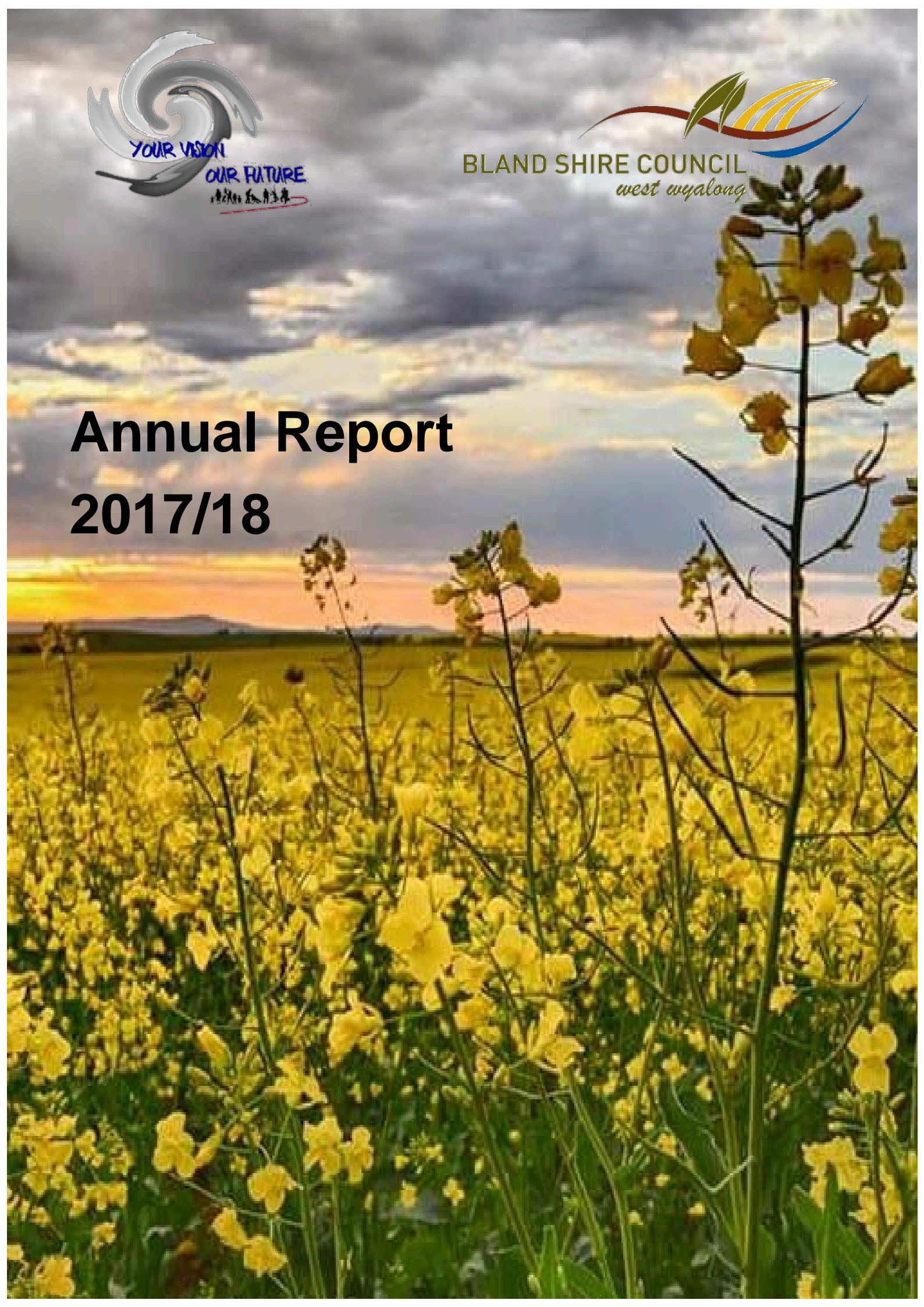




Annual Report 2017/18



Message from the Mayor and General Manager

The period covered in this year's annual report, being from July 2017 to June 2018, has been 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. The activities are ongoing, developing over time and becoming self sustaining.

Ungarie's Bing Wallder Park has become 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 Bland Shire 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 commitment to innovation and building strong community partnerships helped Council deliver the first silo mural in New South Wales in Weethalle during early 2017. Achieved within a Council budget of \$10,000, the initiative 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 mural features a shearer holding a merino sheep while a farmer surveys his golden crop of ripened wheat with a combine harvester working in the background. The intense palette of the mural was inspired by the artist's perception of the local environment.

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 Victoria, Ravensthorpe in Western Australia and Thallon in Queensland.

Bland Shire Council 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 Bland Shire 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 has been a positive year and we know that the communities within the Bland Shire have benefited from council's strategic planning, prudent financial management and by having a dedicated and committed team of staff and elected representatives working together to improve and enhance the lifestyle of our community.



Tony Lord
Mayor



Ray Smith
General
Manager

Table of Contents

Message from the Mayor and General Manager	2
2017/18 Highlights	5
Local Government Planning and Reporting Framework	8
Our Shire	10
Bland History	10
Bland Today	10
Our Council.....	14
Councillors	14
Councillor Attendance & Representation	15
Details of Mayoral and Councillor Fees, Expenses and Facilities	19
Our Organisation Structure	21
Office of the General Manager	23
Our Workforce.....	24
Strategic Priorities	29
Report on Capital Works Projects.....	30
Business Activities	31
Private Works and Financial Assistance	32
Details of External Bodies, Companies and Partnerships	34
Legal Proceedings	37
Contracts Awarded.....	38
Public Forum Sessions - 2017/18 Participation.....	39
Disability Inclusion Act 2014	40
Corporate, Community, Development & Regulatory Services Directorate.....	41
Financial Statements	42
Rates	43
2017/18 Annual Report Government Information (Public Access) Act (GIPA).....	44
Public Interest Disclosures Report	51
Carers Recognition Act 2010.....	52
Development Statistics	53
Swimming Pool Inspections.....	54
Environmental Reporting.....	54
Companion Animals.....	55
Asset & Engineering Services Directorate	58
Asset Reporting	59
Stormwater Management.....	62
Recovery and Threat Abatement Plans.....	63
Coastal Protection Services.....	63

2017/18 Highlights



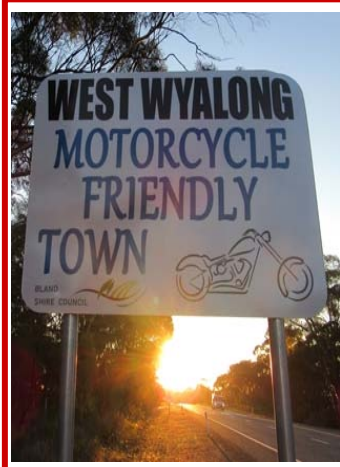
OUR PEOPLE

Bland Shire's stunning new tourist attraction, the Weethalle Silo Art was officially opened by Mayor Tony Lord, Deputy Mayor Jan Wyse and owner of the silos; Paul Northey at the community event on 1 July 2017. Thanks to all sponsors and contributors of the project.



A range of activities were planned for Seniors Week held between 28 March and 13 April to celebrate seniors. Activities included a Sing-a-long with the Bland Preschool, art workshop, grief and loss seminar, bingo, movie, visits to Naradhan woolshed and the Men's Shed.

An initiative of the Community Reference Group, West Wyalong became one of only a handful of Australian towns to be officially declared motorcycle friendly. More than a 100 members of the Sydney Ulysses Club joined locals and attended the official declaration on the 14th October 2017.



The unveiling of The Big Footy a 5 metre footy, which sits on a 4 meter pedestal in Bing Wallder Park, is a showpiece to recognise the contribution to Australian football made by Ungaries very own Daniher family, in particular brothers Terry, Neale, Anthony and Chris.



OUR PLACES

Council has recently acquired a new Street sweeper for the Bland Shire. It has been in operation since March 2018 and Council has had very positive feedback from the community. It will make its way around to all the villages soon.



Changes to Councils works program and practices have resulted from a series of Public Road Network forums held during the year which were hailed a terrific success with decision makers able to listen first hand to the concerns of the people who use the roads on a daily basis. Each of the forums were well attended with a positive outcome for both council & community.

To coincide with Clean Up Australia Day, Bland Shire Council opened all of its landfills to the public for free on Sunday 8th April 2018. Residents were encouraged to have a good clean-up and to dump their waste for free on the day.

FREE TIP DAY
on Sunday 8 April

Bland Shire Council is holding a FREE Tip Day at its landfills in West Wyalong, Ungarie and Barmedman

West Wyalong 10am to 3pm
Ungarie 8:30am to 11:30am
Barmedman 12:30pm to 3:30pm

Please note, all waste must be sorted, otherwise the usual fees will be charged. Disposal of domestic waste

- Excludes tyres and appliances
- Includes light services, wires, cables and systems only

For more information please contact Council's Manager Engineering Services on 60 997 2200

BLAND SHIRE COUNCIL
and partners

Visit blandshire.nsw.gov.au for more information

Council's Heritage Assistance Program contributed to works to locally significant buildings in Wyalong. Top Town Tavern re-painted the external walls and facade to freshen up the Pub. Restoration works on the Wyalong House has also been completed. In West Wyalong Thom Dick & Harry restored its original veranda.



OUR LEADERSHIP

Bland Shire Council has won the most prestigious prize in NSW Local Government – the AR Bluett Memorial Award. Council was 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.



Councillors attended community forums in Weethalle, Ungarie, Barmedman and Mirrool during October and November 2017. The communities had the opportunity to voice their concerns and issues with the Councillors.

The Museum Advisor has been working with the Ungarie and Wyalong Museums in developing an audio walking tour on the izi Travel App. Council launched a tour of the West Wyalong Main Street with plans for further development of the App.

Bland Shire Council recently engaged Assetic to assist with the strategic asset development within Council. By applying analytics to life-cycle and maintenance data, Assetic enables visualisation of strategy and service level scenarios to manage and maintain assets and to, improve service levels.



OUR PROSPERITY

Partnering with Dull in Scotland and Boring in Oregon forming the League of Extraordinary Communities, Bland Shire came up with its very own interpretation of Bland.... Far From Dull and Boring with an interactive sign and interpretative panel.



Bland Shire Council introduced new touch screen technology to provide 24 hour access to local tourist information. The Datatrx Tourism Touchscreen™ contains a wealth of interactive information about the Bland Shire including where to stay, where to eat and what to see and do.

The Model Aeronautical Association of Australia (MAAA) held a very successful 70th MAAA Nationals in the Bland Shire from 9 to 11 March 2018 with competitors coming from as far as Japan, New Zealand, USA and the Ukraine.



The 26th Annual National Town Crier Championships was held during the West Wyalong Show in September 2017. Led and hosted by Bland Shire's own Kyle Sturgess, Town Criers from across the country and as far as New Zealand took part in the championships.



2017/18 Financial Snapshot



Rates & Charges
Generate
34%
of total income



Interest & investment
revenue
decreased by
\$485,000



Grant Income & Contributions
Reduced by
\$4,440,000

55% of overall income

provided through
Grants & Contributions



\$221,000
increase in
Employee
Costs

User Fees & Charges
increased by
\$196,000



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

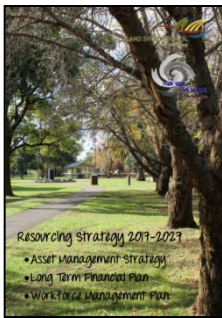
Prior to developing the Community Strategic Plan, Bland Shire Council adopted a Community Engagement Strategy committing Council to one of the largest community consultation processes in its history. The Community Engagement Strategy outlined the framework from which Council worked to engage its community 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 Assessment 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

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

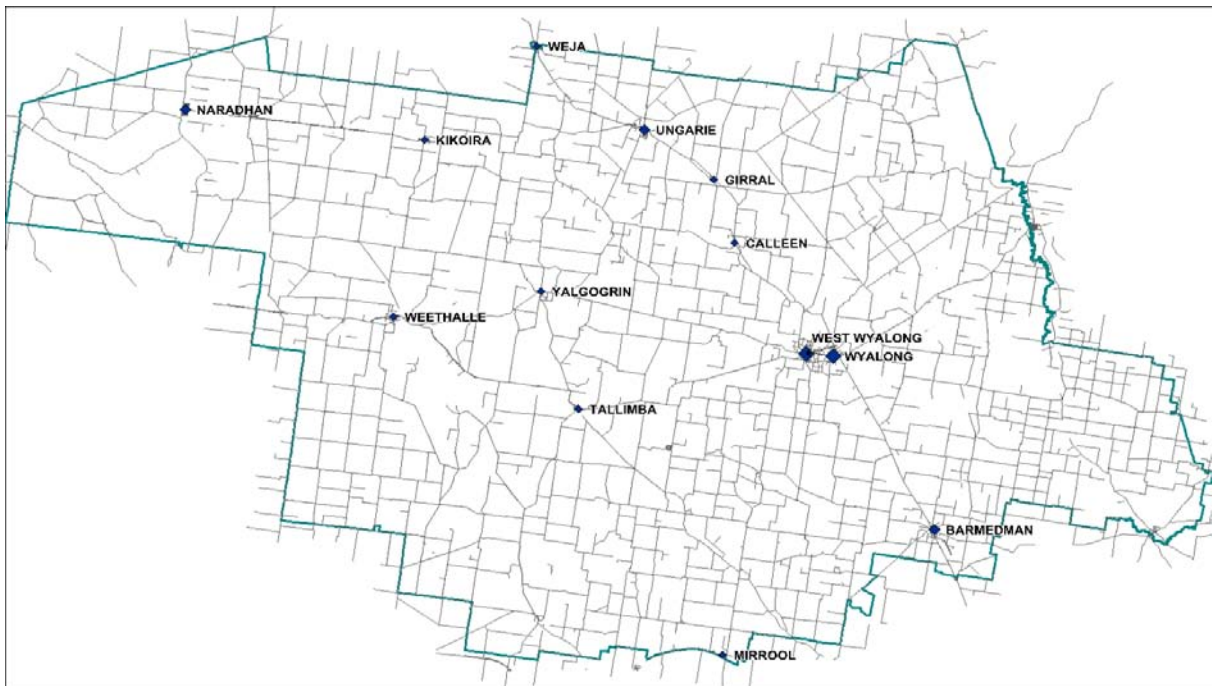
MEDIAN TOTAL INCOME

2013 - \$36,390

POPULATION DENSITY

0.7 PERSONS per KM²

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. The position of Mayor and Deputy Mayor are due for election in September 2018. This council term will conclude with the next General Local Government election in September 2020.



Tony Lord
Mayor & Councillor
Elected: 5 April 2004



Jan Wyse
Deputy Mayor & Councillor
Elected: 20 September 2016



Cr Bruce Baker
Elected: 20 September 2016



Cr Rodney Crowe
Elected: 20 September 2016



Cr Penny English
Elected: 20 September 2016



Cr Kerry Keatley
Elected: 16 March 2011



Cr Liz McGlynn
Elected: 5 April 2004



Cr Brian Monaghan
Elected: 15 September 2012



Cr Murray Thomas
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 Asset & Engineering Services
NSW Public Libraries Association	Cr Wyse Director Corporate, Community, Development & Regulatory Services
Riverina Regional Tourism	Cr English Senior Economic Development & Tourism Advisor
Cowal Gold Project Community Environmental Monitoring & Consultative Committee (CEMCC)	Mayor Lord
Riverina Eastern Regional Organisation of Councils (REROC)	Mayor Lord General Manager
Newell Highway Taskforce	Cr Lord Senior Economic Development & Tourism Advisor
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 Lord Cr McGlynn (alternate) Cr Thomas (alternate)
Riverina Regional Library	Cr Wyse Director Corporate, Community, Development & Regulatory Services
Country Mayors Association of NSW	Mayor Lord 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.

Council meeting minutes are available from Council's website, generally within 3 days of each meeting.

Councillor Attendance											
Council Meetings 2017/18	Council Meetings										
	18 July 2017	15 August 2017	19 September 2017	17 October 2017	21 November 2017	12 December 2017	20 February 2018	20 March 2018	17 April 2018	15 May 2018	19 June 2018
Cr Bruce Baker	✓	✓	✓	x	✓	✓	✓	✓	✓	✓	✓
Cr Rodney Crowe	x	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Cr Penny English	✓	✓	x	x	x	x	✓	✓	✓	✓	✓
Cr Kerry Keatley	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Cr Tony Lord	x	✓	✓	✓	✓	x	✓	✓	✓	✓	✓
Cr Liz McGlynn	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Cr Brian Monaghan	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Cr Murray Thomas	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Cr Jan Wyse	✓	✓	✓	✓	x	✓	✓	✓	✓	✓	✓
✓ 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 2017/18	4 July 2017	1 August 2017	5 September 2017	3 October 2017	7 November 2017	28 November 2017	6 February 2018	6 March 2018	3 April 2018	10 April 2018	1 May 2018	29 May 2018
Cr Bruce Baker	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Cr Rodney Crowe	✓	✓	x	x	✓	✓	✓	✓	✓	✓	✓	✓
Cr Penny English	✓	✓	✓	x	x	x	✓	✓	✓	✓	✓	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												

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.

Councillor Attendance					
Community Reference Group Meetings 2017/18	11 July 2017	12 September 2017	14 November 2017	13 March 2018	8 May 2018
Cr Bruce Baker	✓	x	✓	✓	✓
Cr Rodney Crowe	✓	✓	x	✓	x
Cr Penny English	✓	x	x	✓	✓
Cr Kerry Keatley	✓	✓	✓	✓	✓
Cr Tony Lord	x	✓	✓	✓	✓
Cr Liz McGlynn	x	x	✓	✓	✓
Cr Brian Monaghan	✓	x	✓	x	x
Cr Murray Thomas	✓	✓	✓	✓	✓
Cr Jan Wyse	✓	✓	✓	x	x
✓ <i>in attendance</i> x <i>not in attendance</i>					

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 \$156,665.

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

- i) Mayoral Fees \$ 24,630
- ii) Councillors Fees/Allowances \$ 101,609

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 \$7,742.

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 \$3,567.

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.

Event	Cost
LGNSW Conference	\$ 4,113

Training of councillors and provision of skill development

Expenses incurred in the training of councillors and provision of skill development

Event	Cost
Councillor Training	\$ 1,758

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.

Oversees 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.

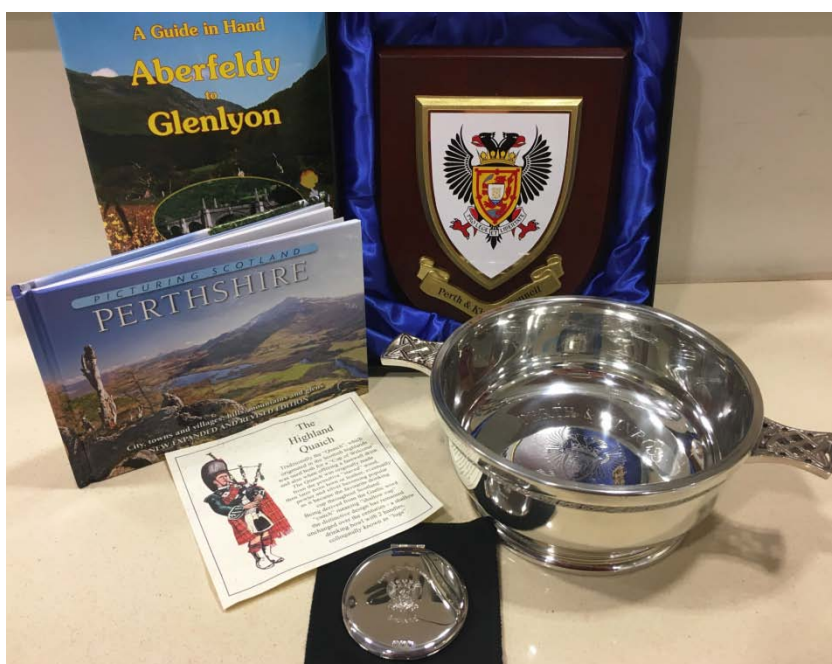
Expenses involved in the provision of care for a child or an immediate family member of a councillor

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.

Mayor Tony Lord made a personal visit to Dull, Perthshire in Scotland during July 2017 and presented council with gifts which includes books, silverware from Dull's silver collection, a shield representing the League of Extraordinary Communities and a welcoming drinking cup at the August 2017 Council meeting.



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, Development & Regulatory Services and Director Assets & Engineering 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	192,575.24
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	18,294.64
Total value of any non-cash benefits for which the general manager may elect under the package	18,000
Total amount payable by way of fringe benefits tax for any such non-cash benefits	0
Total Remuneration Package	228,869.88

Senior Staff Packages Total Remuneration

Total Remuneration – Senior Staff Packages (Directors)	
Component	Total Value
Total value of the salary component of their packages	342,605.64
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	32,547.45
Total value of any non-cash benefits for which any of them may elect under the package	36,000
Total amount payable by way of fringe benefits tax for any such non-cash benefits	18,468
Total Remuneration Packages	429,621.09

Office of the General Manager



General Manager

Ray Smith

Office of the General Manager Responsibility Areas:

- Governance
- Internal Audit
- Compliance
- Executive Support
- Human Resource Management
- Community Relations
- Community Development
- Youth Services
- Website
- EEO
- Training
- Payroll
- IPR Development & Review
- Economic Development/Tourism
- Visitor Information Delivery

Our Workforce

The total number of employees at Bland Shire Council as at 30 June 2018 is 127.

