capital work in progress renewals that were in progress at 30 June 2021
- \$2.68 million increase in roads renewed during 2020-21.

OTHER MATTERS

Legislative compliance

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

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



Chariee Bultitude
Delegate of the Auditor-General for New South Wales

cc: Mr Ray Smith, General Manager
Mr Gary Lavelle, Chair of Audit, Risk and Improvement Committee
Ms Kiersten Fishburn, Secretary of the Department of Planning, Industry and Environment

Bland Shire Council

SPECIAL PURPOSE FINANCIAL STATEMENTS

for the year ended 30 June 2021



Bland Shire Council

Special Purpose Financial Statements

for the year ended 30 June 2021

Contents	Page
Statement by Councillors and Management	3
Special Purpose Financial Statements:	
Income Statement of sewerage business activity	4
Statement of Financial Position of sewerage business activity	5
Note – Significant Accounting Policies	6
Auditor's Report on Special Purpose Financial Statements	9

Background

- i. These Special Purpose Financial Statements have been prepared for the use by both Council and the Office of Local Government in fulfilling their requirements under National Competition Policy.
- ii. The principle of competitive neutrality is based on the concept of a 'level playing field' between persons/entities competing in a market place, particularly between private and public sector competitors.

Essentially, the principle is that government businesses, whether Commonwealth, state or local, should operate without net competitive advantages over other businesses as a result of their public ownership.

- iii. For Council, the principle of competitive neutrality and public reporting applies only to declared business activities.

These include **(a)** those activities classified by the Australian Bureau of Statistics as business activities being water supply, sewerage services, abattoirs, gas production and reticulation, and **(b)** those activities with a turnover of more than \$2 million that Council has formally declared as a business activity (defined as Category 1 activities).

- iv. In preparing these financial statements for Council's self-classified Category 1 businesses and ABS-defined activities, councils must **(a)** adopt a corporatisation model and **(b)** apply full cost attribution including tax-equivalent regime payments and debt guarantee fees (where the business benefits from Council's borrowing position by comparison with commercial rates).

Bland Shire Council

Special Purpose Financial Statements

for the year ended 30 June 2021

Statement by Councillors and Management made pursuant to the Local Government Code of Accounting Practice and Financial Reporting

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

- the NSW Government Policy Statement '*Application of National Competition Policy to Local Government*',
- the Division of Local Government Guidelines '*Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality*',
- the Local Government Code of Accounting Practice and Financial Reporting,
- the NSW Office of Water Best-Practice Management of Water and Sewerage Guidelines.

To the best of our knowledge and belief, these statements:

- present fairly the operating result and financial position for each of Council's declared business activities for the year, and
- accord with Council's accounting and other records.
- present overhead reallocation charges to the water and sewerage businesses as fair and reasonable.

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

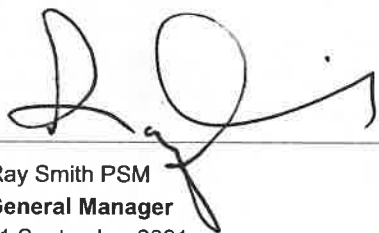
Signed in accordance with a resolution of Council made on 21 September 2021.