Year	Full time	Part time	Casual	Total
2013	104	16	26	146
2014	108	11	23	142
2015	102	15	26	143
2016	95	12	22	129
2017	93	16	16	125
2018	100	12	15	127

There has been a decrease in full time, part time and casual employment across all of Council's functions.

Staff Turnover

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

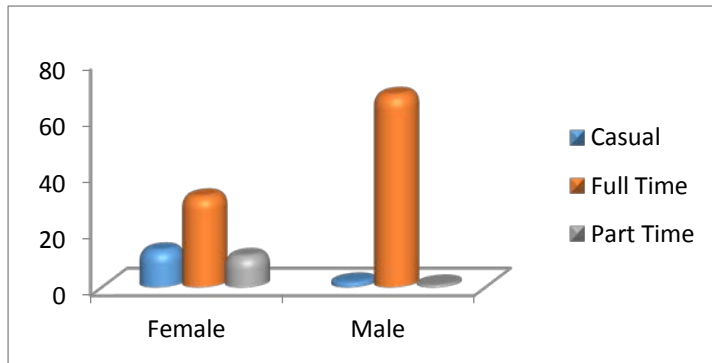
Year	Number	Turnover rate
2012/13	10	6.84%
2013/14	12	8.45%
2014/15	14	9.79%
2015/16	7	5.42%
2016/17	4	3.2%
2017/18	2	1.5%

Staff turnover has decreased. The highest turnover in staff is Casual staff. The average period of employment at Bland Shire Council is 2.8 years.

The main reason for staff turnover is termination of casual employment. The female staff was employed from the Directorate Corporate, Community, Development and Regulatory Services.

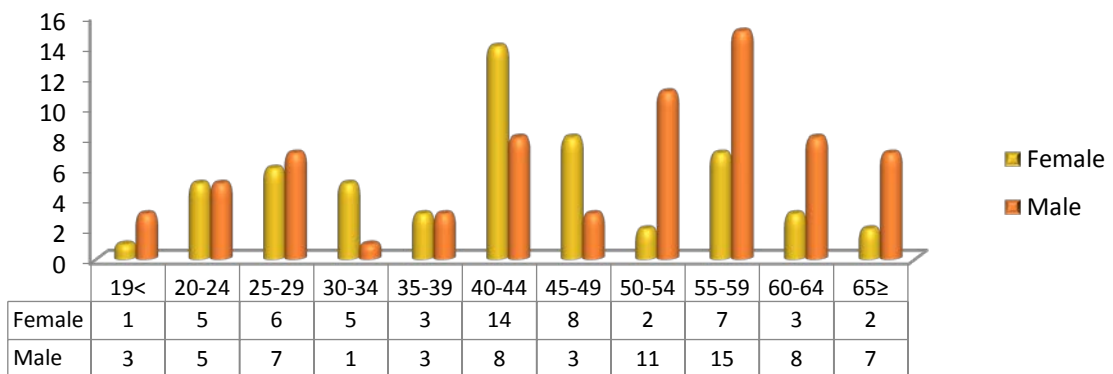
Reason	Male	Female
Retire	4	0
Resign	1	1
Casual Employment	1	4
Total	6	5

Staff by Gender and Employment Type



Council supports work-life balance, this is evident in the 42% 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, 15% 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 2 apprentices and 1 trainee to aid in closing the skills gap and for future succession plans.

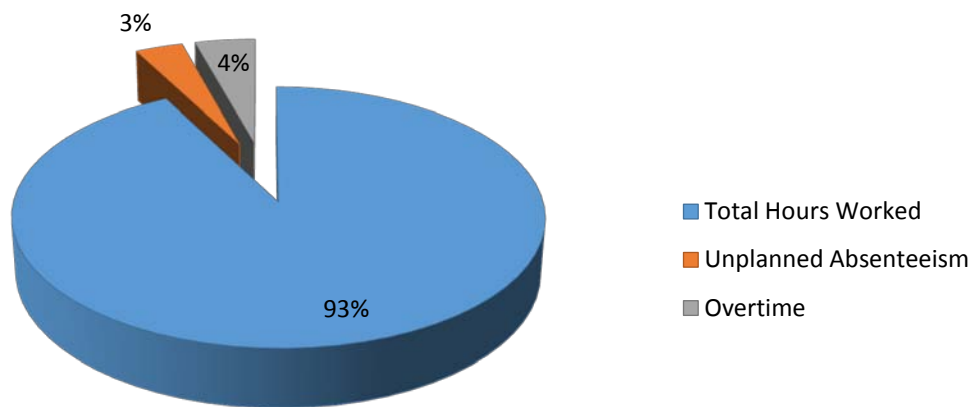


Diversity

Number of Female Staff	56 (44%)
Number of Male Staff	71 (55%)

There had been an increase of 7% from the period 2015/2016 in the numbers of female staff and a 8% decrease in male staff for the same period. This is linked to the resignation of employees and not recruiting for the vacant positions.

Staff Performance



Unplanned absenteeism accounts for 4% of the total hours worked and the overtime worked is 3%. Unplanned absenteeism includes sick leave, compassionate leave, carers leave, natural disaster leave and work cover. The unplanned absenteeism rate has been constant for the past 2 years.

Human Resources Activities

Human Resource Management activities undertaken by Council in 2017/18

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 are held on a regular basis. Council has kept the major unions and staff informed on Workplace changes.

Recruitment and selection

During 2017/2018, 12 positions were advertised. The 12 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 the community. Cadetships, traineeships and apprenticeships offered by the Council cut across a range of operations and include Financial Services, Civil Construction, Conservation and Land Management, Children's Services and Horticulture. During 2017/2018, 3 new apprentices were recruited.

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 career within Local Government. Council provided work experience to 4 students during 2017/2018.

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 is focussed on developing staff and career paths and succession planning.



EEO Management Plan

Equal Employment Opportunity (EEO) is about making sure that workplaces are free from all forms of unlawful discrimination and harassment and providing programs to assist members of EEO groups to overcome past or present disadvantage.

Activities undertaken during 2017/2018 to implement the Council's Equal Employment Opportunity Management Plan

Workplace Diversity

As of 30 June 2018, 44% of staff was females, compared to 55% males.

EEO Management Plan 2017/2018

Key achievements were:

Policies and Procedures:

- Review Council's Workplace Bullying & Harassment Policy and Grievance & Dispute Policy to ensure clarity and consistency with other related policies, procedures and EEO legislation.
- Promote Council's Employee Assistance Program.
- Review position descriptions to ensure the removal of false barriers in the selection criteria

Communication and Awareness:

- EEO Policy and Management Plan displayed on website, intranet and notice boards.
- Design a flier to communicate the purpose and function of the committee to staff.

Training and Development:

- Maintain database of training records including names of employees, course title, date attended.
- Continue regular training on the prevention of workplace bullying and harassment and handling of EEO issues.

Recruitment, Promotion, Transfer and Separation:

- Exit interviews are monitored for EEO and diversity implications and reported to relevant members.
- Recruitment and Selection policy and procedure is equitable and adheres to selection based on skills, knowledge and experience relating to the position description.
- Monitor appointments, promotions and transfers to ensure the process is consistently followed and non-discriminatory.

Grievance Handling:

- There is an effective EEO grievance resolution process where staff are able to raise concerns and issues. The process is easily accessible & confidential.

Implementation, Evaluation and Review:

- EEO Management Plan and its policies and procedures are evaluated to determine the effectiveness of the Plan.
- Monitor workplace grievances and harassment allegations to identify and appropriately action any issues or trends in relation to equity and diversity.

Strategic Priorities

The Integrated Planning and Reporting framework for NSW local government was implemented at Bland Shire Council from 1st July 2012. Each new Council is responsible for preparing a new Delivery Program to align with the council electoral cycle. The General Council election for NSW councils in September 2016 provided opportunities for Bland Shire Council to reconsider and endorse its Community Strategic Plan and supporting documentation.

The Delivery Program and Operational Plan is the point where the community's strategic goals are systematically translated into actions. These are the principal activities to be undertaken by the Council to implement the strategies established by the Community Strategic Plan within the resources available under the Resourcing Strategy.

The Delivery Program is a statement of commitment to the community from each newly elected council. In preparing the program, Council is accounting for its stewardship of the community's long-term goals, outlining what it intends to do towards achieving these goals during its term of office and what its priorities will be. It is designed as the single point of reference for all principal activities undertaken by Council during its term of office. All plans, projects, activities and funding allocations must be directly linked to this Program.

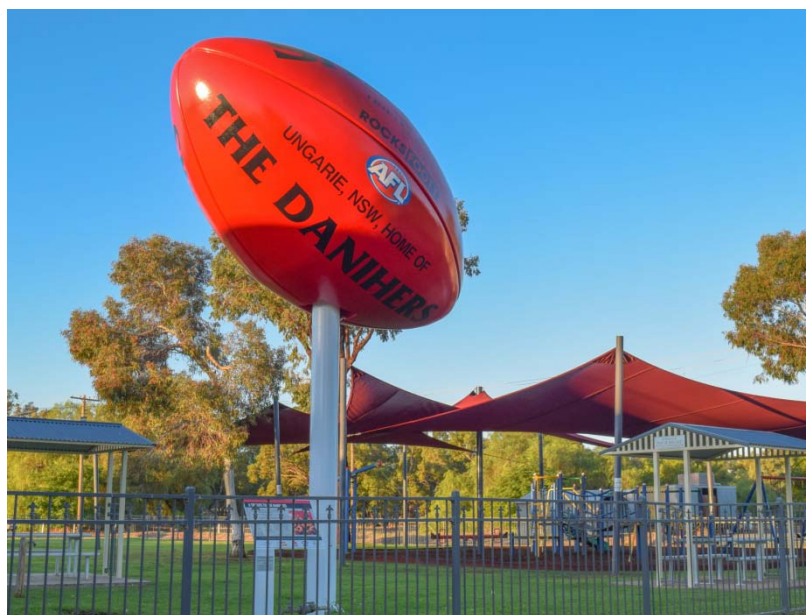
Supporting the Delivery Program is an annual Operational Plan. It spells out the details of the Program – the individual projects and activities that will be undertaken each year to achieve the commitments made in the Delivery Program. Council has a combined Delivery Program and Operational Plan.

The General Manager must ensure that progress reports are provided to the council, with respect to the principal activities detailed in the Delivery Program, at least every 6 months.

2017/18 Operational Plan Actions	
as at 30/6/2018	
Total number of actions:	220
🚩 On target	15
❌ Not progressed	5
✅ Complete	200

Report on Capital Works Projects

Capital Works, Projects & Tasks – 2017/18	
Project	Progress & Status as at 30 June 2018
New sewer pumping station	90% complete
MR 57(nth) widening	Completed
Kolkilbertoo Road widening	Completed
Quandialla Road Re-alignment	Completed
Cemetery Beams	80%
Ungarie Big AFL Ball	Completed
Re-furbish Indoor Sport Facility	Completed



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 2017/18.

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 road works and traffic control	\$ 159,227	Nil

Section 355 Committees of Management

Annual assistance provided to Council Committees of Management as defined under S.355 during the 2017/18 year was \$2,044.00.

Contributions and Grants to Financially Assist Others

Contributions, Grants and Donations 2017/18		
Beneficiary	Purpose	Amount
Wyalong Art Group	Strengthening Communities	\$2,420
Events West Wyalong	Strengthening Communities	\$5,000
West Wyalong Horse, Sports & Rodeo Association	Strengthening Communities	\$4,000
Barmedman Tractor Pull – In Kind support	Strengthening Communities	\$1,411
West Wyalong Meals on Wheels	Strengthening Communities	\$5,000
Hospital Auxiliary	Strengthening Communities	\$4,500
Ungarie War Memorial Hall – Fanny Lumsden	Strengthening Communities	\$1,000
West Wyalong Town Band	Strengthening Communities	\$2,000
Business West Wyalong – Christmas Carnival	Strengthening Communities	\$2,970
West Wyalong Community Rose Garden	Strengthening Communities	\$2,000
Baby Grand Piano Service – Lions Club of West Wyalong	Strengthening Communities	\$1,150
West Wyalong Clay Target Club	Strengthening Communities	\$891
Bland Shire Senior Citizens Week Festivities	Strengthening Communities	\$2,817
Top Town Tavern	Local Heritage Grant	\$27,272
Clark Family Reunion Memorial Plaque & Stand	Local Heritage Grant	\$370
All Saints Church, Wyalong	Local Heritage Grant	\$8,299
Thom Dick & Harry's of West Wyalong	Local Heritage Grant	\$40,466
Wyalong House	Local Heritage Grant	\$26,890
Donaldson Industries	Business Development Assistance	\$9,304
TOTAL		\$ 147,760

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.
- **Road and Maritime Services** - 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.

Council jointly participates in the:

- Road Safety Officer Project administered by REROC with Temora, Junee and Coolamon Councils – with support from the NSW Roads & Maritime Services.

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
- Weethalle Tidy Towns 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	Partnership between Councils to supply motor oil. Participation in Human Recourses Group and Work Health and Safety Group
NSW Food Authority	To conduct food shop compliance inspections
Joint Organisation	To help drive better planning, economic development and service delivery in regional NSW.

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.

- **Southern Phone Company (SPC)** - Council holds two (2) \$1.00 shares in SPC – a joint council initiative to provide telecommunications services to local government and the community in general. The dividend is determined by the proportion of revenues generated from each Council area.

Year	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Dividend Paid to Council	\$ 4,032.92	\$ 25,622.62	\$ 29,852.92	\$28,314.83	\$19,752.75	\$10,076.19

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 a total of six (6) presentations during the 2017/18 year.

Council Meeting	Organisation
18 th July 2017	Riverina Regional Library
17 th October 2017	NSW Rural Doctors Network
17 th October 2017	Murrumbidgee Primary Health Network
21 st November 2017	Evolution Mining
20 th March 2018	Bland Shire Council Financial Statements 2016/17
17 th April 2018	Evolution Mining

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)*

A commercial lease dispute was resolved in Council's favour. Associated costs were \$45,796.69.

Contracts Awarded

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

Contractors Name	Nature of Goods or Services Supplied	Total Amount Payable
Aberlines Garage Pty Ltd	Plant purchases, vehicle parts and service	\$ 238,942.17
Armstrong Toyota	Plant purchases, vehicle parts and service	\$ 345,122.40
Western Kerbing	Provision of concreting services	\$ 556,850.24
Downer EDI Works Pty Ltd	Spray bitumen and supply emoleum	\$ 482,263.39
Leisure & Recreation Group	Pool Management Services	\$ 186,012.01
Millers Metals	Gravel crushing and supply	\$ 972,856.15
Oilsplus	Fuel and oil purchases	\$ 599,969.46
Origin Energy	Electricity supply	\$ 214,691.82
Rods Earthmoving	Plant hire, roadworks	\$ 284,498.60
Wagga Truck Hino	Plant purchases, vehicle parts and service	\$ 171,416.87
Interflow Pty Ltd	Sewer mains relining	\$ 150,664.08
Cleary Earthworks & Civil	Plant hire, roadworks	\$ 447,284.50
Hitachi Construction Machinery	Plant purchases and parts	\$ 535,725.15
R. McClintock & Co	Plant purchases, vehicle parts and service	\$ 191,789.21
Bucher Municipal	Plant purchases and vehicle parts	\$ 253,913.06

Public Forum Sessions - 2017/18 Participation

Members of the public have the opportunity to address Council on any local government issue at the commencement of 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 fourteen (14) attendees that addressed Council during the Public Forum session of its meetings held during the 2017/18 year.

Council Meeting	Participant	Issue
18 th July 2017	Mr Martin Lane	Events West Wyalong Strengthening Communities Grant Application
15 th August 2017	Mr Cameron Webber	Introduction at start of Council meetings
15 th August 2017	Mr Tony Hutcheon	Introduction at start of Council meetings
15 th August 2017	Mr Charles Kingston	Writing Competition – Aussie Fest in the West
15 th August 2017	Ms Leeanne Hampton	Council meeting openings
21 st November 2017	Mrs Kerrie Scott	Wyalong & Community Transport Group services
12 th December 2017	Mrs Loretta Sams	Cleanliness of Main Street and frontages of McCann and Barnado Parks
12 th December 2017	Mr Colin Spencer	South Yalgogrin Road and offer for seal product trial
20 th February 2018	Mrs Sarah Gillett	Riding for the Disabled West Wyalong
20 th February 2018	Mr Graham Fairman	Permission to place a shipping container on Crown Reserve
20 th March 2018	Mr Colin Spencer	Roads funding
17 th April 2018	Mr Wayne Broad	Retirement from Bland Shire Council
15 th May 2018	Mrs Jill Funnell	Support for staff of Bland Shire Council
19 th June 2018	Mr Tom Murdoch	Roads funding and works program

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, Development & Regulatory Services Directorate



**Director Corporate,
Community, Development
& Regulatory Services**

Adele Casey

Director Corporate, Community, Development & Regulatory 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
- GIS
- Family Day Care
- Preschool
- Mobile Resource Unit
- Vacation Care
- Toy Library
- It Takes A Village Program
- Library Services
- Town Planning
- Development Control
- Public Health & Regulatory Controls
- Heritage Management
- Environmental Management
- Ranger
- Museums
- Council Properties Management

Financial Statements

Council's audited 2017/18 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 have returned to previous levels and should remain until the advance FAG payment stops which will result in a reduction the year it stops.

Employee benefits and on costs had an increase compared to 2016/17 figures, but is consistent with CPI and wage increases for the year.

Depreciation expenses increased by \$1,657,000 due to a revaluation across Council's entire asset base, a change to straight line depreciation method and removal of residual values for road assets.

Rates

Rates & Charges Written Off

Rates & Annual Charges

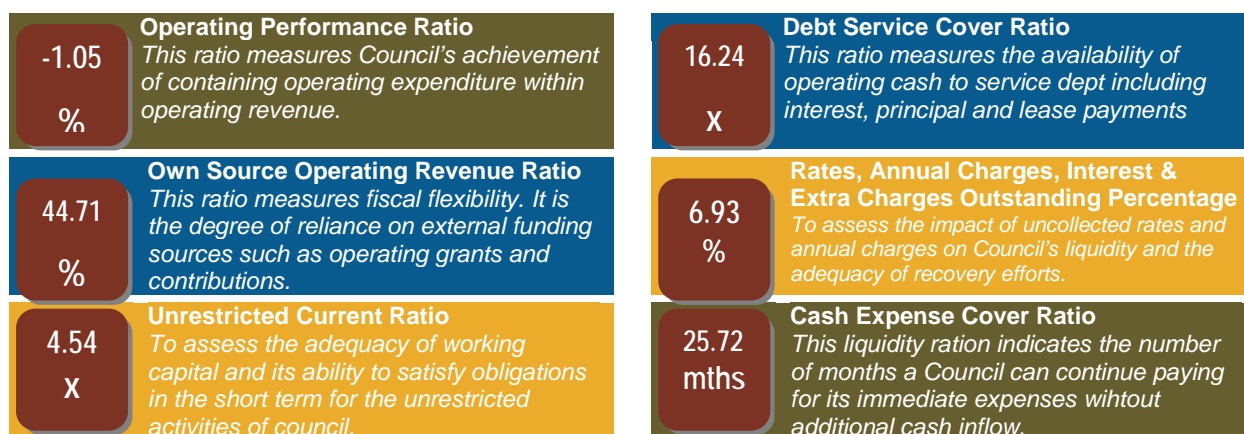
Rates	23,623
Sewer	384
Domestic Waste Management Charges	477
Trade Waste Charges	0
Pensioner Rebates	72,886
TOTAL	97,370

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.



2017/18 Annual Report Government Information (Public Access) Act (GIPA)

Obligations under s.125 of the GIPA Act

1. Review of proactive release program - Clause 7(a)

Clause 7A: 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 Publication Guide. The review seeks to identify corporate information not contained in the Publications Guide that could be proactively made available to the general public without imposing unreasonable additional cost to Council.

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 by:

- Regularly checking Council's website for content and currency of information to ensure that information in relation to new proposals, developments, programs and initiatives of Council are released in a timely manner.
- Distributing regular media releases on Council decisions, projects, services, and events and matters of community interest and activities that are supported by Council and placing the media releases on Council's website.
- Regular briefings with Customer Service staff and other relevant staff to ensure that they are aware of their responsibilities under the GIPA Act and other legislation that potentially restricts the release of certain information i.e. Privacy and Personal Information Protection Act, Health Records and Information Privacy Act and the Companion Animals Act.
- Work closely with local and regional media.
- Reviewing Council's Access to Information Policy and Procedures to ensure they are efficient and effective.
- Further developed social media sites to increase awareness among its constituents of the activities being undertaken by Council and where they can access information regarding these activities. This information is regularly reviewed and updated.

As a result of this review, Council released the following information proactively during the reporting period:

- Plans & Policies (updated)
 - Alcohol and Other Drugs
 - Liquid Trade Waste
 - Open Space and Sporting Facilities
 - Sporting Field Closure
 - Tree Management
 - Community Grants and Donations
 - Complaints Handling
 - Customer Service Charter
 - Fraud Prevention and Control
 - Training and Development
 - Children's Services Policies
 - Acceptance and Refusal of Authorisation
 - Behaviour Guidance and Interactions
 - Complaints
 - Dealing with Infectious Diseases
 - Excursion
 - Fees
 - Incident Injury Trauma and Illness
- Bland Shire Council Community Engagement Strategy – 2022 Vision
- Community Strategic Plan 2017-2027
- Resourcing Strategy 2017-2027
- Revenue Policy 2018-2019
- Combined Delivery Program and Operational Plan 2018-2022
- Annual Report 2016-2017
- Council Business Papers and Minutes
- Bland Shire Council Annual Financial Statements 2016-2017
- Contracts Register
- GIPA Disclosure Log
- BSC Community Engagement Strategy 2027
- BSC Disability Inclusion Action Plan 2017-2021

2. Number of access applications received - Clause 7(b)

Clause 7B: 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
0

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

Clause 7C: 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 Schedule 1 and the Act (information for which there is conclusive presumption of overriding public interest against disclosure).

Number of applications refused	Wholly	Partly	Total
	0	0	
% of total	0%	0%	

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

Table A: Number of applications by type of applicant and outcome*									
	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn	% of total
Media	0	0	0	0	0	0	0	0	0%
Members of Parliament	0	0	0	0	0	0	0	0	0%
Private sector business	0	0	0	0	0	0	0	0	0%
Not for profit organisations or community groups	0	0	0	0	0	0	0	0	0%
Members of the public (application by legal representative)	0	0	0	0	0	0	0	0	0%
Members of the public (other)	0	0	0	0	0	0	0	0	0%
Total	0	0	0	0	0	0	0	0	
% of Total	0%	0%	0%	0%	0%	0%	0%	0%	

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

Table B: Number of applications by type of 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)	0	0	0	0	0	0	0	0	0	0%
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0	0	0%
Total	0	0	0	0	0	0	0	0	0	
% of Total	0%	0%	0%	0%	0%	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 the 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	

*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	0	0%
Business interests of agencies and other persons	0	0%
Environment, culture, economy and general matters	0	0%
Secrecy provisions	0	0%
Exempt documents under interstate Freedom of Information legislation	0	0%
Total	0	

Table F: Timeliness

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

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld	Total
Internal review	0	0	0
Review by Information Commissioner*	0	0	0
Internal review following recommendation under section 93 of Act	0	0	0
Review by ADT	1	0	0
Total	1	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 2015 – June 2016
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 2016

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

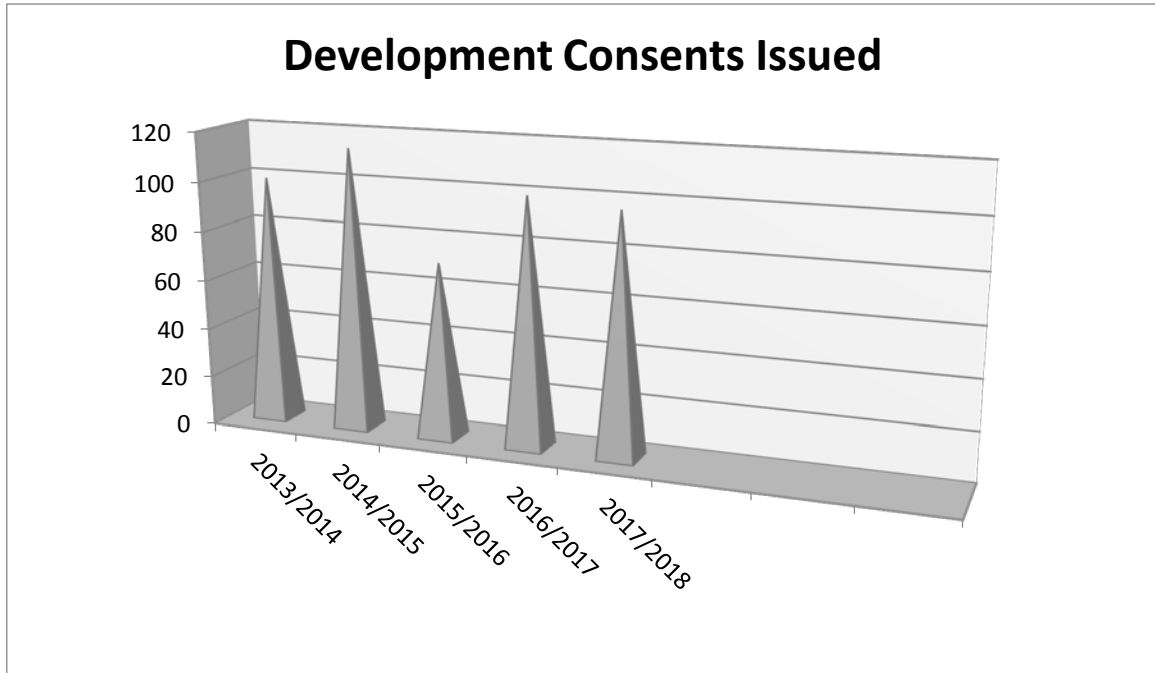
Council has met its obligations under the Carers Recognition Act 2010 as outlined by the Australian Government. The obligations being:

- 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

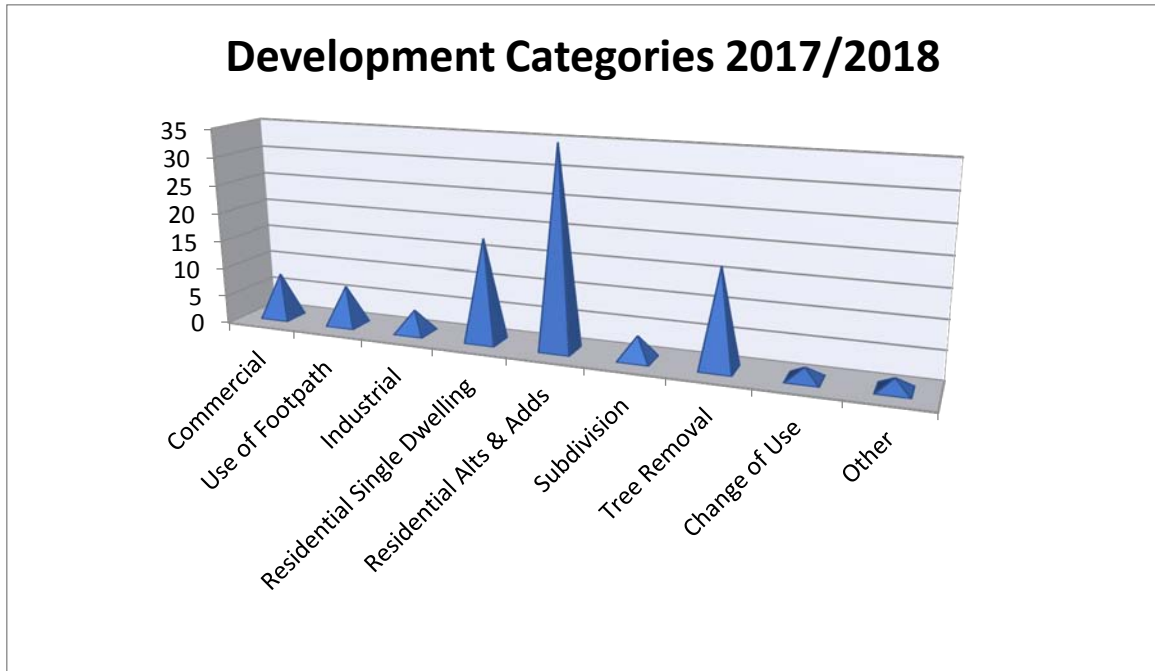


Development Statistics

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, seven have current certificates of compliance issued under section 22D of the Swimming Pools Act 1992. There are four pools that require inspection.

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 three (3) 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 \$144,000 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 rehoming. Council has established an extensive network of rehoming organisations. The rehoming rate for dogs was 81 per cent, however, there has been an increase in the number of dogs released to their owner. Only six (6) dogs were euthanised during the reporting period with this due to them being unsuitable to rehome. The rate of rehoming of cats has increased significantly during this reporting period. This rate now stands at 71 per cent. Despite this, the rehoming of cats remains difficult.

Off leash areas provided by the council area

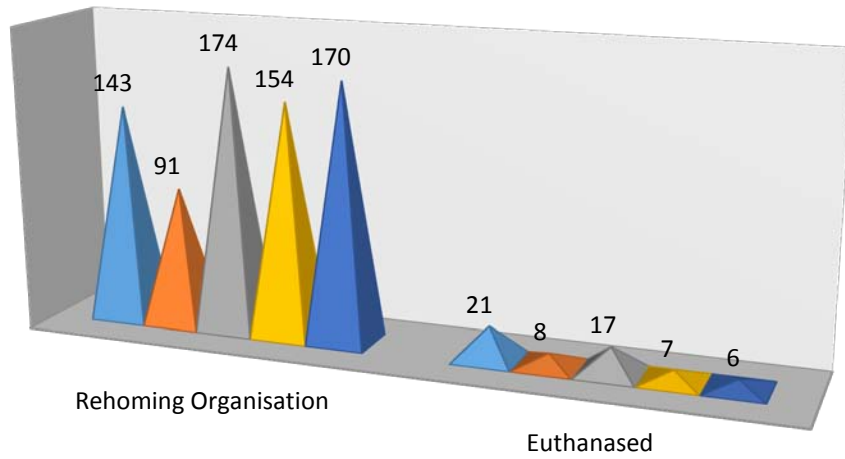
An off leash area is provided at Cooinda Bushland Reserve which is located between Wyalong and West Wyalong.

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

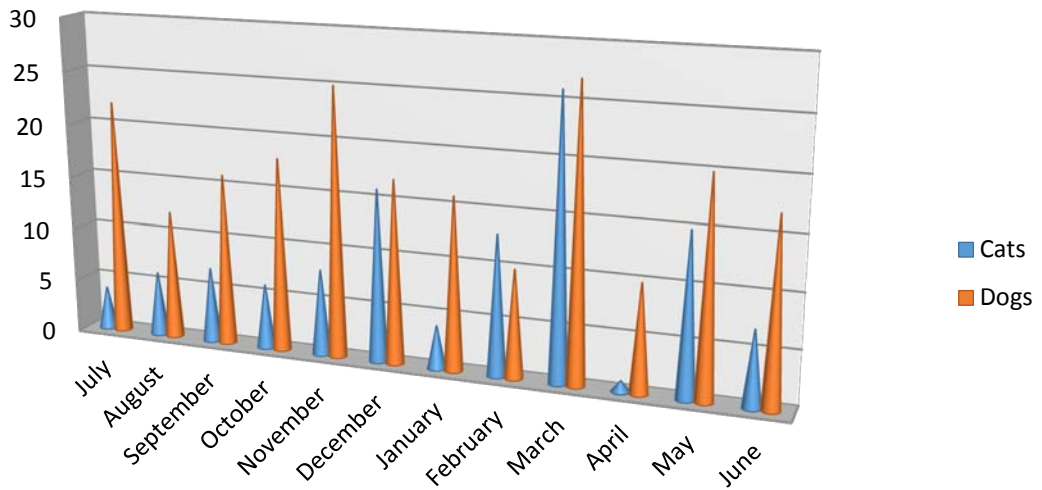
During 2017/18 expenditure for Companion Animal management was \$155,083.65 which includes employee costs, plant hire, provision of veterinary supplies and care and activities. Council received \$5568.40 from OLG for companion animal management during 2017/18.

Rehousing v Euthanasia of Dogs 2013 to 2018

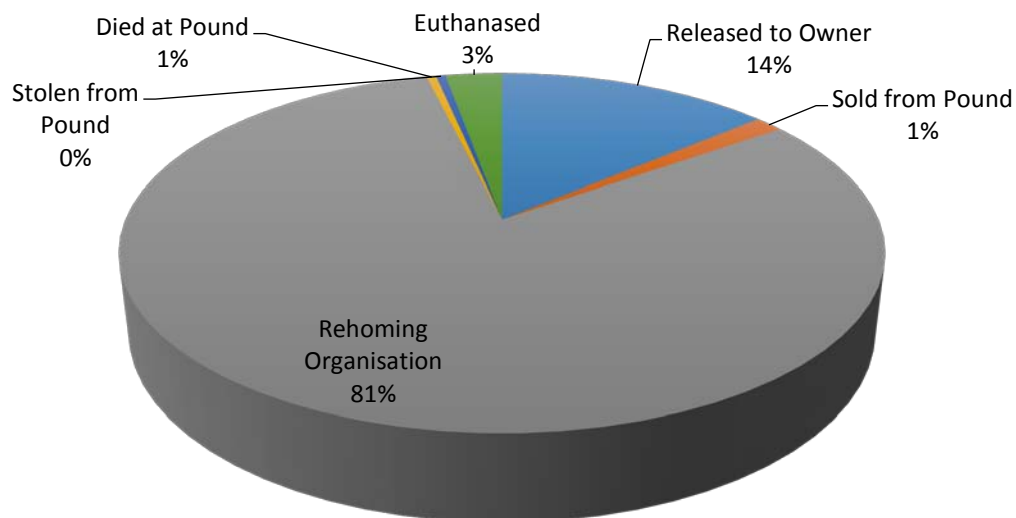
■ 2013/2014 ■ 2014/2015 ■ 2015/2016 ■ 2016/2017 ■ 2016/2018



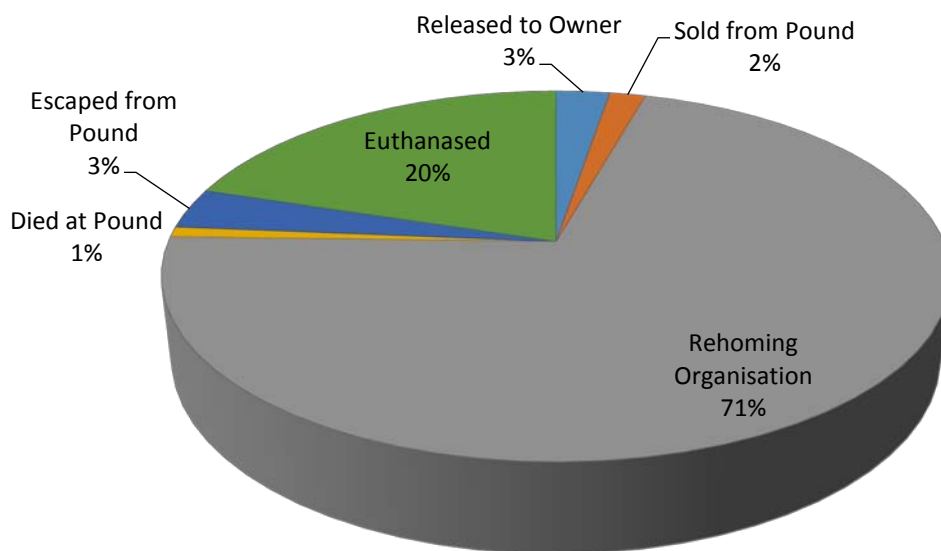
Animals Impounded 2017/2018



Dogs - Exit from Pound Method 2017/2018



Cats - Exit from Pound Method 2017/2018



Asset & Engineering Services Directorate



Director Asset & Engineering Services

Will Marsh

Asset & Engineering Services Responsibility Areas:

- Urban Sealed Roads
- Urban Unsealed Roads
- Rural Sealed Roads
- Rural Unsealed Roads
- Urban Roadside
- RMS
- Street Cleaning
- Aerodrome
- Parking Areas
- Private Works
- Cemeteries
- Passive Recreation Areas
- Parks & Gardens
- Sporting Ovals
- Tree Planting & Removal
- Cycle/Walking Paths
- Rural Fire Service
- Stores Management
- Plant & Depot Management
- Noxious Plants
- Pest Control
- State Emergency Service
- Saleyards
- Street Lighting
- Sewerage Services
- Subdivision Control
- Waste Services
- Public Conveniences
- Caravan Park
- Public Swimming Pools
- Asset Management
- Cleaning
- Public Halls
- Council Leases
- Council Properties Management
- Risk Management
- Insurances
- WH&S

Asset Reporting

Assets acquired during 2017/18 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 2017/18 for each of Council's principal activities

The assets held by Council at the end of year 2017/18 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 their 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 planning.

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

- Gravel Resheeting
- Wet Grading

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.

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 if remediation works are 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 operates the West Wyalong Saleyards. Occasional sheep sales are held at the Saleyards. Council employs a part time Saleyards Manager to oversee the operation and maintenance of the facility.

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 however, sections of each system have been identified for replacement and/or repair due to their 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.



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 Caravan Park infrastructure is ageing and in need of repair and/or replacement.

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 upgraded Holland Park Pool facility was commissioned in November 2010 for the Bland Shire residents. The project incorporated a renewed 50m pool, new Hydroplay facility for the toddlers with separate plant, new seating areas, grandstand, shade and upgraded kiosk, grounds and entry.

The water slide located at Holland Park Olympic Pool is operational and is compliant with WorkCover licence requirements. The water slide is at a stage that will need refurbishment in the near future.

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 will progress.



Stormwater Management

Statement detailing stormwater management services provided by Council

Council's stormwater infrastructure comprises an extensive network of:

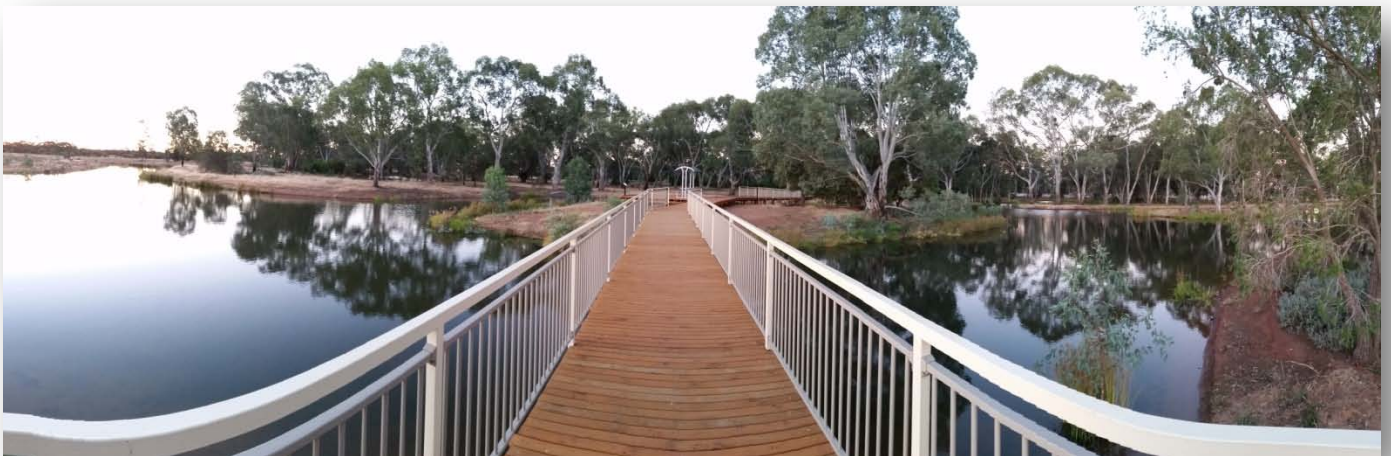
- More than 19.5kms of open channels, drains and waterways. These are located and routed through the urban environment
- Piped drainage and pits that flow into open channels
- Devices to improve water quality such as retarding and detention basins and wetlands

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.
- Identifying opportunities and planning for the enlargement of dams in the catchment area to further enhance the capacity to irrigate parks and sporting fields, including dealing with the crown and Aboriginal land claims.

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.

NSW Rural Fire Service (NSWRFS) 2017/2018 Annual Report



Management

- 33 of 34 Brigade AGM's were attended by staff.
- 145 elected field officers have been appointed & authorized in accordance with NSWRFS Service Standards.
- 2 Liaison Committee meetings were held.
- 3 senior volunteer Management Team meetings were held.
- Pre & Post season Bush Fire Management Committee meetings were held.
- Pre & Post season Group Captains/Captains & Snr Deputy Captains meetings were held.
- 19 Long Service Medals were presented to volunteers.
- 2 Group Officers were presented with an Australian Fire Service Medal.
- 1 Staff member was presented with a Bravery award.
- Ongoing: Code of Conduct & Ethics training for staff and volunteers.
- Ongoing: Conflict of interest training for staff & volunteers.
- Ongoing: WH&S reporting for staff & volunteers.
- 17/18 Business Continuity plan was reviewed & updated.
- Bland Temora Zone Bush Fire Risk Management plan was returned from the State Bush Fire Coordinating Committee with recommendations before for final approval is provided.
- 17/18 Business plan was adopted & implemented.
- 17/18 Staff annual work plans & professional development plans completed.
- Bland Temora Zone 17/18 estimates were submitted & approved.
- 17/18 Station builds & Council hazard reduction claims were submitted for reimbursement.
- NSWRFS State Championships will be held at Lake Centenary on the 14/15/16th September 2018.
- Bland Temora Zone will become live on NSW Rural Fire Service Central Dispatch System from the 1 July 2018.

Administration

- Individual Brigades membership list was updated & disseminated to Brigades.
- New membership applications continue to be processed.
- National Parks & Wildfire pass continued to be issued to volunteers.
- 17/18 Brigade call out book was updated & distributed to volunteers.
- Maintenance & Repair reports are completed monthly.
- ALL accounts are processed within acceptable timeframes.
- Meeting notices and minutes are distributed within acceptable timeframes.
- Volunteer photo identification & authority cards continue to be processed & distributed.
- Brigade Station event briefings & volunteers long service medal citation coordinated.