Brian Monaghan
Mayor
21 September 2021



Rodney Crowe
Councillor
21 September 2021



Ray Smith PSM
General Manager
21 September 2021



Leesa Bryant
Responsible Accounting Officer
21 September 2021

Bland Shire Council

Income Statement of sewerage business activity

for the year ended 30 June 2021

\$ '000	2021	2020
Income from continuing operations		
Access charges	1,694	1,576
Liquid trade waste charges	31	28
Fees	27	7
Interest	4	12
Grants and contributions provided for non-capital purposes	–	3
Total income from continuing operations	1,756	1,626
Expenses from continuing operations		
Employee benefits and on-costs	122	122
Materials and services	829	1,005
Depreciation, amortisation and impairment	315	309
Total expenses from continuing operations	1,266	1,436
Surplus (deficit) from continuing operations before capital amounts	490	190
Surplus (deficit) from continuing operations after capital amounts	490	190
Surplus (deficit) from all operations before tax	490	190
Less: corporate taxation equivalent [based on result before capital]	(127)	(52)
Surplus (deficit) after tax	363	138
Plus accumulated surplus	14,337	14,147
Plus adjustments for amounts unpaid:		
– Corporate taxation equivalent	127	52
Closing accumulated surplus	14,827	14,337
Return on capital %	3.1%	1.2%
Subsidy from Council	–	–
Calculation of dividend payable:		
Surplus (deficit) after tax	363	138
Surplus for dividend calculation purposes	363	138
Potential dividend calculated from surplus	181	69

Bland Shire Council

Statement of Financial Position of sewerage business activity

as at 30 June 2021

\$ '000	2021	2020
ASSETS		
Current assets		
Cash and cash equivalents	4,695	3,980
Investments	1,308	1,308
Receivables	326	243
Total current assets	6,329	5,531
Non-current assets		
Infrastructure, property, plant and equipment	16,050	15,412
Total non-current assets	16,050	15,412
Total assets	22,379	20,943
LIABILITIES		
Non-current liabilities		
Payables	7	7
Employee benefit provisions	179	181
Total non-current liabilities	186	188
Total liabilities	186	188
Net assets	22,193	20,755
EQUITY		
Accumulated surplus	14,827	14,337
Revaluation reserves	7,366	6,418
Total equity	22,193	20,755

Note – Significant Accounting Policies

A statement summarising the supplemental accounting policies adopted in the preparation of the special purpose financial statements (SPFS) for National Competition Policy (NCP) reporting purposes follows.

These financial statements are SPFS prepared for use by Council and the Office of Local Government. For the purposes of these statements, the Council is a non-reporting not-for-profit entity.

The figures presented in these special purpose financial statements have been prepared in accordance with the recognition and measurement criteria of relevant Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board (AASB) and Australian Accounting Interpretations.

The disclosures in these special purpose financial statements have been prepared in accordance with the *Local Government Act 1993 (Act)*, the *Local Government (General) Regulation 2005 (Regulation)* and the Local Government Code of Accounting Practice and Financial Reporting.

The statements are prepared on an accruals basis. They are based on historic costs and do not take into account changing money values or, except where specifically stated, fair value of non-current assets. Certain taxes and other costs, appropriately described, have been imputed for the purposes of the National Competition Policy.

The Statement of Financial Position includes notional assets/liabilities receivable from/payable to Council's general fund. These balances reflect a notional intra-entity funding arrangement with the declared business activities.

National Competition Policy

Council has adopted the principle of 'competitive neutrality' in its business activities as part of the National Competition Policy which is being applied throughout Australia at all levels of government. The framework for its application is set out in the June 1996 NSW Government Policy statement titled 'Application of National Competition Policy to Local Government'. *The Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality* issued by the Office of Local Government in July 1997 has also been adopted.

The pricing and costing guidelines outline the process for identifying and allocating costs to activities and provide a standard for disclosure requirements. These disclosures are reflected in Council's pricing and/or financial reporting systems and include taxation equivalents, Council subsidies, and returns on investments (rate of return and dividends paid).

Declared business activities

In accordance with *Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality*, Council has declared that the following are to be considered as business activities:

Category 1

(where gross operating turnover is over \$2 million)

Nil

Category 2

(where gross operating turnover is less than \$2 million)

Sewerage Services

The operation of sewer reticulation and treatment schemes at West Wyalong, Ungarie and Barmedman.

Taxation equivalent charges

Council is liable to pay various taxes and financial duties. Where this is the case, they are disclosed as a cost of operations just like all other costs.

However, where Council does not pay some taxes which are generally paid by private sector businesses, such as income tax, these equivalent tax payments have been applied to all Council-nominated business activities and are reflected in Special Purpose Financial Statements.

For the purposes of disclosing comparative information relevant to the private sector equivalent, the following taxation equivalents have been applied to all Council-nominated business activities (this does not include Council's non-business activities):

Notional rate applied (%)

Corporate income tax rate – 27.5%

Note – Significant Accounting Policies (continued)

Land tax – the first \$692,000 of combined land values attracts **0%**. For the combined land values in excess of \$692,001 up to \$4,231,000 the rate is **1.6% + \$100**. For the remaining combined land value that exceeds \$4,231,000 a premium marginal rate of **2.0%** applies.

Payroll tax – **5.45%** on the value of taxable salaries and wages in excess of \$850,000.

In accordance with the Department of Industry (DoI) – Water guidelines, a payment for the amount calculated as the annual tax equivalent charges (excluding income tax) must be paid from water supply and sewerage business activities.

The payment of taxation equivalent charges, referred to in the DoI – Water guidelines as a ‘dividend for taxation equivalent’, may be applied for any purpose allowed under the *Local Government Act, 1993*.

Achievement of substantial compliance to the DoI – Water guidelines is not a prerequisite for the payment of the tax equivalent charges, however the payment must not exceed \$3 per assessment.

Income tax

An income tax equivalent has been applied on the profits of the business activities.

Whilst income tax is not a specific cost for the purpose of pricing a good or service, it needs to be taken into account in terms of assessing the rate of return required on capital invested.

Accordingly, the return on capital invested is set at a pre-tax level - gain/(loss) from ordinary activities before capital amounts, as would be applied by a private sector competitor. That is, it should include a provision equivalent to the corporate income tax rate, currently 27.5%.

Income tax is only applied where a gain/ (loss) from ordinary activities before capital amounts has been achieved.

Since the taxation equivalent is notional – that is, it is payable to Council as the ‘owner’ of business operations - it represents an internal payment and has no effect on the operations of the Council. Accordingly, there is no need for disclosure of internal charges in the SPFS.

The rate applied of 27.5% is the equivalent company tax rate prevalent at reporting date. No adjustments have been made for variations that have occurred during the year.

Local government rates and charges

A calculation of the equivalent rates and charges for all Category 1 businesses has been applied to all assets owned, or exclusively used by the business activity.

Loan and debt guarantee fees

The debt guarantee fee is designed to ensure that Council business activities face ‘true’ commercial borrowing costs in line with private sector competitors. In order to calculate a debt guarantee fee, Council has determined what the differential borrowing rate would have been between the commercial rate and Council’s borrowing rate for its business activities.

(i) Subsidies

Government policy requires that subsidies provided to customers, and the funding of those subsidies, must be explicitly disclosed. Subsidies occur where Council provides services on a less than cost recovery basis. This option is exercised on a range of services in order for Council to meet its community service obligations. The overall effect of subsidies is contained within the Income Statements of business activities.

(ii) Return on investments (rate of return)

The NCP policy statement requires that councils with Category 1 businesses ‘would be expected to generate a return on capital funds employed that is comparable to rates of return for private businesses operating in a similar field’.

Funds are subsequently available for meeting commitments or financing future investment strategies. The rate of return is disclosed for each of Council’s business activities on the Income Statement.

The rate of return is calculated as follows:

Operating result before capital income + interest expense

Written down value of I,PP&E as at 30 June

Note – Significant Accounting Policies (continued)

As a minimum, business activities should generate a return equal to the Commonwealth 10 year bond rate which is 1.49% at 30/6/21.

(iii) Dividends

Council is not required to pay dividends to either itself (as owner of a range of businesses) or to any external entities.

Local government water supply and sewerage businesses are permitted to pay an annual dividend from its water supply or sewerage business surplus.

Each dividend must be calculated and approved in accordance with the Department of Industry – Water guidelines and must not exceed:

- 50% of this surplus in any one year, or
- the number of water supply or sewerage assessments at 30 June 2019 multiplied by \$30 (less the payment for tax equivalent charges, not exceeding \$3 per assessment).