Operational Services (Community Safety)

- 2 Community volunteer engagement committee meetings held.
- 31 of 34 planned Community Engagement Activities completed.
- Community Protection plans in Tallimba & Ariah Park completed.
- Proposed Community Protection plans for Barmedman commenced.
- \$71,000 of funding for Strategic chemical spraying & slashing of Bland & Temora Council Roads & Villages was received.
- Section 63 Duty of care inspections for Hazard reduction & complaints in all Villages across the Zone occurred.
- 2017/2018 Fire season commenced on 1st October & ended on the 31st March 2018.

- Volunteers engaged in community awareness displays at the following local shows: Weethalle, Ungarie, West Wyalong, Barmedman & Temora
- 94 Fire permits were issued in Bland LGA.
- 99 Fire Permits were issued in Temora LGA.
- 1 Aboriginal Culture burn was completed in Naradhan.

Membership Services: (Learning and Development)

- 17/18 annual training plan was approved & disseminated to volunteers.
- 2 Volunteer training committee meetings were held.
- 1 Bush Fire Management Committee Multi agency exercise was held.
- 2 Joint training activities were undertaken between F&RNSW & NSWRFSS.
- 4 Group Captains attended Region West Regional Group Captain forum in Orange.
- The Zones Communication Group continue to conducted weekly radio checks every Sunday during the fire season.
- Ongoing emphasis this year has been on field officers minimum qualifications.
- West Wyalong Hot Fire Training Centre was constructed.
- Training Gas props for the Hot Fire Training Centre were purchased.
- Ongoing promotion of volunteer for West Wyalong Airbase is a high priority.

Infrastructure: (Operations)

- 2 Temora volunteers assisted with annual tanker equipment inspections across the Zone.
- All NSWRFSS & Brigade maintained trailers have been RMS inspected.
- 73 Tanker inspections & servicing completed & recorded.
- 21 Private tankers RMS inspections received & recorded.
- 17/18 Out of area assistance plan reviewed & updated.
- 17/18 Communications & Logistic plans reviewed & updated.
- 17/18 Section 52 plan of operation reviewed & updated.
- 29 Brigade Stations & both Fire Control Centers were sprayed for spiders.
- 29 Brigade Stations & both Fire Control Centers residual current devices have been checked & upgraded for compliance.
- Brigade stations WH&S issues identified with corrective actions completed & recorded.
- Access to mezzanines floors in Brigade stations have been isolated.
- 1 Single bay Brigade stations was constructed for Gubbatta Brigade.
- 1 Double bay Brigade station was constructed for Narraburra Brigade.
- 1 Single bay Brigade Station construction commenced for Quandary Pucawan Brigade.
- Temora Airbase infrastructure upgrade completed.
- West Wyalong Airbase infrastructure upgrade completed.

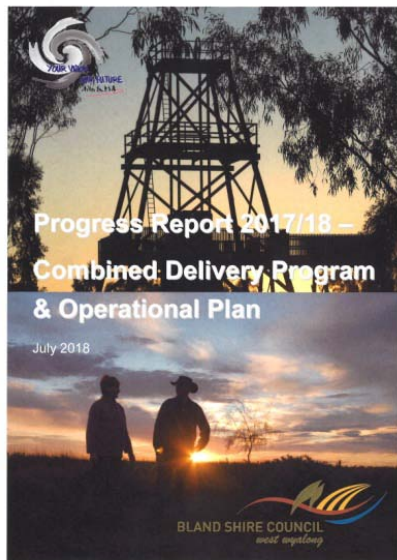
2017/2018 INCIDENTS

Bland LGA: 97 Temora LGA: 37

*Steve Holden
Zone Manager
Bland Temora Zone*

Appendix 1

Bland Shire Council Progress Report 2017/18 – Combined Delivery Program & Operational Plan July 2018





Progress Report 2017/18 – Combined Delivery Program & Operational Plan

July 2018



BLAND SHIRE COUNCIL
west wyalong

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. 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.

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. .

2017/18 Operational Plan Actions	
as at 30/6/2018	
Total number of actions:	220
 On target	14
 Not progressed	6
 Complete	200






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

2017/18 Operational Plan Actions	
as at 30/6/2018	
Our People – total actions:	69
 On target	1
 Not progressed	1
 Complete	67



Ensure health and support services address the needs of the community

Delivery Program (4 years) 2017 - 2021

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

Operational Plan (1 year) 2017/18

Action

Responsibility

1.1.1	Maintain active relationships and communication with health services, relevant allied health providers and medical practices within the Shire	Director Corporate, Community & Development Services
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KPI: Quarterly Contact

Progress Update to 30/9/2017	Regular referral meetings conducted and information shared amongst health services within the Shire	🟡 On target
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Progress Update to 31/12/2017	Regular referral meetings conducted and information shared amongst health services within the Shire	🟡 On target
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Progress Update to 31/3/2018	Regular referral meetings conducted and information shared amongst health services within the Shire. Session provided to public showcasing services available within community in partnership with local medical and allied health service providers. Information session held at IGA regarding NDIS	🟡 On target
------------------------------	--	-------------

Progress Update to 30/6/2018	Alzheimer's Australia Memory Van Visit and Paddy Parnell presentation provided to the community. HACC Centre Open Day. Regular referral meetings conducted and information shared amongst health services within the shire.	✅ Complete
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1.1.2	Partner with local health services to implement workshops and provide resources to the community	Community Development Officer
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KPI: Quarterly Contact

Progress Update to 30/9/2017	Partnered with Seek Fitness in the delivery of a gym safety skills workshop for young people. Utilised resources from the Butterfly Foundation to convey positive body image messages to local youth at Girls Night In event	🟡 On target
------------------------------	--	-------------

Progress Update to 31/12/2017	Partnered with MLHD in the delivery of positive mental health education to students at village schools within the shire. Partnered with the Red Cross Blood Bank to bring the Mobile Blood Van to the West Wyalong Community	🟡 On target
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Progress Update to 31/3/2018	Partnering with Wellways in the promotion of their Suicide Prevention and Mental Health Awareness Roadshow	🟡 On target
------------------------------	--	-------------

Progress Update to 30/6/2018	Applied Suicide Intervention Skills Training (ASIST) held in June 2018. Cyber Safety skills session held on 21 June 2018.	✅ Complete
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Ensure health and support services address the needs of the community

Delivery Program (4 years) 2017 - 2021

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

Operational Plan (1 year) 2017/18

Action		Responsibility
1.2.1	Review existing services to ensure service model is in line with government requirements <i>KPI: Annual Review</i>	Community Care Coordinator
Progress Update to 30/9/2017	Client services continue to be monitored and reviewed as needed	🟡 On target
Progress Update to 31/12/2017	Client services continue to be monitored and reviewed as needed depending on the services offered	🟡 On target
Progress Update to 31/3/2018	Services and programs continue to be monitored and changes made when/if necessary to ensure they meet funding and government requirements.	🟡 On target
Progress Update to 30/6/2018	Services and programs are continually reviewed and changes made when necessary to meet funding requirements.	✅ Complete
1.2.2	Develop and implement programs to ensure need is being met <i>KPI: Annual Review</i>	Community Care Coordinator
Progress Update to 30/9/2017	New programs are being followed up to meet client demand and services are reviewed regularly	🟡 On target
Progress Update to 31/12/2017	The service is open to new ideas from clients and the community about services they need or that may be needed in the community. We are looking at 2 new programs to commence in the New Year after enquiries from the community	🟡 On target
Progress Update to 31/3/2018	The Tech Talk program has commenced and is proving popular since starting. Additional session added to meet demand.	🟡 On target
Progress Update to 30/6/2018	New programs are always looked at to meet client demands and to work with other organisations when possible. Two new programs have commenced this year.	✅ Complete
1.2.3	Network with aged care and disability service providers to strengthen relationships within community <i>KPI:</i>	Community Care Coordinator
Progress Update to 30/9/2017	Ongoing, networking continues where possible	🟡 On target

Progress Update to 31/12/2017	This is ongoing and with a very successful 2017 Seniors Expo held in November new relationships were made and others strengthened	🟡 On target
Progress Update to 31/3/2018	Bland Home and Community Care Service along with Intereach held a successful day in March at IGA promoting services available to both aged and people with disabilities. We also provided information for Carers within the community.	🟡 On target
Progress Update to 30/6/2018	We continue to meet with other organisations when needed and encourage organisations to utilise the facility to meet community needs. We are working with Relationships Australia to promote much needed services to Bland Shire residents. We are also working with Councils Community Development office to table a suggested "Wellness hub" this will provide a one stop shop for community members to meet with providers that are available to residents of the Shire. It will help to promote the services and assist access to the community. The suggestion will be tabled at the next Interagency meeting.	🟢 Complete
1.2.4	Provide aged care services to towns and villages in the Shire as the need is identified <i>KPI:</i>	Community Care Coordinator
Progress Update to 30/9/2017	Service continue to be available to all of the Bland Shire residents	🟡 On target
Progress Update to 31/12/2017	We continue to offer services throughout Bland Shire and are willing to look at any services needed in the community	🟡 On target
Progress Update to 31/3/2018	Bland Home and Community Care Service offers services to residents of Bland Shire, we currently provide services in many of the smaller villages. Services provided within Bland Shire are needs based.	🟡 On target
Progress Update to 30/6/2018	Services continue to be provided to villages within the shire.	🟢 Complete
1.2.5	Undertake a service survey for Aged Care Services <i>KPI: Annual service survey undertaken</i>	Community Care Coordinator
Progress Update to 30/9/2017	Annual Survey will go out at the end of November	🟡 On target
Progress Update to 31/12/2017	Survey has gone out with the December newsletter	🟢 Complete
Progress Update to 31/3/2018	Survey completed with December newsletter.	🟢 Complete
Progress Update to 30/6/2018	Survey completed with December newsletter.	🟢 Complete

2.

Partner with organisations to strengthen community health and safety

Delivery Program (4 years) 2017 - 2021

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

Operational Plan (1 year) 2017/18

Action		Responsibility
2.1.1	Provide education programs on road safety, in line with RMS funding <i>KPI: Two programs per year</i>	Road Safety Officer
Progress Update to 30/9/2017	Conducted 1st of 2 GLS Programs and the Stepping On Program	✔ Complete
Progress Update to 31/12/2017	Conducted Speed Program, Child Restraints Program and Stepping On Program	✔ Complete
Progress Update to 31/3/2018	Conducted 2 nd of 2 GLS Programs, Completed Safety Around Schools Program information for REROC.	✔ Complete
Progress Update to 30/6/2018	Completed for this reporting period	✔ Complete
2.1.2	Remove offensive graffiti from Council infrastructure as a matter of priority <i>KPI: Removed within two days</i>	Coordinator Urban
Progress Update to 30/9/2017	Offensive graffiti removed within 2 days of reporting. Other instances prioritised based on location and sensitivity	🟡 On target
Progress Update to 31/12/2017	Instances have occurred and been attended to in Barnado Park, Lions Park and Herridge Park during this period	🟡 On target
Progress Update to 31/3/2018	Offensive graffiti removed within 2 days of reporting. Other instances prioritised based on location and sensitivity	🟡 On target
Progress Update to 30/6/2018	Offensive graffiti removed within 2 days of reporting. Other instances prioritised based on location and sensitivity	✔ Complete
2.1.3	Provide work health & safety and risk management information for volunteers and contractors <i>KPI: Update information annually</i>	Contract Compliance & WHS Officer
Progress Update to 30/9/2017	New contractor data base launched	🟡 On target
Progress Update to 31/12/2017	Inductions held and Contractor Public Liability, Workers Comp and other insurance details are updated annually as they fall due	🟡 On target

Progress Update to 31/3/2018	Contractor database completed	🟡 On target
Progress Update to 30/6/2018	Ongoing and progressively updated as required	✅ Complete
2.1.4	Support and promote young driver educational programs <i>KPI: Two programs per year</i>	Community Development Officer
Progress Update to 30/9/2017	NRMA Safer Driving lessons held on 26 September 2017	🟡 On target
Progress Update to 31/12/2017	Successful programs held in July and September. Program will be held in April 2018	✅ Complete
Progress Update to 31/3/2018	Program scheduled for April 2018.	🟡 On target
Progress Update to 30/6/2018	Successful program held in April 2018 with both Safer Driver Program and lessons scheduled for July 2018.	✅ Complete
2.1.5	Continue partnership with NSW Food Authority and continue to promote the Scores on Doors program <i>KPI:</i>	Manager Development & Regulatory Services
Progress Update to 30/9/2017	Partnership has continued in 2017/2018	🟡 On target
Progress Update to 31/12/2017	Partnership is continuing	🟡 On target
Progress Update to 31/3/2018	Partnership is continuing.	🟡 On target
Progress Update to 30/6/2018	Council participated in the NSW Food Authority Partnership during 2017/2018	✅ Complete
2.1.6	Inspect all High and Medium Risk Food Premises <i>KPI: Yearly Inspections</i>	Manager Development & Regulatory Services
Progress Update to 30/9/2017	Inspection program to start later in the year	🟡 On target
Progress Update to 31/12/2017	Inspections will commence in January 2018	🟡 On target
Progress Update to 31/3/2018	Inspections program is underway	🟡 On target
Progress Update to 30/6/2018	All high and medium risk food premises inspected during 2017/2018	✅ Complete
2.1.7	Continue partnership with NSW Public Health <i>KPI:</i>	Manager Development & Regulatory Services
Progress Update to 30/9/2017	Partnership has continued in 2017/2018	🟡 On target
Progress Update to 31/12/2017	Partnership is continuing	🟡 On target
Progress Update to 31/3/2018	Partnership is continuing	🟡 On target
Progress Update to 30/6/2018	Council continued to work with NSW Public Health during 2017/2018	✅ Complete

2.1.8	Inspect all Skin Penetration Premises and Mortuaries <i>KPI: Yearly Inspections</i>	Manager Development & Regulatory Services
Progress Update to 30/9/2017	Inspection program to start later in the year	🟡 On target
Progress Update to 31/12/2017	Inspection program will commence early in 2018	🟡 On target
Progress Update to 31/3/2018	Inspection program has commenced.	🟡 On target
Progress Update to 30/6/2018	Inspections carried out as required by NSW Public Health	✅ Complete
2.1.9	Implement Councils on site waste management systems inspection program <i>KPI: Ungarie (non-sewered area), Tallimba, Barmedman (non-sewered area), Mirrool, Weethalle, Rural Properties, non-sewered parts of Wyalong and West Wyalong</i>	Manager Development & Regulatory Services
Progress Update to 30/9/2017	Program is currently being reviewed	🟡 On target
Progress Update to 31/12/2017	Policy has been reviewed with proposed amendments to be presented to Council in March 2018	🟡 On target
Progress Update to 31/3/2018	The Bland DCP 2012 is currently being reviewed which will have implications on the onsite waste management system policy. It is expected that the relevant chapter of the DCP will be finalised prior to the end of the financial year.	🟡 On target
Progress Update to 30/6/2018	The onsite waste water management policy was reviewed and will be included in the draft DCP.	✅ Complete
2.1.10	Promote the continued use of online training program for Food Safety and Responsible Dog Ownership <i>KPI: Social media, Council notices and community noticeboard twice per year</i>	Manager Development & Regulatory Services
Progress Update to 30/9/2017	The Online Food Safety Training Program continues to be available online. The Responsible Dog Ownership program is no longer available	🟡 On target
Progress Update to 31/12/2017	The Online Food Safety Training Program continues to be available online. The Responsible Dog Ownership program is no longer available	🟡 On target
Progress Update to 31/3/2018	The Online Food Safety Program has been promoted on community noticeboards and on social media.	🟡 On target
Progress Update to 30/6/2018	The Online Food Safety Program was available during the reporting period	✅ Complete
2.1.11	Promote Mental Health month <i>KPI: Support and conduct one event per year</i>	Community Development Officer
Progress Update to 30/9/2017	Plans in place to hold Mental Health Month events at village schools	🟡 On target
Progress Update to 31/12/2017	Mental Health Month events held at Weethalle, Ungarie, Naradhan and Tallimba schools	✅ Complete
Progress Update to 31/3/2018	A mental health focused event will be held in October 2018 to coincide with Mental Health Month 2018.	🟡 On target
Progress Update to 30/6/2018	Applied Suicide Intervention Skills Training (ASIST) held on 20 and 21 June 2018 with 15 residents from right across the shire attending.	✅ Complete

2.1.12	Implement and monitor Council's swimming pool inspection program policy <i>KPI: Undertake every three years – 2017 & 2020</i>	Manager Development & Regulatory Services
Progress Update to 30/9/2017	Inspections are undertaken as per the swimming pool inspection program	🟡 On target
Progress Update to 31/12/2017	Inspections are undertaken as per the swimming pool inspection program	🟡 On target
Progress Update to 31/3/2018	Inspections are undertaken as per the swimming pool inspection program.	🟡 On target
Progress Update to 30/6/2018	Inspection program for 2017/2018 completed	✅ Complete
2.1.13	Provide information on Access Standards <i>KPI: As required</i>	Manager Development & Regulatory Services
Progress Update to 30/9/2017	Provided when requested	🟡 On target
Progress Update to 31/12/2017	Provided when requested	🟡 On target
Progress Update to 31/3/2018	Provided when requested	🟡 On target
Progress Update to 30/6/2018	Information provided when requested.	✅ Complete

3.

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

Delivery Program (4 years) 2017 - 2021

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

Operational Plan (1 year) 2017/18

Action

Responsibility

3.1.1 Actively work for the community to identify additional funding to achieve community goals by promoting and assisting with external grant applications **Community Relations Officer**

KPI: Assisting four community groups each year

Progress Update to 30/9/2017 Funding secured for various groups including Ungarie RSL sub branch, Weethalle Whistlestop and Wyalong Art Group 🟡 On target

Progress Update to 31/12/2017 Funding secured for Ungarie Advancement Group (The Big Footy). Defibrillator application lodged on behalf of three local sporting organisations 🟡 On target

Progress Update to 31/3/2018 Meetings held with various community groups to prepare applications under the Stronger Country Communities Fund. 🟡 On target

Progress Update to 30/6/2018 Round two applications under the Stronger Country Communities Fund (SCCF) lodged on behalf of various community groups. Meeting with Wyalong Motorsports Club and further grant application assistance provided to Weethalle Recreation Committee and West Wyalong Horse Sports and Rodeo Association. 🟢 Complete

3.1.2 Investigate new initiatives to promote and engage volunteers and seek to strengthen relationships **Community Development Officer**

KPI: One volunteer event/workshop per year

Progress Update to 30/9/2017 Investigations into new technologies to engage volunteers continuing including continued partnership with REROC on the Take Charge and Volunteer Program 🟡 On target

Progress Update to 31/12/2017 Investigations continuing 🟡 On target

Progress Update to 31/3/2018 Investigations in this area are ongoing. 🟡 On target

Progress Update to 30/6/2018 Council is investigating the idea of involving youth in the development of a youth specific volunteer initiative. 🟢 Complete

3.1.3 Recognise and celebrate volunteers for National Volunteer Week **Community Development Officer**

KPI: Hold one event per year

Progress Update to 30/9/2017 Volunteer Appreciation Movie at Midday held in August 2017 with 45 people attending 🟡 On target

Progress Update to 31/12/2017	Action complete	✔ Complete
Progress Update to 31/3/2018	An event or initiative is planned to recognise and celebrate the contribution of volunteers within our community.	🟡 On target
Progress Update to 30/6/2018	Successful volunteer appreciation event held in August 2017. Activities planned to celebrate local volunteers later in the future.	✔ Complete
3.1.4	Facilitate Community Reference Group and report to Manex <i>KPI: Call for agenda items at least five times a year</i>	Community Relations Officer
Progress Update to 30/9/2017	Agenda items called and meetings held in July and September	🟡 On target
Progress Update to 31/12/2017	Agenda items called and meeting held in November	🟡 On target
Progress Update to 31/3/2018	Successful March meeting and minutes provided to Manex	🟡 On target
Progress Update to 30/6/2018	Successful May meeting held and minutes provided to Manex	✔ Complete
3.1.5	Administer Council's Strengthening Communities Grant programs <i>KPI: 100% applications considered</i>	Community Relations Officer
Progress Update to 30/9/2017	All applications processed and presented to Council for consideration	🟡 On target
Progress Update to 31/12/2017	All applications processed and presented to Council for consideration	🟡 On target
Progress Update to 31/3/2018	All applications processed and presented to Council for consideration	🟡 On target
Progress Update to 30/6/2018	Strengthening Communities Fund fully expended for 2017-18	✔ Complete
3.1.6	Monitor the Bland Shire Ambassador Program <i>KPI: Review ambassadors annually</i>	Community Relations Officer
Progress Update to 30/9/2017	Ongoing	🟡 On target
Progress Update to 31/12/2017	Program reviewed in December and new Ambassador appointment put forward	🟡 On target
Progress Update to 31/3/2018	Mal Carnegie appointed as a Bland Shire Ambassador on Australia Day	🟡 On target
Progress Update to 30/6/2018	Ongoing	✔ Complete
3.1.7	Facilitate and support groups that build skills and social inclusion including workshops/presentations <i>KPI: Two workshops per year</i>	Community Development Officer
Progress Update to 30/9/2017	NRMA Safer Driving lessons held in September and October 2017. Assistance provided to the Wyalong Art Group in the acquisition of Incorporation Status for the Group	🟡 On target
Progress Update to 31/12/2017	Youth and Senior CWA Cooking classes held during October/November 2017	🟡 On target
Progress Update to 31/3/2018	Applied Suicide Intervention Skills Training (ASIST) is scheduled for June 2018.	🟡 On target

Progress Update to 30/6/2018	Applied Suicide Intervention Skills Training (ASIST) Training held on 20 and 21 June with community members from right across the shire attending.	✔ Complete
3.1.8	Apply for external grant funding to implement Tourism and Business programs and projects <i>KPI: Two grant applications per year</i>	Senior Economic Development & Tourism Advisor
Progress Update to 30/9/2017	This task is undertaken on a regular ongoing basis and when and where appropriate. The majority of the funding programs have changed in that the grants require matched funds and preference is given to those applicants who are able to provide greater amounts. There is also a greater preference for the projects to benefit more than one LGA and have a BCR of greater than one. Bland Shire Council was successful in obtaining a Murray Darling Basin Grant, Back to Business Grant and Future Towns Program Grant	🟡 On target
Progress Update to 31/12/2017	This task is undertaken on a regular ongoing basis and when and where appropriate. The majority of the funding programs have changed in that the grants require matched funds and preference is given to those applicants who are able to provide greater amounts. There is also a greater preference for the projects to benefit more than one LGA and have a BCR of greater than one. Bland Shire Council was successful in obtaining a Murray Darling Basin Grant, Back to Business Grant and Future Towns Program Grant	🟡 On target
Progress Update to 31/3/2018	This task is undertaken on a regular ongoing basis and when and where appropriate. The majority of the funding programs have changed in that the grants require matched funds and preference is given to those applicants who are able to provide greater amounts. There is also a greater preference for the projects to benefit more than one LGA and have a Benefit Cost Ratio (BCR) of greater than one. There is also a requirement that for tourism grants that the increase in visitor numbers must be from interstate or international visitors.	🟡 On target
Progress Update to 30/6/2018	This task is undertaken on a regular ongoing basis and when and where appropriate. The majority of the funding programs have changed in that the grants require matched funds and preference is given to those applicants who are able to provide greater amounts. There is also a greater preference for the projects to benefit more than one LGA and have a Benefit Cost Ratio (BCR) of greater than one. There is also a requirement that for tourism grants that the increase in visitor numbers must be from interstate or international visitors.	✔ Complete

3.