In accordance with the Department of Industry – Water guidelines a Dividend Payment form, Statement of Compliance, Unqualified Independent Financial Audit Report and Compliance Audit Report are required to be submitted to the Department of Industry – Water.



INDEPENDENT AUDITOR'S REPORT
Report on the special purpose financial statements
Bland Shire Council

To the Councillors of the Bland Shire Council

Opinion

I have audited the accompanying special purpose financial statements (the financial statements) of Bland Shire Council's (the Council) Declared Business Activity, Sewerage, which comprise the Statement by Councillors and Management, the Income Statement of the Declared Business Activity for the year ended 30 June 2021, the Statement of Financial Position of the Declared Business Activity as at 30 June 2021 and the Significant accounting policies note.

In my opinion, the financial statements present fairly, in all material respects, the financial position of the Council's declared Business Activity as at 30 June 2021, and its financial performance for the year then ended, in accordance with the Australian Accounting Standards described in the Significant accounting policies note and the Local Government Code of Accounting Practice and Financial Reporting 2020–21 (LG Code).

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as the auditor of councils
- precluding the Auditor-General from providing non-audit services.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Emphasis of Matter - Basis of Accounting

Without modifying my opinion, I draw attention to the Significant accounting policies note to the financial statements which describes the basis of accounting. The financial statements have been prepared for the purpose of fulfilling the Council's financial reporting responsibilities under the LG Code. As a result, the financial statements may not be suitable for another purpose.

Other Information

The Council's annual report for the year ended 30 June 2021 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the general purpose financial statements and Special Schedules (the Schedules).

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the general purpose financial statements and Special Schedule 'Permissible income for general rates'.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Financial Statements

The Councillors are responsible for the preparation and fair presentation of the financial statements and for determining that the accounting policies, described in the Significant accounting policies note to the financial statements, are appropriate to meet the requirements in the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar4.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.



Chariee Bultitude
Delegate of the Auditor-General for New South Wales

28 October 2021
SYDNEY

Bland Shire Council

SPECIAL SCHEDULES
for the year ended 30 June 2021



Bland Shire Council

Special Schedules

for the year ended 30 June 2021

Contents

Page

Special Schedules:

Permissible income for general rates

3

Report on infrastructure assets as at 30 June 2021

7

Bland Shire Council

Permissible income for general rates

\$ '000	Notes	Calculation 2020/21	Calculation 2021/22
Notional general income calculation ¹			
Last year notional general income yield	a	6,701	6,879
Plus or minus adjustments ²	b	4	-
Notional general income	c = a + b	6,705	6,879
Permissible income calculation			
Or rate peg percentage	e	2.60%	2.00%
Or plus rate peg amount	i = e x (c + g)	174	138
Sub-total	k = (c + g + h + i + j)	6,879	7,017
Plus (or minus) last year's carry forward total	l	1	1
Sub-total	n = (l + m)	1	1
Total permissible income	o = k + n	6,880	7,018
Less notional general income yield	p	6,879	7,016
Catch-up or (excess) result	q = o - p	2	2
Carry forward to next year ⁶	t = q + r + s	2	2

Notes

- (1) The notional general income will not reconcile with rate income in the financial statements in the corresponding year. The statements are reported on an accrual accounting basis which include amounts that relate to prior years' rates income.
- (2) Adjustments account for changes in the number of assessments and any increase or decrease in land value occurring during the year. The adjustments are called 'supplementary valuations' as defined in the Valuation of Land Act 1916.
- (6) Carry forward amounts which are in excess (an amount that exceeds the permissible income) require Ministerial approval by order published in the *NSW Government Gazette* in accordance with section 512 of the *Local Government Act 1993*. The OLG will extract these amounts from Council's Permissible income for general rates Statement in the financial data return (FDR) to administer this process.



INDEPENDENT AUDITOR'S REPORT
Special Schedule – Permissible income for general rates
Bland Shire Council

To the Councillors of Bland Shire Council

Opinion

I have audited the accompanying Special Schedule – Permissible income for general rates (the Schedule) of Bland Shire Council (the Council) for the year ending 30 June 2022.

In my opinion, the Schedule is prepared, in all material respects in accordance with the requirements of the Local Government Code of Accounting Practice and Financial Reporting 2020–21 (LG Code) and is in accordance with the books and records of the Council.

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Schedule' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Emphasis of Matter - Basis of Accounting

Without modifying my opinion, I draw attention to the special purpose framework used to prepare the Schedule. The Schedule has been prepared for the purpose of fulfilling the Council's reporting obligations under the LG Code. As a result, the Schedule may not be suitable for another purpose.

Other Information

The Council's annual report for the year ended 30 June 2021 includes other information in addition to the Schedule and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the general purpose financial statements, special purpose financial statements and Special Schedule 'Report on infrastructure assets as at 30 June 2021'.

My opinion on the Schedule does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the general purpose financial statements and the special purpose financial statements.

In connection with my audit of the Schedule, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the Schedule or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Schedule

The Councillors are responsible for the preparation of the Schedule in accordance with the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation of the Schedule that is free from material misstatement, whether due to fraud or error.

In preparing the Schedule, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Schedule

My objectives are to:

- obtain reasonable assurance whether the Schedule as a whole is free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the Schedule.

A description of my responsibilities for the audit of the Schedule is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar8.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited Schedule on any website where it may be presented
- about any other information which may have been hyperlinked to/from the Schedule.



Chariee Bultitude
Delegate of the Auditor-General for New South Wales

28 October 2021
SYDNEY

Bland Shire Council

Report on infrastructure assets as at 30 June 2021

Asset Class	Asset Category	Estimated cost to bring assets to satisfactory standard \$ '000	Estimated cost to bring to the agreed level of service set by Council \$ '000	2020/21 Required maintenance ^a \$ '000	2020/21 Actual maintenance \$ '000	Net carrying amount \$ '000	Gross replacement cost (GRC) \$ '000	Assets in condition as a percentage of gross replacement cost				
								1	2	3	4	5
Buildings	Buildings – non-specialised	3,521	3,521	581	438	24,956	39,849	20.0%	21.0%	50.0%	9.0%	0.0%
	Other	–	–	–	–	(109)	–	0.0%	0.0%	0.0%	0.0%	0.0%
	Sub-total	3,521	3,521	581	438	24,847	39,849	20.0%	21.0%	50.0%	9.0%	0.0%
Other structures	Other structures	255	255	83	91	3,190	5,655	23.0%	12.0%	59.0%	6.0%	0.0%
	Sub-total	255	255	83	91	3,190	5,655	23.0%	12.0%	59.0%	6.0%	0.0%
Roads	Roads	–	–	–	–	–	–	0.0%	0.0%	0.0%	0.0%	0.0%
	Sealed roads	2,331	2,331	360	878	112,624	169,705	25.0%	67.0%	6.0%	2.0%	0.0%
	Unsealed roads	5,500	5,500	629	137	19,256	37,542	18.0%	40.0%	25.0%	11.0%	6.0%
	Bridges	307	307	365	–	13,749	18,429	2.0%	2.0%	95.0%	1.0%	0.0%
	Footpaths	1,009	1,009	180	33	5,021	9,188	12.0%	13.0%	61.0%	14.0%	0.0%
	Other road assets	–	–	3	–	346	546	47.0%	26.0%	27.0%	0.0%	0.0%
	Bulk earthworks	–	–	–	–	76,626	76,626	100.0%	0.0%	0.0%	0.0%	0.0%
	Other road assets (incl. bulk earth works)	–	–	–	–	–	–	0.0%	0.0%	0.0%	0.0%	0.0%
Sub-total	9,147	9,147	1,537	1,048	231,402	312,036	40.9%	41.8%	13.7%	2.9%	0.7%	
Sewerage network	Sewerage network	2,248	2,248	252	537	15,423	25,795	10.0%	63.0%	19.0%	5.0%	3.0%
	Sub-total	2,248	2,248	252	537	15,421	25,795	10.0%	63.0%	19.0%	5.0%	3.0%
Stormwater drainage	Stormwater drainage	820	820	175	27	21,962	32,124	41.0%	36.0%	21.0%	2.0%	0.0%
	Sub-total	820	820	175	27	21,962	32,124	41.0%	36.0%	21.0%	2.0%	0.0%
Open space / recreational assets	Swimming pools	–	–	7	22	1,916	5,378	36.0%	58.0%	6.0%	0.0%	0.0%
	Other	7,027	7,027	646	690	19,998	35,973	21.0%	26.0%	34.0%	17.0%	2.0%
	Sub-total	7,027	7,027	653	712	21,914	41,351	23.0%	30.2%	30.4%	14.8%	1.7%