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

Delivery Program (4 years) 2017 - 2021

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

Operational Plan (1 year) 2017/18

Action		Responsibility
3.2.1	Continue membership and participation with Eastern Riverina Arts Inc <i>KPI: Annual Membership</i>	Community Relations Officer
Progress Update to 30/9/2017	Membership continued	🟡 On target
Progress Update to 31/12/2017	Membership continued	🟡 On target
Progress Update to 31/3/2018	Membership continued	🟡 On target
Progress Update to 30/6/2018	Complete	✅ Complete
3.2.2	Facilitate visiting artist/exhibition/performance <i>KPI: One annually</i>	Community Relations Officer
Progress Update to 30/9/2017	Expressions of interest lodged for Co-Opera, Astronomy workshop and performance, ongoing discussions with Eastern Riverina Arts	🟡 On target
Progress Update to 31/12/2017	Expressions of interest lodged for Co-Opera, Astronomy workshop and performance, ongoing discussions with Eastern Riverina Arts	🟡 On target
Progress Update to 31/3/2018	Partnered with Eastern Riverina Arts to book Trash Alchemy youth performance. Faulty Towers dining experience booked for 2019.	🟡 On target
Progress Update to 30/6/2018	Partnered with Eastern Riverina Arts to book Trash Alchemy youth performance. Faulty Towers dining experience booked for 2019.	✅ Complete
3.2.3	Facilitate Cultural Development Grant <i>KPI: 100% grants applications considered</i>	Community Relations Officer
Progress Update to 30/9/2017	Cultural grants considered within the Strengthening Communities program	🟡 On target
Progress Update to 31/12/2017	Cultural grants considered within the Strengthening Communities program	🟡 On target
Progress Update to 31/3/2018	Cultural grants considered within the Strengthening Communities program	🟡 On target

Progress Update to 30/6/2018	Cultural grants considered within the Strengthening Communities program	✔ Complete
3.2.4	Present an inclusive community event in the villages each year <i>KPI: One free event in each village annually</i>	Community Relations Officer
Progress Update to 30/9/2017	Opening of the Weethalle Silos attracted more than 500 people	🟡 On target
Progress Update to 31/12/2017	Community event planned for Ungarie to celebrate The Big Football	🟡 On target
Progress Update to 31/3/2018	Unveiling of the Big Football in Ungarie attracted 2000 people.	🟡 On target
Progress Update to 30/6/2018	Hugely successful events held in Ungarie and Weethalle.	✔ Complete

3.

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

Delivery Program (4 years) 2017 - 2021

Strategy 3.3

Support and strengthen our indigenous culture and history

Performance Measure

- Increased number of engagement opportunities

Operational Plan (1 year) 2017/18

Action	Responsibility
3.3.1 Contribute to the positive working relationship with the Local Aboriginal Lands Council <i>KPI: Meet with WWLALC at least annually</i>	General Manager
Progress Update to 30/9/2017 Meeting held with WWLALC on 27/7/2017	🟡 On target
Progress Update to 31/12/2017 Meeting held with representatives from WWLALC and Evolution Mining on 24/11/2017	🟡 On target
Progress Update to 31/3/2018 No meetings held during this period	🟡 On target
Progress Update to 30/6/2018 Meeting held with WWLALC on 4.5.18 to discuss various land claim matters.	🟢 Complete
3.3.2 Continue to support and participate in a range of networks and initiatives that target the Aboriginal community <i>KPI: Meet with WWLALC at least bi-annually</i>	General Manager
Progress Update to 30/9/2017 Council continues to fly the Aboriginal Flag on days of significance	🟡 On target
Progress Update to 31/12/2017 Approach made to WWLALC to conduct a Welcome to Country during the 2018 community Australia Day event	🟡 On target
Progress Update to 31/3/2018 Negotiations underway regarding a number of land claims affecting BSC	🟡 On target
Progress Update to 30/6/2018 Meeting held with WWLALC on 4.5.18 to discuss various land claim matters.	🟢 Complete
3.3.3 Fly the Aboriginal Flag at Council on days of Aboriginal significance including National Reconciliation Week, NAIDOC Week and other special occasions and events where it is deemed appropriate, including the anniversary of the Apology <i>KPI: Flag flown on days of Aboriginal significance (weather permitting)</i>	Community Relations Officer
Progress Update to 30/9/2017 Flag flown during NAIDOC Week	🟡 On target
Progress Update to 31/12/2017 Ongoing	🟡 On target

Progress Ongoing
Update to
31/3/2018

🟡 On target

Progress Ongoing
Update to
30/6/2018

✅ Complete

3.

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

Delivery Program (4 years) 2017 - 2021

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

Operational Plan (1 year) 2017/18

Action		Responsibility
3.4.1	Continue to promote the library as a community hub being utilised by all community members <i>KPI: 5% increase in members, 5% increase library visits</i>	Library Services Officer
Progress Update to 30/9/2017	Day Book Club (held monthly), Knit and Knatter (held fortnightly), Needles and Thread (now meets with Knit and Knatter), Pals of the Pen Writers Group (held fortnightly), Storytime for preschool-aged children (held weekly during school term), Family Day Care Storytime (held monthly), Baby Bounce for babies 12 months and younger (held fortnightly during school term), Preschool / Day Care visits (at least 4 per school term), various school group visits throughout the school year, regular visits by community groups eg. HACC ladies. 50 new member registrations.	🟡 On target
Progress Update to 31/12/2017	As previous. Exhibited at Aged Care Expo --presentation also given by SLO. Continuation of pop-up library at Holland Park Pool during swimming season. 48 new member registrations.	🟡 On target
Progress Update to 31/3/2018	As previous. Library talk presented to CWA Kikoira Branch. Promotion of Library Bingo (RRL initiative). Little Wattle Day Care visit. 48 new member registrations.	🟡 On target
Progress Update to 30/6/2018	As previous. Continuous promotion of Library Bingo. Celebrated Library and Information Week 21 – 27 May 2018. Biggest Morning Tea held in support of Cancer Council NSW. Hosted a Mothers Group Talk (guest speaker, occupational therapist Brooke Maslin). Ungarie Preschool visit. 53 new member registrations.	🟢 Complete
3.4.2	Foster lifelong learning through the provision of community programs <i>KPI: Six programs per year</i>	Library Services Officer
Progress Update to 30/9/2017	Children's Book Week (19-26 August 2017) Program included a competition encompassing all schools, including home schooled families within the Bland Shire. Approximately 500 students visited the library during Book Week to participate in a variety of organised activities based around the annual theme and the CBCA Awards shortlist. Author John Heffernan visited 11-15 September 2017 with 9 schools and approximately 800 students participating in the event.	🟡 On target

Progress Update to 31/12/2017	Hosted two senior West Wyalong High School students with special needs for a term in support of the school's volunteer work placement program. Launched Summer Reading Club for children aged 5 – 16 years. Held an after-school Christmas craft program. Food for Fines and Gift Giving Tree Campaigns – held in support of the St Vincent de Paul Society's annual Christmas Appeal. Bernard Caleo booked for annual Author Visit to be held in September 2018. Author Kim Hodges booked to be a guest speaker in July 2018.	🟡 On target
Progress Update to 31/3/2018	Cowal Partnering Program grant application submitted for funding to assist with increasing costs re the library's annual author visit and Summer Reading Club program. Registered for Be Connected (government initiative supporting older Australian to improve their digital literacy - replaces Broadband for Seniors). Be connected provides a broad range of online training and resources to help with learning basic digital skills. Continue to host a Year 12 special needs student as part of the West Wyalong High School's volunteer work placement program. The student attends the library 1.5 hours every Tuesday during school term. In addition to this, the library hosts a roster of Year 10 and 11 students every Thursday morning during school term. The students assist with Storytime.	🟡 On target
Progress Update to 30/6/2018	Received \$7000 from Cowal Partnering Program. Be Connected grant application submitted for funding to support training for Seniors to gain digital skills. Program held during Law Week for Year 11 students currently studying Legal Studies. The program included a variety of practical law related activities and a talk by local police officer Kathryn Carey. National Simultaneous Storytime held to promote reading and literacy among young people. Author Talk (Noel Braun) held as part of Men's Health Week. The focus of Noel's talk was his wife's suicide which inspired him to travel and write books.	🟢 Complete
3.4.3	Ensure Library content and services are available to the community in various platforms <i>KPI: Usage increase of 5%</i>	Library Services Officer
Progress Update to 30/9/2017	Housebound service – the library continues to provide library material including portable devices (eg. daisy players) to patrons unable to physically visit the library due to age related frailty or disability. Book Deposit Station's continue to be available at Barmedman and Weethalle -- recent inspection of facilities undertaken to ensure guidelines are being met (for the benefit of residents). Library continues to promote / market its onsite collection, online resources, mobile apps, programs and services to the school community and community at large via website, social media, handouts, community noticeboard and public notices, newsletters, various group visits to the library and community events.	🟡 On target
Progress Update to 31/12/2017	As previous	🟡 On target
Progress Update to 31/3/2018	As previous. Investigated venue for book deposit station at Ungarie. New owners of cafe had expressed interest, but subsequently declined.	🟡 On target
Progress Update to 30/6/2018	As previous	🟢 Complete

4.

Ensure services are accessible for all residents

Delivery Program (4 years) 2017 - 2021

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

Operational Plan (1 year) 2017/18

Action	Responsibility
4.1.1 Coordinate Council events and awards programs throughout the community <i>KPI: Events held throughout the Shire</i>	Community Relations Officer
Progress Update to 30/9/2017 Opening of Weethalle Silos, Local Government Week	🟡 On target
Progress Update to 31/12/2017 Call for nominations for Australia Day awards	🟡 On target
Progress Update to 31/3/2018 Successful Australia Day awards ceremony held in Barnado Park	🟡 On target
Progress Update to 30/6/2018 Successful Australia Day awards ceremony held in Barnado Park	🟢 Complete
4.1.2 Coordinate annual Australia Day Celebrations <i>KPI: Annual event</i>	Community Relations Officer
Progress Update to 30/9/2017 Nominations called	🟡 On target
Progress Update to 31/12/2017 Nominations called and Australia Day Committee meeting held in December 2017	🟡 On target
Progress Update to 31/3/2018 Well attended Australia Day celebrations held in West Wyalong and villages.	🟡 On target
Progress Update to 30/6/2018 Well attended Australia Day celebrations held in West Wyalong and villages.	🟢 Complete
4.1.3 Coordinate Youth Week Activities <i>KPI: Annual event</i>	Community Development Officer
Progress Update to 30/9/2017 Plans in place to hold Youth Week celebrations in April 2018	🟡 On target
Progress Update to 31/12/2017 Celebrations to be held in April 2018	🟡 On target
Progress Update to 31/3/2018 Youth Week activities scheduled for April 2018 include a PCYC Disco, a 3D Printing Workshop and a Street Art Workshop with plans to complete a mural at the West Wyalong Skate Park.	🟡 On target

Progress Update to 30/6/2018	Successful Youth week program held in April 2018 as outlined above.	✔ Complete
4.1.4	Coordinate Aged Care Expo <i>KPI: Bi-annual – 2017 & 2019</i>	Community Care Coordinator
Progress Update to 30/9/2017	Invitations have gone out and advertising has started	🟡 On target
Progress Update to 31/12/2017	Aged care Expo was held in Nov 2017, it was a very successful day for both providers and community members. We had many providers attend from out of town to show what they could offer the community. Clients also benefited from the day with many getting information and some being able to organise services on the day. A list of those attending this year will be placed on file for the next event in 2019	🟡 On target
Progress Update to 31/3/2018	List of providers for the next event is underway.	🟡 On target
Progress Update to 30/6/2018	List of providers is growing and will continue to be updated.	✔ Complete
4.1.5	Coordinate Seniors Weeks Activities <i>KPI: Annual event</i>	Community Care Coordinator
Progress Update to 30/9/2017	Grant application submitted for funding for Seniors Week 2018	🟡 On target
Progress Update to 31/12/2017	Planning of events to start in the New Year	🟡 On target
Progress Update to 31/3/2018	Seniors Festivities advertising completed and events started. A great program was put together with events of interest to many community members. Community members from the villages were also included in the program.	🟡 On target
Progress Update to 30/6/2018	Complete	✔ Complete
4.1.6	Coordinate Community Expo/Event <i>KPI: Bi-annual – 2017 & 2019</i>	Children's Services Coordinator
Progress Update to 30/9/2017	2017 event complete. Next event scheduled for 2019	🟡 On target
Progress Update to 31/12/2017	2017 event complete. Next event scheduled for 2019	🟡 On target
Progress Update to 31/3/2018	Next event scheduled for 2019	🟡 On target
Progress Update to 30/6/2018	Next event scheduled for 2019	🟡 On target
4.1.7	Conduct Library school holiday activities <i>KPI: Three times per year</i>	Library Services Officer
Progress Update to 30/9/2017	School holiday program conducted in July 2017 included making pom-pom puppies; cooking party pretzels; learn to knit; and silly sand art. School holiday program held in September 2017 included making terrariums.	🟡 On target
Progress Update to 31/12/2017	Dragsters (presented by RRL) held in October as part of the September 2017 school holiday program.	🟡 On target

Progress Update to 31/3/2018	Summer Reading Club program (for school children aged 5 - 16 years) -- various activities conducted over January school holiday period. SRC Finale Party and Presentation held in February 2018.	🟡 On target
Progress Update to 30/6/2018	School holiday program conducted in April 2018 included a Lego construction / challenge activity; "no-bake" cooking class; and Weird Science – easy fun science experiments for kids. Crocodile Encounters has been booked for the September / October 2018 school holidays.	✅ Complete
4.1.8	Conduct school holiday activities <i>KPI: Three times per year</i>	Community Development Officer
Progress Update to 30/9/2017	Holiday activities held in July 2017 included the Seek Fitness gym 'how to' session, the Girls Night In event, NRMA Driving lessons and the Griffith Movie and Bowling Excursion. Activities held in September included NRMA Driving lessons	🟡 On target
Progress Update to 31/12/2017	Holiday activities held in October 2017 included the Scooter workshop with Pro Rider Spencer Chermiside and a movie and bowling excursion	🟡 On target
Progress Update to 31/3/2018	Holiday activities planned for April 2018 include NRMA Driving lessons, A PCYC Disco a 3D Printing Workshop and a Street Art Workshop.	🟡 On target
Progress Update to 30/6/2018	Successful April program held. Holiday activities planned for July 2018 include Selwyn learn to Ski trip, NRMA Driving Program and lessons and a Girls Night In event focusing on skincare, makeup, healthy foods and exercise.	✅ Complete
4.1.9	Conduct Vacation Care program <i>KPI: 32 days per year</i>	Children's Services Coordinator
Progress Update to 30/9/2017	Ongoing	🟡 On target
Progress Update to 31/12/2017	Ongoing	🟡 On target
Progress Update to 31/3/2018	January program held	🟡 On target
Progress Update to 30/6/2018	April program held	✅ Complete
4.1.10	Facilitate Bland Shire Interagency meetings <i>KPI: Twice per year</i>	Community Development Officer
Progress Update to 30/9/2017	Interagency Meeting held August 2017	✅ Complete
Progress Update to 31/12/2017	Interagency meeting held November 2017	✅ Complete
Progress Update to 31/3/2018	Interagency Meeting held February 2018.	✅ Complete
Progress Update to 30/6/2018	Interagency Meeting scheduled for July 2018.	✅ Complete

4.

Ensure services are accessible for all residents

Delivery Program (4 years) 2017 - 2021

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

Operational Plan (1 year) 2017/18

Action		Responsibility
4.2.1	Undertake a service survey for Bland Shire Council Children's Services <i>KPI: Annual service survey undertaken</i>	Children's Services Coordinator
Progress Update to 30/9/2017	Completed for FDC & Preschool	✔ Complete
Progress Update to 31/12/2017	Completed for Ungarie Preschool	✔ Complete
Progress Update to 31/3/2018	completed	✔ Complete
Progress Update to 30/6/2018	completed	✔ Complete
4.2.2	Implement and update annual Quality Improvement Plans – All Children's Services areas <i>KPI: Annually</i>	Children's Services Coordinator
Progress Update to 30/9/2017	Updated in January of each year	🟡 On target
Progress Update to 31/12/2017	Scheduled for January 2018	🟡 On target
Progress Update to 31/3/2018	Drafts completed	🟡 On target
Progress Update to 30/6/2018	completed	✔ Complete
4.2.3	Meet licensing, regulation and quality standards as set by state and federal government – All Children's Services areas <i>KPI: Every three years: FDC (2016 & 2019), Preschool (2016 & 2019), Vacation Care (2018)</i>	Children's Services Coordinator
Progress Update to 30/9/2017	Dept. Ed. has not set dates for A&R visit	🟡 On target

Progress Update to 31/12/2017	Dept. Ed. has not set dates for A&R visit	🟡 On target
Progress Update to 31/3/2018	Dept. Ed. has not set dates for A&R visit	🟡 On target
Progress Update to 30/6/2018	Dept. of Ed. has not set dates for A&R visits. Services are prepared for notification	✅ Complete
4.2.4	Review and update all service policy and procedures as required – All Children’s Services areas <i>KPI: 33% reviewed annually</i>	Children’s Services Coordinator
Progress Update to 30/9/2017	4 Policies under review	🟡 On target
Progress Update to 31/12/2017	4 policies reviewed and finalised	🟡 On target
Progress Update to 31/3/2018	ongoing	🟡 On target
Progress Update to 30/6/2018	completed	✅ Complete
4.2.5	Undertake toy library stock take <i>KPI: Annually</i>	Children’s Services Coordinator
Progress Update to 30/9/2017	Due in January 2018	🟡 On target
Progress Update to 31/12/2017	Scheduled for January 2018	🟡 On target
Progress Update to 31/3/2018	completed	✅ Complete
Progress Update to 30/6/2018	completed	✅ Complete
4.2.6	Provide access to Toy Library resources to residents via Mobile Resource Unit Playgroups, Family Day Care and ITAV Sessions <i>KPI: Minimum 10 opportunities each year</i>	Children’s Services Coordinator
Progress Update to 30/9/2017	Ongoing via ITAV 10 visits & FDC 5 visits and Mobile 10 visits	🟡 On target
Progress Update to 31/12/2017	Ongoing via ITAV 10 visits & FDC 5 visits and mobile 10 visits	🟡 On target
Progress Update to 31/3/2018	Ongoing via ITAV 10 visits & FDC 5 visits and Mobile 10 visits	🟡 On target
Progress Update to 30/6/2018	Toy Library resources available to residents via Mobile Resource Unit playgroups, Family Day Care and ITAV Sessions, utilised by shire residents	✅ Complete

4.

Ensure services are accessible for all residents

Delivery Program (4 years) 2017 - 2021

Strategy 4.3

Actively engage with the community and promote open communication

Performance Measure

- Increase in number of community members accessing Council information

Operational Plan (1 year) 2017/18

Action		Responsibility
4.3.1	Establish and maintain a relevant online presence by ensuring that Council's website is engaging, up to date and rich in content <i>KPI: Annual review of content</i>	Community Relations Officer
Progress Update to 30/9/2017	Content reviewed and updated	🟡 On target
Progress Update to 31/12/2017	New home page design implemented	🟡 On target
Progress Update to 31/3/2018	Ongoing	🟡 On target
Progress Update to 30/6/2018	Ongoing	✅ Complete
4.3.2	Publish a Community Newsletter <i>KPI: Four times per year</i>	Community Relations Officer
Progress Update to 30/9/2017	Not progressed at this stage due to rising postage costs and community feedback	❌ Not progressed
Progress Update to 31/12/2017	Not progressed at this stage due to rising postage costs and community feedback	❌ Not progressed
Progress Update to 31/3/2018	Council information and promotion is targeted at specific interest groups and communities to maximise value. Newsletter not progressed due to rising postage costs and community feedback.	❌ Not progressed
Progress Update to 30/6/2018	Council information and promotion is targeted at specific interest groups and communities to maximise value. Newsletter not progressed due to rising postage costs and community feedback.	❌ Not progressed
4.3.3	Coordinate Council notices page in the West Wyalong Advocate <i>KPI: 45 notices per year</i>	Community Relations Officer
Progress Update to 30/9/2017	Ongoing	🟡 On target
Progress Update to 31/12/2017	Ongoing	🟡 On target

Progress Update to 31/3/2018	Ongoing	🟡 On target
Progress Update to 30/6/2018	Ongoing	✅ Complete
4.3.4	Update the community noticeboard in West Wyalong <i>KPI: Weekly</i>	Community Relations Officer
Progress Update to 30/9/2017	Updated weekly	🟡 On target
Progress Update to 31/12/2017	Ongoing	🟡 On target
Progress Update to 31/3/2018	Ongoing	🟡 On target
Progress Update to 30/6/2018	Ongoing	✅ Complete
4.3.5	Produce mail outs/flyers promoting Council programs, events and initiatives <i>KPI: Six per year</i>	Community Relations Officer
Progress Update to 30/9/2017	Flyers produced and distributed through relevant channels for all Council programs and events	🟡 On target
Progress Update to 31/12/2017	Flyers produced and distributed through relevant channels for all Council programs and events	🟡 On target
Progress Update to 31/3/2018	In place of newsletter, Flyers produced and distributed through relevant channels for all Council programs and events in targeted communities	🟡 On target
Progress Update to 30/6/2018	Flyers distributed for various events	✅ Complete
4.3.6	Maintain and promote community email list <i>KPI: Quarterly update</i>	Community Relations Officer
Progress Update to 30/9/2017	Ongoing	🟡 On target
Progress Update to 31/12/2017	Ongoing	🟡 On target
Progress Update to 31/3/2018	Ongoing	🟡 On target
Progress Update to 30/6/2018	Ongoing	✅ Complete
4.3.7	Produce media releases to inform the community about Council updates, programs, events and initiatives <i>KPI: 20 media releases per year</i>	Community Relations Officer
Progress Update to 30/9/2017	Media releases issued regularly	🟡 On target
Progress Update to 31/12/2017	Media releases issued regularly	🟡 On target
Progress Update to 31/3/2018	Media releases issued regularly	🟡 On target

Progress Update to 30/6/2018	.Media releases issued regularly	✔ Complete
4.3.8	Showcase Council services and role in the community <i>KPI: Celebrate Local Government Week, Promote services at the West Wyalong Show</i>	Community Relations Officer
Progress Update to 30/9/2017	Local Government Week celebrated with interactive presentation at Ungarie School and Movie at Midday in West Wyalong. Council hosted Town Crier championships at West Wyalong Show	✔ Complete
Progress Update to 31/12/2017	Ongoing where opportunities arises	🟡 On target
Progress Update to 31/3/2018	Ongoing	🟡 On target
Progress Update to 30/6/2018	Ongoing	✔ Complete
4.3.9	Maintain and update an Events Calendar promoting all local events/workshops/programs <i>KPI: Weekly</i>	Office of the General Manager - Administration Officer
Progress Update to 30/9/2017	Continuously updating brochures in the VIC. Updating events listing on Bland Shire website	🟡 On target
Progress Update to 31/12/2017	Continuously updating brochures in the VIC. Updating events listing on Bland Shire website	🟡 On target
Progress Update to 31/3/2018	Continuously updating brochures in the VIC. Updating events listing on Bland Shire website. Special flyer to businesses for 10-11 March events	🟡 On target
Progress Update to 30/6/2018	Updating events listing on Bland Shire website and the VIC Connect continuously	✔ Complete
4.3.10	Monitor and update Council's social media accounts <i>KPI: 40 posts per year</i>	Community Relations Officer
Progress Update to 30/9/2017	Accounts monitored daily with multiple posts each week	🟡 On target
Progress Update to 31/12/2017	Accounts monitored daily with multiple posts each week	🟡 On target
Progress Update to 31/3/2018	Accounts monitored daily with multiple posts each week	🟡 On target
Progress Update to 30/6/2018	Accounts monitored daily with multiple posts each week	✔ Complete
4.3.11	Ensure all Council social media accounts are conducted in accordance with Council's Social Media Policy and procedures <i>KPI: Social media accounts and content reviewed weekly</i>	Community Relations Officer
Progress Update to 30/9/2017	All content reviewed daily including weekends where CRO and CDO receive notifications of any activity on Council phones	🟡 On target
Progress Update to 31/12/2017	All content reviewed daily including weekends where CRO and CDO receive notifications of any activity on Council phones	🟡 On target
Progress Update to 31/3/2018	All content reviewed daily including weekends where CRO and CDO receive notifications of any activity on Council phones	🟡 On target
Progress Update to 30/6/2018	All content reviewed daily including weekends where CRO and CDO receive notifications of any activity on Council phones	✔ Complete

4.

Ensure services are accessible for all residents

Delivery Program (4 years) 2017 - 2021

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

Operational Plan (1 year) 2017/18

Action

Responsibility

4.4.1 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**

KPI: Two programs per year at West Wyalong High School, One program per year at Ungarie Central School, One program per year at BSC

Progress Update to 30/9/2017	Partnered with Ungarie Central school in the delivery of a youth wellbeing program including cooking skills, fitness sessions, CPR sessions and resume writing	🟡 On target
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Progress Update to 31/12/2017	Partnered with Ungarie, Tallimba, Naradhan and Weethalle Public Schools in the delivery of positive mental health education. A series of 5 Youth cooking classes delivered at West Wyalong High School	🟡 On target
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Progress Update to 31/3/2018	Plans to partner with Ungarie Central School in the delivery of a wellbeing program for students. Plans to attend the West Wyalong High School to deliver a careers focused presentation.	🟡 On target
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Progress Update to 30/6/2018	Careers presentation held at West Wyalong High School with Council staff presenting at this event. Community and place focused session held at BSC for West Wyalong High School year 8 Geography students.	✅ Complete
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4.4.2 Attend regional youth focused meetings **Community Development Officer**

KPI: Two meetings attended per year

Progress Update to 30/9/2017	REROC Youth meeting attended June 2017	🟡 On target
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Progress Update to 31/12/2017	REROC Youth meeting attended December 2017	🟡 On target
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Progress Update to 31/3/2018	April 2018 REROC Youth meeting cancelled.	🟡 On target
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Progress Update to 30/6/2018	Plans to attend upcoming REROC Youth Meeting.	✅ Complete
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4.4.3	Engage young people through the establishment of a youth focus group to jointly identify areas of need/improvement <i>KPI: Establish group</i>	Community Development Officer
Progress Update to 30/9/2017	Promotion of group and call for nominations occurred with only one EOI received. Staff continue to regularly engage with youth in a less formal and more personal manner (e.g. One-on-one conversations and small targeted groups at specific events)	🟡 On target
Progress Update to 31/12/2017	Ongoing	🟡 On target
Progress Update to 31/3/2018	Activities in this area are ongoing.	🟡 On target
Progress Update to 30/6/2018	Plans to increase interaction with local youth in the hopes of establishing a focus group with the potential to establish an online focus group.	🟢 Complete
4.4.4	Continue to investigate and establish the most effective methods for engaging with youth in the community <i>KPI: Two consultations per year</i>	Community Development Officer
Progress Update to 30/9/2017	Youth consulted heavily in the development of the Stronger Country Communities grant application. One-on-one and small group consultations occurred frequently around the scooter workshop and proposed upgrades to the skatepark	🟡 On target
Progress Update to 31/12/2017	Investigations continuing	🟡 On target
Progress Update to 31/3/2018	Investigations into new social media engagement techniques ongoing to ascertain the best ways to engage local youth.	🟡 On target
Progress Update to 30/6/2018	Council staff have recently attended a social media conference and have identified some new methods of better engaging with young people online including through the use of short videos and online animations.	🟢 Complete






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 the effective and efficient management of Council's assets and infrastructure

2017/18 Operational Plan Actions	
as at 30/6/2018	
Our Places – total actions:	53
 On target	5
 Not progressed	1
 Complete	47

5.

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

Delivery Program (4 years) 2017 - 2021

Strategy 5.1

Facilitate the delivery of accessible services and infrastructure

Performance Measure

- Increase in accessible infrastructure within the Shire

Operational Plan (1 year) 2017/18

Action		Responsibility
5.1.1	Update and promote Access Mobility Map <i>KPI: Update every two years (2018), promote annually</i>	Community Development Officer
Progress Update to 30/9/2017	Access Map due to be updated in 2019	🟡 On target
Progress Update to 31/12/2017	Access Map due to be updated in 2019	🟡 On target
Progress Update to 31/3/2018	Access Map due to be updated in 2019	🟡 On target
Progress Update to 30/6/2018	As above.	🟡 On target
5.1.2	Monitor and review the Disability Inclusion Action Plan <i>KPI: Review annually</i>	Community Development Officer
Progress Update to 30/9/2017	DIAP due to be reviewed 2018	🟡 On target
Progress Update to 31/12/2017	DIAP due to be reviewed 2018	🟡 On target
Progress Update to 31/3/2018	DIAP to be reviewed later in the year.	🟡 On target
Progress Update to 30/6/2018	DIAP to be reviewed later in the year.	🟡 On target
5.1.3	Provide and promote the Access Incentive Scheme for improved access across the Shire <i>KPI: Grant program included in budget, promoted twice per year</i>	Community Development Officer
Progress Update to 30/9/2017	Access Grant included in Councils budget and promoted in the Council Notices section of the West Wyalong Advocate and on Facebook	🟡 On target
Progress Update to 31/12/2017	Access Incentive Grant provided to Major's Mulch and French Hotbake (Funds to be disbursed to French Hotbake 1 July 2018)	🟡 On target

Progress Update to 31/3/2018	Council Access Incentive Scheme budget exhausted for the current financial year.	✔ Complete
Progress Update to 30/6/2018	Council Access Incentive Scheme budget exhausted for the current financial year.	✔ Complete

5.

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

Delivery Program (4 years) 2017 - 2021

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

Operational Plan (1 year) 2017/18

Action	Responsibility
5.2.1 Process heavy vehicle road usage applications <i>KPI: 100% processed</i>	Asset & Engineering Services Officer
Progress Update to 30/9/2017 All applications for heavy vehicle or Oversize Overmass (OSOM) access are processed well within the required timeframe from the National Heavy Vehicle Regulator (NHVR). Some are even processed on a same day turnaround. Not all applications are granted access but the process is the same for approval or denial	🟡 On target
Progress Update to 31/12/2017 Ongoing upon receipt of applications	🟡 On target
Progress Update to 31/3/2018 All applications are processed within a five day turnaround.	🟡 On target
Progress Update to 30/6/2018 All applications are processed within a five day turnaround.	🟢 Complete
5.2.2 Apply, when the opportunity arises, for external grant funding to implement engineering works and projects including additional funding for roads <i>KPI: Two grant applications per year, if available</i>	Director Asset & Engineering Services
Progress Update to 30/9/2017 Complete	🟢 Complete
Progress Update to 31/12/2017 Complete	🟢 Complete
Progress Update to 31/3/2018 Complete	🟢 Complete
Progress Update to 30/6/2018 Complete	🟢 Complete
5.2.3 Maintain active representation on the Newell Highway Taskforce <i>KPI: 75% meetings attended</i>	General Manager
Progress Update to 30/9/2017 Mayor attended a meeting in Jerilderie on 4/7/2017 and provided a verbal update to Council at its August 2017 meeting	🟡 On target

Progress Update to 31/12/2017	Minutes of the July 2017 meeting were presented to Council in October 2017. Meeting held in West Wyalong on 28/8/2017 and the minutes presented to the October 2017 Council meeting	🟡 On target
Progress Update to 31/3/2018	Minutes of the meeting held on 31/10/2017 were presented to the November Council meeting. Meeting held in Gilgandra on 7/2/18. Next meeting scheduled for Narrandera on 8/5/18	🟡 On target
Progress Update to 30/6/2018	Meetings to be held in Coonabarabran on 14/8/18 and Parkes on 13/11/18	🟢 Complete
5.2.4	Maintain membership of the Australian Rural Roads Group	General Manager
	<i>KPI: Budget allocation for membership</i>	
Progress Update to 30/9/2017	Budget allocated for membership. Mayor Lord is Council's delegate with Cr McGlynn and Cr Thomas as alternate representatives	🟡 On target
Progress Update to 31/12/2017	No information or membership invoice received at this stage	🟡 On target
Progress Update to 31/3/2018	Contact made with the ARRG and BSC's membership has been reinstated.	🟡 On target
Progress Update to 30/6/2018	Next meeting of the ARRG is scheduled for June 2018 in Canberra in association with the National General Assembly of LG	🟢 Complete

6.

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

Delivery Program (4 years) 2017 - 2021

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

Operational Plan (1 year) 2017/18

Action	Responsibility
6.1.1 Investigate, review and monitor viable recycling options in liaison with recycle organisations and neighbouring councils <i>KPI: Annual review</i>	Manager Risk & Facilities
Progress Update to 30/9/2017 REROC Waste Management Forum, quarterly meeting, which includes neighbouring Councils. Recycling option discussed at meetings	🟡 On target
Progress Update to 31/12/2017 REROC Waste Management Forum, quarterly meeting, which includes neighbouring Councils. Recycling option discussed at meetings	🟡 On target
Progress Update to 31/3/2018 Ongoing	🟡 On target
Progress Update to 30/6/2018 Complete	🟢 Complete
6.1.2 Provide education to community to promote and support waste avoidance and resource recovery <i>KPI: Four education opportunities provided</i>	Manager Risk & Facilities
Progress Update to 30/9/2017 Through REROC: TV Adds, E-Waste, CRC Centre, Schools Program, Kindy Kits	🟡 On target
Progress Update to 31/12/2017 Through REROC: TV Adds, E-Waste, CRC Centre, Schools Program, Kindy Kits	🟡 On target
Progress Update to 31/3/2018 Ongoing	🟡 On target
Progress Update to 30/6/2018 Complete	🟢 Complete

6.

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

Delivery Program (4 years) 2017 - 2021

Strategy 6.2

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

Performance Measure

- Reduction in waste to landfill

Operational Plan (1 year) 2017/18

Action		Responsibility
6.2.1	Ensure waste management operations are in line with the implementation of Council's waste strategy <i>KPI: Review strategy bi-annually - 2018</i>	Director Asset & Engineering Services
Progress Update to 30/9/2017	Complete	✔ Complete
Progress Update to 31/12/2017	Complete	✔ Complete
Progress Update to 31/3/2018	Complete	✔ Complete
Progress Update to 30/6/2018	Complete	✔ Complete
6.2.2	Work in partnership with neighbouring Councils to implement waste programs <i>KPI: Two contacts with neighbouring Councils per year</i>	Manager Risk & Facilities
Progress Update to 30/9/2017	Contact with neighbouring Councils is through REROC meetings quarterly	🟡 On target
Progress Update to 31/12/2017	Contact with neighbouring Councils is through REROC meetings quarterly	🟡 On target
Progress Update to 31/3/2018	Ongoing	🟡 On target
Progress Update to 30/6/2018	Completed	✔ Complete
6.2.3	Work in partnership with community relations to increase awareness of recycling options offered <i>KPI: Minimum two media releases per year</i>	Manager Risk & Facilities
Progress Update to 30/9/2017	Media release Community Recycling Centre and E-Waste	🟡 On target
Progress Update to 31/12/2017	Media release Community Recycling Centre and E-Waste	🟡 On target

Progress Update to 31/3/2018	Ongoing	🟡 On target
Progress Update to 30/6/2018	Completed	✅ Complete
6.2.4	Provide waste collection and management services to community <i>KPI: Minimum 50 kerbside collections per year</i>	Manager Risk & Facilities
Progress Update to 30/9/2017	Minimum of 50 kerbside collections is completed each year	🟡 On target
Progress Update to 31/12/2017	Minimum of 50 kerbside collections is completed each year	🟡 On target
Progress Update to 31/3/2018	Minimum of 50 kerbside collections is completed each year	🟡 On target
Progress Update to 30/6/2018	Completed	✅ Complete
6.2.5	Investigate new innovations in waste management <i>KPI: Annual review</i>	Manager Risk & Facilities
Progress Update to 30/9/2017	Size of population and waste received makes it hard to implement new innovations	🟡 On target
Progress Update to 31/12/2017	Size of population and waste received it is hard to implement new innovations	🟡 On target
Progress Update to 31/3/2018	Completed	✅ Complete
Progress Update to 30/6/2018	Completed	✅ Complete
6.2.6	Implement littering and illegal dumping avoidance strategies <i>KPI:</i>	Director Asset & Engineering Services
Progress Update to 30/9/2017	Completed	✅ Complete
Progress Update to 31/12/2017	Completed	✅ Complete
Progress Update to 31/3/2018	Completed	✅ Complete
Progress Update to 30/6/2018	Completed	✅ Complete

7.

Manage water and sewerage resources

Delivery Program (4 years) 2017 - 2021

Strategy 7.1

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

Performance Measure

- Increased usage of recycled water

Operational Plan (1 year) 2017/18

Action		Responsibility
7.1.1	Maximise water storage within budgetary constraints <i>KPI: Increase storage capacity as funding permits</i>	Director Asset & Engineering Services
Progress Update to 30/9/2017	Completed	✔ Complete
Progress Update to 31/12/2017	Completed	✔ Complete
Progress Update to 31/3/2018	Completed	✔ Complete
Progress Update to 30/6/2018	Completed	✔ Complete
7.1.2	Monitor irrigation system performance <i>KPI: 12 inspections per year</i>	Coordinator Urban
Progress Update to 30/9/2017	Inspections carried out on pumps as required. Sprinkler irrigation systems inspected weekly and repaired as required	🟡 On target
Progress Update to 31/12/2017	Inspections carried out on pumps as required. Sprinkler irrigation systems inspected weekly and repaired as required	🟡 On target
Progress Update to 31/3/2018	Inspections carried out on pumps as required. Sprinkler irrigation systems inspected weekly and repaired as required	🟡 On target
Progress Update to 30/6/2018	Inspections carried out on pumps as required. Sprinkler irrigation systems inspected & repaired as required	✔ Complete
7.1.3	Incorporate in the annual works program, ideas to streamline stormwater flow <i>KPI: Prepare/design works cost works and present to budget workshop (2018/2019)</i>	Director Asset & Engineering Services
Progress Update to 30/9/2017	Completed	✔ Complete
Progress Update to 31/12/2017	Completed	✔ Complete
Progress Update to 31/3/2018	Completed	✔ Complete

Progress Update to 30/6/2018	Completed	✔ Complete
7.1.4	Investigate external funding opportunities to maximise future water storage options <i>KPI: Apply at every opportunity</i>	Manager Risk & Facilities
Progress Update to 30/9/2017	Need to buy water allocation before being able to extend water storage capacity	🟡 On target
Progress Update to 31/12/2017	Need to buy water allocation before being able to extend water storage capacity	🟡 On target
Progress Update to 31/3/2018	Need to buy water allocation before being able to extend water storage capacity	🟡 On target
Progress Update to 30/6/2018	Need to buy water allocation before being able to extend water storage capacity	✔ Complete
7.1.5	Reduce reliance on potable water supply <i>KPI: Decreased usage on Council infrastructure</i>	Manager Risk & Facilities
Progress Update to 30/9/2017	Council has optimised its recycled water usage	🟡 On target
Progress Update to 31/12/2017	Council has optimised its recycled water usage	🟡 On target
Progress Update to 31/3/2018	Council has optimised its recycled water usage, but looking at additional storage.	🟡 On target
Progress Update to 30/6/2018	Council has optimised its recycled water usage, but looking at additional storage.	✔ Complete

7.

Manage water and sewerage resources

Delivery Program (4 years) 2017 - 2021

Strategy 7.2

Effectively manage and maintain existing stormwater and sewerage infrastructure

Performance Measure

- Review Plans
- Undertake Sewerage Inspections

Operational Plan (1 year) 2017/18

Action	Responsibility
7.2.1 Review the Stormwater Management Plan <i>KPI: Every two years – 2018, 2020</i>	Director Asset & Engineering Services
Progress Update to 30/9/2017 Not progressed	⊗ Not progressed
Progress Update to 31/12/2017 Not progressed	⊗ Not progressed
Progress Update to 31/3/2018 Preliminary investigations carried out	🟡 On target
Progress Update to 30/6/2018 Draft plan completed, no further action at this stage	✅ Complete
7.2.2 Review the Sewerage Management Plan <i>KPI: Every two years – 2019, 2021</i>	Director Asset & Engineering Services
Progress Update to 30/9/2017 Not progressed	⊗ Not progressed
Progress Update to 31/12/2017 Not progressed	⊗ Not progressed
Progress Update to 31/3/2018 Next year	⊗ Not progressed
Progress Update to 30/6/2018 Next year	⊗ Not progressed
7.2.3 Undertake Sewerage System Inspections <i>KPI: Six monthly inspections</i>	Manager Risk & Facilities
Progress Update to 30/9/2017 Inspections occur with asset evaluations, relining of sewer mains is ongoing, eliminating the areas of sewer chokes	🟡 On target
Progress Update to 31/12/2017 Inspections occur with asset evaluations, relining of sewer mains is ongoing, eliminating the areas of sewer chokes	🟡 On target
Progress Update to 31/3/2018 Completed for the quarter	✅ Complete

Progress
Update to
30/6/2018

Completed for the quarter

✔ Complete

8.