Bland Shire Council

Report on infrastructure assets as at 30 June 2021 (continued)

Asset Class	Asset Category	Estimated cost to bring assets to satisfactory standard \$ '000	Estimated cost to bring to the agreed level of service set by Council \$ '000	2020/21 Required maintenance ^a \$ '000	2020/21 Actual maintenance \$ '000	Net carrying amount \$ '000	Gross replacement cost (GRC) \$ '000	Assets in condition as a percentage of gross replacement cost				
								1	2	3	4	5
Other infrastructure assets	Other	5,648	5,648	318	806	7,617	16,674	24.0%	31.0%	11.0%	34.0%	0.0%
	Sub-total	5,648	5,648	318	806	7,617	16,674	24.0%	31.0%	11.0%	34.0%	0.0%
	Total – all assets	28,666	28,666	3,599	3,659	326,353	473,484	35.1%	39.1%	19.5%	5.6%	0.8%

(a) Required maintenance is the amount identified in Council's asset management plans.

Infrastructure asset condition assessment 'key'

1	Excellent/very good	No work required (normal maintenance)
2	Good	Only minor maintenance work required
3	Satisfactory	Maintenance work required
4	Poor	Renewal required
5	Very poor	Urgent renewal/upgrading required

Bland Shire Council

Report on infrastructure assets as at 30 June 2021

Infrastructure asset performance indicators (consolidated) *

\$ '000	Amounts 2021	Indicator 2021	Indicators		Benchmark
			2020	2019	
Buildings and infrastructure renewals ratio					
Asset renewals ¹	3,659	57.95%	63.37%	18.72%	>= 100.00%
Depreciation, amortisation and impairment	6,314				
Infrastructure backlog ratio					
Estimated cost to bring assets to a satisfactory standard	28,666	8.70%	8.81%	14.92%	< 2.00%
Net carrying amount of infrastructure assets	329,474				
Asset maintenance ratio					
Actual asset maintenance	3,659	101.67%	0.00%	113.94%	> 100.00%
Required asset maintenance	3,599				
Cost to bring assets to agreed service level					
Estimated cost to bring assets to an agreed service level set by Council	28,666	6.05%	∞	10.28%	
Gross replacement cost	473,484				

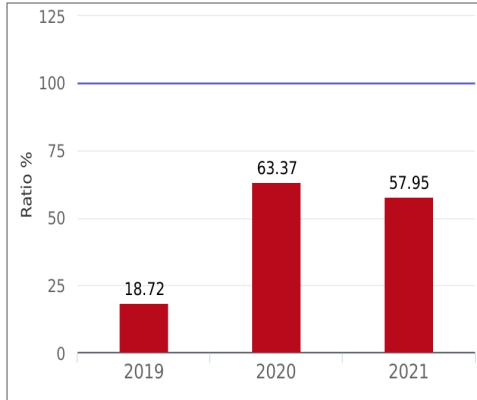
(*) All asset performance indicators are calculated using classes identified in the previous table.

(1) Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.

Bland Shire Council

Report on infrastructure assets as at 30 June 2021

Buildings and infrastructure renewals ratio



Buildings and infrastructure renewals ratio

To assess the rate at which these assets are being renewed relative to the rate at which they are depreciating.