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

Delivery Program (4 years) 2017 - 2021

Strategy 8.1

Ensure users of Council's facilities comply with agreements

Performance Measure

- Increase in consultation with user groups

Operational Plan (1 year) 2017/18

Action		Responsibility
8.1.1	Liaise with User Groups regarding Memorandum of Understandings <i>KPI: Annual review of agreements</i>	Director Asset & Engineering Services
Progress Update to 30/9/2017	Complete	✔ Complete
Progress Update to 31/12/2017	Complete	✔ Complete
Progress Update to 31/3/2018	Complete	✔ Complete
Progress Update to 30/6/2018	Complete	✔ Complete
8.1.2	Develop and foster current and existing relationships with user groups <i>KPI: Meet annually with user groups</i>	Coordinator Urban
Progress Update to 30/9/2017	Ongoing liaison with Basketball representatives	🟡 On target
Progress Update to 31/12/2017	Discussions continuing with representative from Ungarie football club in relation to lighting	🟡 On target
Progress Update to 31/3/2018	Ongoing	🟡 On target
Progress Update to 30/6/2018	Ongoing	✔ Complete

8.

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

Delivery Program (4 years) 2017 - 2021

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

Operational Plan (1 year) 2017/18

Action		Responsibility
8.2.1	Ensure access to public facilities and buildings meet the Access Premises Standards <i>KPI: 50% buildings reviewed annually</i>	Manager Development & Regulatory Services
Progress Update to 30/9/2017	Not yet commenced	☒ Not progressed
Progress Update to 31/12/2017	Not yet commenced	☒ Not progressed
Progress Update to 31/3/2018	Not yet commenced	☒ Not progressed
Progress Update to 30/6/2018	Access standards are applied to all new construction work.	☑ Complete
8.2.2	Undertake work health and safety audits <i>KPI: Minimum of 12 inspections per year</i>	Contract Compliance & WHS Officer
Progress Update to 30/9/2017	Ongoing with all Council workplaces inspected annually	🟡 On target
Progress Update to 31/12/2017	All Council workplaces are inspected on an annual basis. Inspections have been completed at CSU, the depot, sewerage treatment works, parks and gardens	🟡 On target
Progress Update to 31/3/2018	Ongoing visual inspections	🟡 On target
Progress Update to 30/6/2018	Scheduling for annual formal inspections to be undertaken in accordance with new StateCover "VAULT" system	☑ Complete
8.2.3	Implement signs as remote supervision <i>KPI: Annual review</i>	Contract Compliance & WHS Officer
Progress Update to 30/9/2017	Ongoing monitoring	🟡 On target
Progress Update to 31/12/2017	West Wyalong parks and signs have been inspected. Modifications noted to ensure compliance	🟡 On target
Progress Update to 31/3/2018	Inspections carried out with relevant staff	🟡 On target

Progress
Update to
30/6/2018

Minor action items identified to be addressed



Complete

8.

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

Delivery Program (4 years) 2017 - 2021

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

Operational Plan (1 year) 2017/18

Action	Responsibility
8.3.1 Lobby transport providers to ensure effective transport options are available within Bland Shire and to neighbouring regional centres <i>KPI: Twice per year</i>	General Manager
Progress Update to 30/9/2017 Options for Country Link service to Wagga are being considered	🟡 On target
Progress Update to 31/12/2017 Discussions continuing and options being explored for Wagga service	🟡 On target
Progress Update to 31/3/2018 Letter forwarded to the NSW Minister for Transport seeking a review of the Country Link Bus Services.	🟡 On target
Progress Update to 30/6/2018 Waiting on a response from Minister of Transport regarding the Country Link Bus Service	✅ Complete
8.3.2 Lobby Government to improve transport options <i>KPI: Twice per year</i>	General Manager
Progress Update to 30/9/2017 Ongoing involvement with REROC, their lobbying efforts on behalf of member councils and the Transport Plan	🟡 On target
Progress Update to 31/12/2017 REROC lobbying continues. Discussions held with Local Member	🟡 On target
Progress Update to 31/3/2018 Liaison with the NHVR regarding the increase in the number of heavy vehicles travelling through the Shire.	🟡 On target
Progress Update to 30/6/2018 Discussions with Mr. Tim Hansen from the NHVR following his presentation to the Country Mayors Meeting held on 1/6/18	✅ Complete

8.

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

Delivery Program (4 years) 2017 - 2021

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

Operational Plan (1 year) 2017/18

Action		Responsibility
8.4.1	Review Heritage Policies <i>KPI: Annual policy review</i>	Manager Development & Regulatory Services
Progress Update to 30/9/2017	Not yet commenced	⊗ Not progressed
Progress Update to 31/12/2017	Not yet commenced	⊗ Not progressed
Progress Update to 31/3/2018	Local Heritage Places Grant application form has been updated to make the process clearer for applicants.	🟡 On target
Progress Update to 30/6/2018	Application form upgraded.	✅ Complete
8.4.2	Enforce controls in Local Environmental Plan and Development Control Plan <i>KPI: Enforced as required</i>	Manager Development & Regulatory Services
Progress Update to 30/9/2017	Continuous	🟡 On target
Progress Update to 31/12/2017	Continuous	🟡 On target
Progress Update to 31/3/2018	Continuous	🟡 On target
Progress Update to 30/6/2018	Continuous	✅ Complete
8.4.3	Review Development Control Plan and undertake review of heritage items across the Shire <i>KPI: Review complete – 2018/2019</i>	Manager Development & Regulatory Services
Progress Update to 30/9/2017	Review of Heritage Items underway	🟡 On target
Progress Update to 31/12/2017	Review of Heritage Items underway	🟡 On target

Progress Update to 31/3/2018	Review of heritage items is progressing	🟡 On target
Progress Update to 30/6/2018	Review of heritage items nearing completion.	🟡 On target
8.4.4	Administer and promote Council Local Heritage grants and funding programs <i>KPI: 100% grant applications processed</i>	Manager Development & Regulatory Services
Progress Update to 30/9/2017	Applications processed when received	🟡 On target
Progress Update to 31/12/2017	Applications processed when received	🟡 On target
Progress Update to 31/3/2018	Applications processed when received	🟡 On target
Progress Update to 30/6/2018	Applications processed when received	✅ Complete
8.4.5	Promote and implement the verandah upgrade program <i>KPI: Two media releases per year</i>	Manager Development & Regulatory Services
Progress Update to 30/9/2017	Information is provided to building owners when requested	🟡 On target
Progress Update to 31/12/2017	Information is provided to building owners when requested	🟡 On target
Progress Update to 31/3/2018	Information is provided to building owners when requested	🟡 On target
Progress Update to 30/6/2018	Information is provided to building owners when requested	✅ Complete

9.

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

Delivery Program (4 years) 2017 - 2021

Strategy 9.1

Responsibly manage asset renewal and maintenance for current and future generations

Performance Measure

- Council's asset condition maintained or improved

Operational Plan (1 year) 2017/18

Action		Responsibility
9.1.1	Review of the Building Management Plan <i>KPI: Complete a building review to determine if community needs are being met. Maintain Council's buildings in accordance with maintenance program and budget. Complete the review of Council's building assets</i>	Manager Development & Regulatory Services
Progress Update to 30/9/2017	Not yet commenced	⊗ Not progressed
Progress Update to 31/12/2017	Not yet commenced	⊗ Not progressed
Progress Update to 31/3/2018	Not commenced	⊗ Not progressed
Progress Update to 30/6/2018	Building Management Plan undertaken within Assets area.	✔ Complete
9.1.2	Monitor and implement the Annual Works Program <i>KPI: Monitor and implement within budget</i>	Director Asset & Engineering Services
Progress Update to 30/9/2017	Complete	✔ Complete
Progress Update to 31/12/2017	Complete	✔ Complete
Progress Update to 31/3/2018	Complete for the quarter	✔ Complete
Progress Update to 30/6/2018	Complete for the quarter	✔ Complete
9.1.3	Develop, review and implement works programs in accordance with Council's road hierarchy and Asset Management Plan <i>KPI: Kerb and guttering programs developed and implemented. Effectively manage and maintain town and village upkeep throughout the shire. Airport facilities are maintained to approved standards and budget. Effectively manage and maintain Council's works depot</i>	Director Asset & Engineering Services
Progress Update to 30/9/2017	Complete	✔ Complete

Progress Update to 31/12/2017	Complete	✔ Complete
Progress Update to 31/3/2018	Complete	✔ Complete
Progress Update to 30/6/2018	Complete	✔ Complete
9.1.4	Review Asset Management Policy and Strategy <i>KPI: Annual review</i>	Director Asset & Engineering Services
Progress Update to 30/9/2017	Waiting for Assetic	🟡 On target
Progress Update to 31/12/2017	Waiting for Assetic. On target	🟡 On target
Progress Update to 31/3/2018	Waiting for Assetic. On target	🟡 On target
Progress Update to 30/6/2018	Waiting for Assetic. On target	🟡 On target
9.1.5	Review and implement the annual and long term plant and equipment replacement program <i>KPI: Annual review</i>	Workshop & Plant Coordinator
Progress Update to 30/9/2017	Completed for this reporting period	✔ Complete
Progress Update to 31/12/2017	Completed for this reporting period	✔ Complete
Progress Update to 31/3/2018	Completed for this period	✔ Complete
Progress Update to 30/6/2018	Completed for this period	✔ Complete



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

Delivery Program (4 years) 2017 - 2021

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

Operational Plan (1 year) 2017/18

Action	Responsibility
9.2.1 Undertake maintenance and repairs to pool facilities in accordance with maintenance program and approved budget in consultation with Contractor <i>KPI: 80% maintenance undertaken</i>	Coordinator Urban
Progress Update to 30/9/2017 Repairs and maintenance undertaken as required	🟡 On target
Progress Update to 31/12/2017 Repairs and maintenance undertaken as required	🟡 On target
Progress Update to 31/3/2018 Repairs and maintenance undertaken as required	🟡 On target
Progress Update to 30/6/2018 Repairs and maintenance undertaken as required	✅ Complete
9.2.2 Develop master plan for future renewal and upgrade of pool facilities <i>KPI: Master plan developed 2018</i>	Manager Risk & Facilities
Progress Update to 30/9/2017 Plan could include wading pool at West Wyalong, upgrade of wading pool at Ungarie and renewal of water slide	🟡 On target
Progress Update to 31/12/2017 Plan could include wading pool at West Wyalong, upgrade of wading pool at Ungarie and renewal of water slide	🟡 On target
Progress Update to 31/3/2018 Completed with exception of indoor heated pool which is waiting consultant advise.	🟡 On target
Progress Update to 30/6/2018 Completed with exception of indoor heated pool which is waiting consultant advise.	🟡 On target

9.

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

Delivery Program (4 years) 2017 - 2021

Strategy 9.3

Maintain street trees

Performance Measure

- Maintain or increase number of street trees

Operational Plan (1 year) 2017/18

Action		Responsibility
9.3.1	Manage street tree planting in accordance with Preferred Street Tree Species List <i>KPI: 100% of trees planted are from preferred list</i>	Coordinator Urban
Progress Update to 30/9/2017	Trees replaced with suitable species upon removal and/or request within budget allocation	🟡 On target
Progress Update to 31/12/2017	Trees replaced with suitable species upon removal and/or request within budget allocation	🟡 On target
Progress Update to 31/3/2018	Trees replaced with suitable species upon removal and/or request within budget allocation	🟡 On target
Progress Update to 30/6/2018	Trees replaced with suitable species upon removal and/or request within budget allocation	🟢 Complete
9.3.2	Proactively monitor street trees and action requests to maintain and/or remove trees within the approved budget <i>KPI: 100% action requests processed</i>	Coordinator Urban
Progress Update to 30/9/2017	Trees maintained and actioned as required	🟡 On target
Progress Update to 31/12/2017	Trees maintained and actioned as required	🟡 On target
Progress Update to 31/3/2018	Trees maintained and actioned as required	🟡 On target
Progress Update to 30/6/2018	Trees maintained and actioned as required	🟢 Complete



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

Delivery Program (4 years) 2017 - 2021

Strategy 9.4

Maintain parks, ovals and recreational facilities to approved standards

Performance Measure

- Cemeteries and open spaces utilised and maintained within standards

Operational Plan (1 year) 2017/18

Action		Responsibility
9.4.1	Inspect parks, ovals and recreational facilities <i>KPI: 26 inspections per year</i>	Coordinator Urban
Progress Update to 30/9/2017	Facilities attended to in accordance with work schedules	🟡 On target
Progress Update to 31/12/2017	Facilities attended to in accordance with work schedules	🟡 On target
Progress Update to 31/3/2018	Facilities attended to in accordance with work schedules	🟡 On target
Progress Update to 30/6/2018	Facilities attended to in accordance with work schedules	🟢 Complete
9.4.2	Conduct playground inspections for all playgrounds within the Shire <i>KPI: 39 inspections per year</i>	Coordinator Urban
Progress Update to 30/9/2017	Playgrounds visually inspected weekly, checklist completed monthly	🟡 On target
Progress Update to 31/12/2017	Playgrounds visually inspected weekly, checklist completed monthly	🟡 On target
Progress Update to 31/3/2018	Playgrounds visually inspected weekly, checklist completed monthly	🟡 On target
Progress Update to 30/6/2018	Playgrounds visually inspected weekly, checklist completed monthly	🟢 Complete
9.4.3	Coordinate seasonal and on/off use of sporting fields <i>KPI: Coordinate use of parks by personal trainers, administer all other bookings as appropriate and assist with transition between user groups</i>	Coordinator Urban
Progress Update to 30/9/2017	Bookings for use of facilities administered by Administration Officer Assets & Engineering Services	🟡 On target
Progress Update to 31/12/2017	Bookings for use of facilities administered by Administration Officer Assets & Engineering Services. Liaison with relevant groups as required	🟡 On target

Progress Update to 31/3/2018	Bookings for use of facilities administered by Administration Officer Assets & Engineering Services	🟡 On target
Progress Update to 30/6/2018	Bookings for use of facilities administered by Administration Officer Assets & Engineering Services	✅ Complete
9.4.4	Review the Open Space Management Plan <i>KPI: Annual review</i>	Director Asset & Engineering Services
Progress Update to 30/9/2017	Not progressed	❌ Not progressed
Progress Update to 31/12/2017	Plan drafted	🟡 On target
Progress Update to 31/3/2018	Draft plan to be further reviewed	🟡 On target
Progress Update to 30/6/2018	Completed for this period as the implications of the Crown Land Management Act 2016 are to be considered and incorporated into the plan	✅ Complete
9.4.5	Carry out maintenance in Wyalong Cemetery <i>KPI: 52 inspections per year</i>	Coordinator Urban
Progress Update to 30/9/2017	Weekly maintenance undertaken	🟡 On target
Progress Update to 31/12/2017	Weekly maintenance undertaken	🟡 On target
Progress Update to 31/3/2018	Weekly maintenance undertaken	🟡 On target
Progress Update to 30/6/2018	Weekly maintenance undertaken	✅ Complete
9.4.6	Inspect and maintain village cemeteries regularly <i>KPI: 12 inspections per year</i>	Coordinator Urban
Progress Update to 30/9/2017	Crews attend to village cemeteries frequently	🟡 On target
Progress Update to 31/12/2017	Crews attend to village cemeteries frequently	🟡 On target
Progress Update to 31/3/2018	Crews attend to village cemeteries frequently	🟡 On target
Progress Update to 30/6/2018	Crews attend to village cemeteries frequently	✅ Complete



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

Delivery Program (4 years) 2017 - 2021

Strategy 9.5

Identify and plan for new infrastructure

Performance Measure

- New infrastructure identified and planning progressed

Operational Plan (1 year) 2017/18

Action		Responsibility
9.5.1	Consult with community regarding future infrastructure needs <i>KPI: Community consultation undertaken</i>	General Manager
Progress Update to 30/9/2017	Grant applications under the Stronger Country Communities Program invited. Discussions held with Ungarie Advancement Group regarding Daniher tribute	🟡 On target
Progress Update to 31/12/2017	Council considered and lodged applications for Round 1 of the Stronger Country Communities Program with results expected in early 2018. Progress and support for the tribute to the Daniher Bros continues and is expected to be completed in early 2018	🟡 On target
Progress Update to 31/3/2018	Council considered and lodged applications for Round 2 of the Stronger Country Communities Program with results expected in mid to late 2018. The tribute to the Daniher Bros was completed in March 2018	🟡 On target
Progress Update to 30/6/2018	The first milestones for the SCC Round 1 Applications have been met. WRI conducted community surveys on behalf of Council in the development of business cases for the proposed Community Cinema, Visitor Information Centre and Indoor Heated Pool projects.	✅ Complete
9.5.2	Develop a master plan for identified infrastructure <i>KPI: Master plan developed</i>	General Manger
Progress Update to 30/9/2017	Community Cinema representatives continue to meet with the Heritage Advisor to develop concept plans for the project	🟡 On target
Progress Update to 31/12/2017	Plans developed to support applications under the Stronger Country Communities grant program	🟡 On target
Progress Update to 31/3/2018	There are a number of capital projects planned for the Shire over the next 2 years under the Stronger Country Communities Fund	🟡 On target
Progress Update to 30/6/2018	Plans developed to support applications under the Stronger Country Communities grant program Round 2	✅ Complete
9.5.3	Allocate funds to undertake investigation, designs, business plans and obtain costings for successful projects <i>KPI: Funds allocated and internally reserved</i>	General Manager
Progress Update to 30/9/2017	Joint agreement with Narrandera Shire under the Fixing Country Roads Program. Council funds have been allocated from the Community Facilities Reserve in matching funds for the Community Cinema project	🟡 On target

Progress Update to 31/12/2017	Council resolved at its October 2017 meeting to seek business cases for the Visitor Information Centre and Indoor Heated Pool projects	🟡	<i>On target</i>
Progress Update to 31/3/2018	Council agreed to include a proposed cinema complex in the report on Business Cases and EOI's were issued for the consultancy work. The Draft report is expected in early June 2018.	🟡	<i>On target</i>
Progress Update to 30/6/2018	The consultant from WRI will present his report and answer questions at the Council workshop scheduled for 3.7.18	🟢	<i>Complete</i>






Our Leadership

A well run Council acting as the voice of the community

Our Objectives

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

2017/18 Operational Plan Actions	
as at 30/6/2018	
Our Leadership – total actions:	61
 On target	5
 Not progressed	4
 Complete	52

10.

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

Delivery Program (4 years) 2017 - 2021

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

Operational Plan (1 year) 2017/18

Action		Responsibility
10.1.1	Review the Provision of Facilities and Expenses for Councillors Policy <i>KPI: Policy review - 2020</i>	Director Corporate, Community & Development Services
Progress Update to 30/9/2017	Not required this financial year	✘ Not progressed
Progress Update to 31/12/2017	Not required this financial year	✘ Not progressed
Progress Update to 31/3/2018	Not required this financial year	✘ Not progressed
Progress Update to 30/6/2018	Not required this financial year	✘ Not progressed
10.1.2	Provide Councillors with professional development opportunities <i>KPI: Investigate the establishment of a Councillor portfolio program. Review and update the Councillor Handbook. Develop a Councillor Induction program</i>	General Manager
Progress Update to 30/9/2017	Councillors advised of training opportunities as they become available	🟡 On target
Progress Update to 31/12/2017	Ongoing provision of relevant information to Councillors	🟡 On target
Progress Update to 31/3/2018	The OLG has issued draft guidelines for a Professional Development Program for elected representatives	🟡 On target
Progress Update to 30/6/2018	Councillors were issued with an initial 'self assessment' of their skills and abilities, the results of which will be fed into an online analysis for further development of individual training plans.	✔ Complete
10.1.3	Prepare for the Mayoral and Deputy Mayoral elections in September bi-annually <i>KPI: Every two years – 2018 & 2020</i>	General Manager
Progress Update to 30/9/2017	Mayoral elections are due to be held in September 2018	🟡 On target
Progress Update to 31/12/2017	Mayoral elections are due to be held in September 2018	🟡 On target

Progress Update to 31/3/2018	Mayoral elections are due to be held in September 2018	🟡	<i>On target</i>
Progress Update to 30/6/2018	Mayoral elections are due to be held in September 2018	🟡	<i>On target</i>

10.