Commentary on result	
20/21 ratio	57.95%

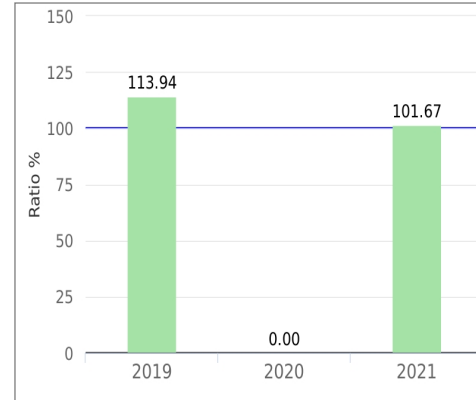
Benchmark: — $\geq 100.00\%$

Ratio achieves benchmark

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio is outside benchmark

Asset maintenance ratio



Asset maintenance ratio

Compares actual vs. required annual asset maintenance. A ratio above 1.0 indicates Council is investing enough funds to stop the infrastructure backlog growing.

Commentary on result	
20/21 ratio	101.67%

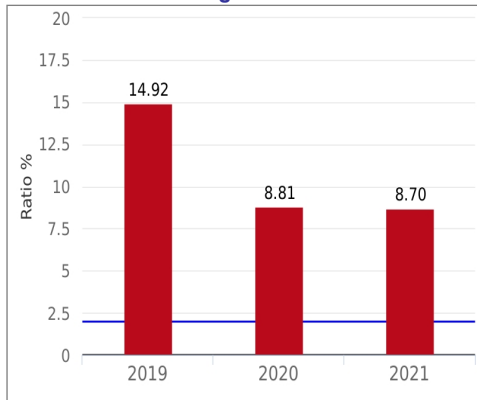
Benchmark: — $> 100.00\%$

Ratio achieves benchmark

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio is outside benchmark

Infrastructure backlog ratio



Infrastructure backlog ratio

This ratio shows what proportion the backlog is against the total value of a Council's infrastructure.

Commentary on result	
20/21 ratio	8.70%

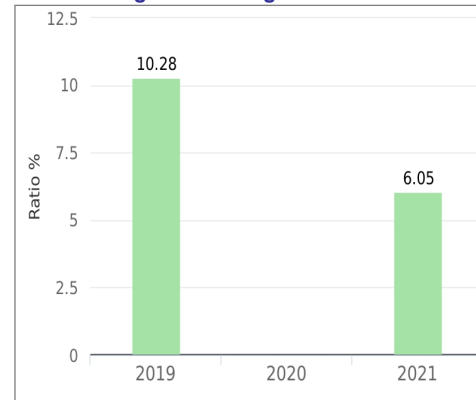
Benchmark: — $< 2.00\%$

Ratio achieves benchmark

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio is outside benchmark

Cost to bring assets to agreed service level



Cost to bring assets to agreed service level

This ratio provides a snapshot of the proportion of outstanding renewal works compared to the total value of assets under Council's care and stewardship.

Commentary on result	
20/21 ratio	6.05%

Bland Shire Council

Report on infrastructure assets as at 30 June 2021

Infrastructure asset performance indicators (by fund)

\$ '000	General fund		Sewer fund		Benchmark
	2021	2020	2021	2020	
Buildings and infrastructure renewals ratio					
Asset renewals ¹	60.82%	65.95%	0.00%	0.00%	>= 100.00%
Depreciation, amortisation and impairment					
Infrastructure backlog ratio					
Estimated cost to bring assets to a satisfactory standard	8.41%	9.24%	14.58%	0.00%	< 2.00%
Net carrying amount of infrastructure assets					
Asset maintenance ratio					
Actual asset maintenance	93.28%	0.00%	213.10%	∞	> 100.00%
Required asset maintenance					
Cost to bring assets to agreed service level					
Estimated cost to bring assets to an agreed service level set by Council	5.90%	∞	8.71%	∞	
Gross replacement cost					

(1) Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.