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

Delivery Program (4 years) 2017 - 2021

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

Operational Plan (1 year) 2017/18

Action	Responsibility
10.2.1 Prepare the End of Term Report <i>KPI: Report presented to Council by August 2020</i>	Executive Assistant
Progress Update to 30/9/2017 No actions required during the 2017/18 year. End of Term Report due to be completed in 2020/21 year	⊗ Not progressed
Progress Update to 31/12/2017 No actions required during the 2017/18 year. End of Term Report due to be completed in 2020/21 year	⊗ Not progressed
Progress Update to 31/3/2018 No actions required during the 2017/18 year. End of Term Report due to be completed in 2020/21 year	⊗ Not progressed
Progress Update to 30/6/2018 No actions required during the 2017/18 year. End of Term Report due to be completed in 2020/21 year	⊗ Not progressed
10.2.2 Maintain active representation and involvement with the regional organisation representing Council <i>KPI: 80% meetings attended</i>	General Manager
Progress Update to 30/9/2017 REROC meetings attended by Mayor and General Manager wherever possible. Council's General Manager attended the GMs Workshop held in Wagga on 18/8/2017	🟡 On target
Progress Update to 31/12/2017 REROC meetings attended on 31/10/2017, 11/12/2017 and 18/12/2017	🟡 On target
Progress Update to 31/3/2018 Attendance at REROC meetings has continued as well as meetings to consider involvement in Joint Organisations. REROC meetings attended on 1/2/18.	🟡 On target
Progress Update to 30/6/2018 Attendance at REROC meetings has continued as well as meetings to consider involvement in Joint Organisations. REROC meetings attended on 12/4/18, 1/5/18, 25/5/18 and 15/6/18	✅ Complete

10.

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

Delivery Program (4 years) 2017 - 2021

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

Operational Plan (1 year) 2017/18

Action	Responsibility
10.3.1 Coordinate, compile, monitor and distribute the progress reports on the Operational Plan <i>KPI: Four times per year</i>	Executive Assistant
Progress Update to 30/9/2017 Discussions held and GM to liaise with all individual staff assigned with tasks	🟡 On target
Progress Update to 31/12/2017 Information circulated to relevant staff for consideration and further discussion in early 2018	🟡 On target
Progress Update to 31/3/2018 Process and format reviewed, staff instructions being finalised for distribution	🟡 On target
Progress Update to 30/6/2018 Revised monitoring and reporting process for progress with actions contained within the Combined Delivery Program and Operational Plan implemented	🟢 Complete
10.3.2 Develop timelines and action plan for the review of the Community Strategic Plan and associated documents <i>KPI: Annually</i>	General Manager
Progress Update to 30/9/2017 Implementation of the adopted plans underway	🟡 On target
Progress Update to 31/12/2017 Timelines and planning commenced for 2018 review	🟡 On target
Progress Update to 31/3/2018 Plans in place for the preparation of the 2018/19 IP & R documents with a report due to council in April 2018.	🟡 On target
Progress Update to 30/6/2018 Report submitted to the council meeting on 17/4/18 for adoption of the draft IP & R documentation.	🟢 Complete
10.3.3 Prepare a submission in the AR Bluett Awards Program <i>KPI: Annually</i>	General Manager
Progress Update to 30/9/2017 Submission lodged in early September 2017 with Council selected as a finalised later that month	🟡 On target

Progress Update to 31/12/2017	Council hosted the Trustees on 12/10/2017 for a presentation on our submission and site inspections. Council was announced as the 2017 winner of the AR Bluett Award during the NSW Local Government Annual Conference in December. Arrangements are being finalised for the formal presentation at a reception in West Wyalong during early 2018	🟡 On target
Progress Update to 31/3/2018	Formal presentations made on 23/3/2018 at reception for trustees, councillors, staff and their families.	🟢 Complete
Progress Update to 30/6/2018	No further action required as a council cannot enter the year after winning the Award.	🟢 Complete
10.3.4	Coordinate responses related to the Fit for the Future reforms <i>KPI: By due dates</i>	General Manager
Progress Update to 30/9/2017	Internal monitoring continues	🟡 On target
Progress Update to 31/12/2017	Council continues to aim for the Fit for the Future benchmarks and action plan implementation	🟡 On target
Progress Update to 31/3/2018	The NSW Government has announced an end to the Fit for the Future Framework but will continue to monitor the financial sustainability of councils.	🟡 On target
Progress Update to 30/6/2018	Council continues to endeavour to meet the State Government's financial bench marks.	🟢 Complete
10.3.5	Report to the community and Council on Integrated Planning and Reporting Progress <i>KPI: Report of Delivery Program two times per year</i>	General Manager
Progress Update to 30/9/2017	Delivery Program Progress Report presented to the September 2017 Council meeting	🟡 On target
Progress Update to 31/12/2017	Collation of data and preparation of the revised documentation is underway for presentation to the February/March 2018 Council meeting	🟡 On target
Progress Update to 31/3/2018	The revised draft documentation was presented to Council in April 2018	🟡 On target
Progress Update to 30/6/2018	The Delivery Program Progress Report will be presented to the July/August 2018 Council meeting	🟡 On target

10.

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

Delivery Program (4 years) 2017 - 2021

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

Operational Plan (1 year) 2017/18

Action	Responsibility
10.4.1 Complete budget review statements for analysis by Directors within two weeks of end of quarter <i>KPI: Four times per year</i>	Manager Financial Services
Progress Update to 30/9/2017 The first QBRS for 2017-18 has been produced and referred to the GM & directors	✔ Complete
Progress Update to 31/12/2017 The second QBRS for 2017-18 has been produced and referred to the GM & directors	✔ Complete
Progress Update to 31/3/2018 The third QBRS for 2017-18 has been produced and referred to the GM & directors	✔ Complete
Progress Update to 30/6/2018 The fourth QBRS although not mandatory will still be produced for the GM & directors for a final analysis of the budget for the year	✔ Complete
10.4.2 Ensure effective debt recovery is in place <i>KPI: Policy reviewed every two years</i>	Manager Financial Services
Progress Update to 30/9/2017 Overdue debtor accounts and rate assessments have been sent for debt collection with Council's contracted collection agency	✔ Complete
Progress Update to 31/12/2017 Overdue debtor accounts and rate assessments have been sent for debt collection with Council's contracted collection agency	✔ Complete
Progress Update to 31/3/2018 Overdue debtor accounts and rate assessments have been sent for debt collection with Council's contracted collection agency	✔ Complete
Progress Update to 30/6/2018 Overdue debtor accounts and rate assessments have been sent for debt collection with Council's contracted collection agency	✔ Complete
10.4.3 Complete financial statements and lodge in accordance with statutory requirements <i>KPI: Submitted by 31 October - annually</i>	Manager Financial Services
Progress Update to 30/9/2017 The 2016-17 Financial Statements are being collated and were available for audit on 18 September 2017. Some items identified by the auditors are currently being reviewed before statements are to be signed off	✔ Complete

Progress Update to 31/12/2017	The 2016-17 Financial Statements have been collated and were available for audit on 18 September 2017. Additional information required by the auditors have been forwarded in September and again in December, however the audit has yet to be completed and signed off by the auditors	✔ Complete
Progress Update to 31/3/2018	The 2016-17 Financial Statements have been signed off and forwarded to the OLG. Work is commencing on preparing information for the 2017-18 Financial statements.	✔ Complete
Progress Update to 30/6/2018	The 2016-17 Financial Statements have been signed off and forwarded to the OLG. Work is commencing on preparing information for the 2017-18 Financial statements.	✔ Complete
10.4.4	Manage investments in accordance with investment strategies and policies <i>KPI: Policy reviewed every two years</i>	Manager Financial Services
Progress Update to 30/9/2017	Investments have been managed effectively, investing in secure term deposits, the term of the deposit has been selected based on future cash requirements and best rate of interest at that time	✔ Complete
Progress Update to 31/12/2017	Investments have been managed effectively, investing in secure term deposits, the term of the deposit has been selected based on future cash requirements and best rate of interest at that time	✔ Complete
Progress Update to 31/3/2018	Investments have been managed effectively, investing in secure term deposits, the term of the deposit has been selected based on future cash requirements and best rate of interest at that time. Met with TCorp regarding investment options.	✔ Complete
Progress Update to 30/6/2018	Investments have been managed effectively, investing in secure term deposits, the term of the deposit has been selected based on future cash requirements and best rate of interest at that time	✔ Complete
10.4.5	Review the long term financial plan aiming for financial sustainability to prepare for the Fit for the Future program <i>KPI: Annual review, \$0.00 bottom line year 20/21</i>	Manager Financial Services
Progress Update to 30/9/2017	The Long Term Financial Plan for 2017-18 was completed with the available information at the time and has been incorporated in the Strategic Plan. Revisions are continuing as variations are proposed by the State Government, Councillors and Council Directors	✔ Complete
Progress Update to 31/12/2017	The 10 year Long Term Financial Plan from 2018-19 is currently being prepared with LG Solutions to update the current version to version 9. The information from the LTFP is being utilised in the preparation of the 2018-19 budget	✔ Complete
Progress Update to 31/3/2018	Version 9 of the 10 year Long Term Financial plan has been prepared. A review of the plan is currently being conducted to ensure Council achieves its goal of having a balanced/surplus budget by the year 20/21	✔ Complete
Progress Update to 30/6/2018	Version 9 of the 10 year Long Term Financial plan has been prepared. A review of the plan is currently being conducted to ensure Council achieves its goal of having a balanced/surplus budget by the year 20/21	✔ Complete
10.4.6	Ensure timely and accurate processing of payments <i>KPI: Ensure timely and accurate processing of payments to employees, payments of invoices to suppliers and contractors, accounts receivable and quarterly rates.</i>	Manager Financial Services
Progress Update to 30/9/2017	At this stage there are no overdue matters or issues raised in these areas	✔ Complete

Progress Update to 31/12/2017	At this stage there are no overdue matters or issues raised in these areas	✔ Complete
Progress Update to 31/3/2018	At this stage there are no overdue matters or issues raised in these areas	✔ Complete
Progress Update to 30/6/2018	At this stage there are no overdue matters or issues raised in these areas	✔ Complete

10.

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

Delivery Program (4 years) 2017 - 2021

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

Operational Plan (1 year) 2017/18

Action	Responsibility
10.5.1 Maintain and renew network infrastructure hardware and software to ensure effective delivery of services <i>KPI: Review hardware and software every six months</i>	Director Corporate, Community & Development Services
Progress Update to 30/9/2017 Continuously reviewing and updating when required	🟡 On target
Progress Update to 31/12/2017 Continuously reviewing and updating when required	🟡 On target
Progress Update to 31/3/2018 Continuously reviewing and updating when required. New server installed. Program updates underway. Fibre installed to improve connectivity.	🟡 On target
Progress Update to 30/6/2018 Hardware reviewed every six months, Fibre connectivity commenced, No current outstanding IT requests	🟢 Complete
10.5.2 Implement web based Spatial mapping for public use <i>KPI: Investigate options</i>	Manager Development & Regulatory Services
Progress Update to 30/9/2017 Underway	🟡 On target
Progress Update to 31/12/2017 Development for internal use is nearing completion. Public access will be made available once the program has been tested internally	🟡 On target
Progress Update to 31/3/2018 Development for internal use is being tested. Public access will be made available once the program has been tested internally.	🟡 On target
Progress Update to 30/6/2018 The program is available to internal users.	🟡 On target
10.5.3 Ensure progressive upgrade of computers, phones and other IT equipment <i>KPI: Annual review</i>	Director Corporate, Community & Development Services
Progress Update to 30/9/2017 Continuously reviewing and updating when required	🟡 On target

Progress Update to 31/12/2017	Continuously reviewing and updating when required	🟡 On target
Progress Update to 31/3/2018	Continuously reviewing and updating when required. 5 year plan development underway. Link to Home Care under review. GIS upgrade underway	🟡 On target
Progress Update to 30/6/2018	Fibre installed to improve connectivity. Update of desktop computers due to commence in the next financial year. Acquisition of a new photocopier/ scanner/ printer for HR department. Assistance with mobile phones and updating continuing as required.	🟢 Complete



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

Delivery Program (4 years) 2017 - 2021

Strategy 10.6

Regular consultation with key industry, business and stakeholders

Performance Measure

- Increased communication with key business and stakeholders

Operational Plan (1 year) 2017/18

Action	Responsibility
10.6.1 Ensure attendance and participation in relevant meetings and/or events <i>KPI: 80% meetings attended</i>	General Manager
Progress Update to 30/9/2017 GM has attended relevant meetings and/or events during this period including: Melbourne Cup Tour, Weethalle Silo Art opening, MAAA, Free Flight Society, RFS, Evolution, Museum, Patient Advisory Group, Productivity Commission, Sandfire Resources, Regional Forum (RMS, Health, Education), MLHD, LALC, Basketball Assoc, Donaldson's, StateCover Advisory Committee, LGNSW, Queens Baton Relay, Telstra, Country Mayors Assoc, Deputy Premier, LCCC, Legislative Council, Minister for Roads, Country Rugby League, REROC, Freight & Ports, Jet Flyers, West Estate, Majors Mulch, GWCC, local doctors, CSU, IOR, Community Cinema, Seek Fitness, Community Radio, National Town Criers Championships, Kurrajong Waratah, Disability Services and LG Professionals	🟡 On target
Progress Update to 31/12/2017 GM has attended relevant meetings and/or events including: Eastern Riverina Arts, AR Bluett Trust, Museum, Country Link, Community Transport, Renrow, Motorcycle Friendly Town Declaration, Rural Doctors Network, Hilltops Council, Bendigo Bank, Majors Mulch, FERS/REDS, Daniher Bros Tribute, Ulysses Club, Mirrool Silo Kick, Barmedman Tractor Pull, Evolution Mining, West Estate, IOR, LG Regional Managers, Destination Riverina Murray, USU, Legal Mediation, LCCC, In the West Festival, REROC, MLHD, VC & War Heroes Exhibitions, Garden Group, Crown Lands, Local Member, Basketball Assoc, WW High School, TAFE, Regional Development, Water Resources, Village Community Forums, Queens Baton Relay, OLG, LALC, Riverina BEC, RMS, LGNSW, State Advisory Committee, WW Public School	🟡 On target
Progress Update to 31/3/2018 GM has attended relevant meetings and/or events including: Thrive Riverina, Daniher Tribute, Steph Cooke, Road Inspections, Triple M, Carrathool SC, Australia Day, Queens Baton Relay, Mayoral Roundtable, Evolution, Department of Planning, RFS Liaison Committee, AR Bluett Award Dinner, FER and RED Meetings.	🟡 On target

Progress Update to 30/6/2018	GM has attended relevant meetings and/or events including: Proposed Cinema, Canberra with the Mayor, Plains Water, Citizenship Ceremony, Steph Cooke, MLHD, Auditor General Forum, FER and RED Meetings, Anzac Day, MAAA Reception, Col Williams Dedication, StateCover Advisory Committee, Museum, WWLALC, 125 th Anniversary, LGNSW Regional Forum, NSW NRL, Weethalle – Australia Post, JO's, Country Mayors, USU, LG Conference, Cyber Cop.	✔ Complete
10.6.2	Invite representatives of from Cowal Gold Mine to address Council <i>KPI: Annually</i>	General Manager
Progress Update to 30/9/2017	Liaising with Evolution Mining representatives on a regular basis, a suitable date to address Council is yet to be determined	🟡 On target
Progress Update to 31/12/2017	Evolution Mining addressed Council at its meeting on 21 November 2017	🟡 On target
Progress Update to 31/3/2018	Liaison with Evolution regarding their Modification 14 application to the State Government.	🟡 On target
Progress Update to 30/6/2018	Evolution Mining addressed Council at its meeting on 17 April 2018	✔ Complete
10.6.3	Open communication established between Council and key local industry <i>KPI: Two meetings per year</i>	General Manager
Progress Update to 30/9/2017	GM has attended meetings with Evolution Mining, Sandfire Resources, Donaldson's, IOR and Freight & Ports during this period	🟡 On target
Progress Update to 31/12/2017	GM has attended meetings with Evolution Mining, Renrow and IOR during this period	🟡 On target
Progress Update to 31/3/2018	GM has attended meetings with Evolution Mining, MLHD, Riverina Tourism, RFS.	🟡 On target
Progress Update to 30/6/2018	GM has attended meetings with Evolution Mining, Renrow, MLHD, Department of Planning.	✔ Complete

11.

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

Delivery Program (4 years) 2017 - 2021

Strategy 11.1

Encourage village residents to participate in community forums

Performance Measure

- Increased community participation

Operational Plan (1 year) 2017/18

Action	Responsibility
11.1.1 Seek community input into each forum agenda and report back to the community on forum outcomes <i>KPI: Annually</i>	Asset & Engineering Services Officer
Progress Update to 30/9/2017 When a date has been set by Council for a Community Forum it is advertised in the Advocate and flyers prepared and delivered to contacts within the villages for distribution. Agendas are then prepared from information received from these sources. Following the forums minutes are prepared and emailed back to the attendees from information gathered on the attendance sheets	🟡 On target
Progress Update to 31/12/2017 Council set the dates for Community Forums at the Workshop held on 3/10/17. The dates determined were Thursday 16/11/17 at Weethalle and Ungarie, and Thursday 23/11/17 at Barmedman and Mirrool. Agendas were prepared following advertising and distribution of flyers as well as inclusion on Council's website and facebook page. Minutes, with outcomes included, will be forwarded back to the community when outstanding matters have been finalised	✅ Complete
Progress Update to 31/3/2018 No forums were scheduled in this quarter.	✅ Complete
Progress Update to 30/6/2018 No forums were scheduled in this quarter.	✅ Complete
11.1.2 Organise Community forums in villages within the Shire, as required <i>KPI: Annually</i>	Asset & Engineering Services Officer
Progress Update to 30/9/2017 When a date has been set by Council for a Community Forum the venues are booked, transport is sourced, be it bus or cars, depending on requirements and numbers requiring transport are determined. Food is ordered and organised as required	🟡 On target
Progress Update to 31/12/2017 Venues were organised within villages and transport arranged between villages	✅ Complete
Progress Update to 31/3/2018 No forums were scheduled in this quarter.	✅ Complete
Progress Update to 30/6/2018 No forums were scheduled in this quarter.	✅ Complete

11.1.3	Communicate with the community utilising forums	General Manager
	<i>KPI: Annual forums, meetings as required</i>	
Progress Update to 30/9/2017	Regular Community Reference Group forums are conducted. Planning underway for Village Community Forums in late 2017	🟡 On target
Progress Update to 31/12/2017	Community Reference Group Forums were held on 12/9/2017 and 14/11/2017. Village Community Forums held during October/November 2017	🟡 On target
Progress Update to 31/3/2018	Council has resolved to conduct community forums again during August 2018	🟡 On target
Progress Update to 30/6/2018	Community Forums are scheduled for 16/8/18 at Weethalle, Naradhan and Tallimba	✅ Complete

11.

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

Delivery Program (4 years) 2017 - 2021

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

Operational Plan (1 year) 2017/18

Action	Responsibility
11.2.1 Promote and foster electronic communications through Social Media, community email list and other technologies <i>KPI: Four communications per month, 12 local newspapers, six newsletters</i>	Community Relations Officer
Progress Update to 30/9/2017 Active and successful electronic communications program in place to engage relevant community members at relevant times. New email list established for information about road closures	🟡 On target
Progress Update to 31/12/2017 Active and successful electronic communications program in place to engage relevant community members at relevant times. New email list established for information about road closures	🟡 On target
Progress Update to 31/3/2018 Ongoing	🟡 On target
Progress Update to 30/6/2018 Video social media promotions and advertising instigated.	✅ Complete
11.2.2 Target advertising to encourage maximum participation <i>KPI: 12 per year</i>	Community Relations Officer
Progress Update to 30/9/2017 Ongoing	🟡 On target
Progress Update to 31/12/2017 Ongoing	🟡 On target
Progress Update to 31/3/2018 In lieu of newsletter, advertising and promotion is directed at specific target groups and communities.	🟡 On target
Progress Update to 30/6/2018 Ongoing	✅ Complete
11.2.3 Maintain the Public forum prior to each Ordinary Council Meeting <i>KPI: 11 times per year</i>	General Manager
Progress Update to 30/9/2017 GM with the assistance of the Executive Assistant continues to manage the Public Forum requests at each council meeting. For this reporting period there were 6 requests	🟡 On target
Progress Update to 31/12/2017 The monthly Public Forum section of the council meeting is advertised and opportunities made available for members of the community to address the councillors. There were 5 requests during this period	🟡 On target

Progress Update to 31/3/2018	The monthly Public Forum section of the council meeting is advertised and opportunities made available for members of the community to address the councillors. There were 3 requests during this period and a presentation on the 2016/17 financial statements.	🟡 <i>On target</i>
Progress Update to 30/6/2018	The monthly Public Forum section of the council meeting is advertised and opportunities made available for members of the community to address the councillors. During this reporting period there were 2 community requests, a presentation to staff and an Evolution Mining presentation.	✅ <i>Complete</i>

11.

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

Delivery Program (4 years) 2017 - 2021

Strategy 11.3

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

Performance Measure

- Council branding prevalent at sponsored events

Operational Plan (1 year) 2017/18

Action	Responsibility
11.3.1 Provide Council branded signs and banners to funding recipients <i>KPI: 90% grant recipients provided with Council banner to display</i>	Community Relations Officer
Progress Update to 30/9/2017 Signage provided	✔ Complete
Progress Update to 31/12/2017 Signage provided	✔ Complete
Progress Update to 31/3/2018 Signage provided	✔ Complete
Progress Update to 30/6/2018 Signage provided	✔ Complete
11.3.2 Display Council logo in all advertising and promotion of Council events/programs/workshops <i>KPI: 100%</i>	Community Relations Officer
Progress Update to 30/9/2017 Ongoing	🟡 On target
Progress Update to 31/12/2017 Ongoing	🟡 On target
Progress Update to 31/3/2018 Ongoing	🟡 On target
Progress Update to 30/6/2018 Ongoing	✔ Complete

Delivery Program (4 years) 2017 - 2021

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

Operational Plan (1 year) 2017/18

Action		Responsibility
12.1.1	Review and monitor frontline customer service practices and performance <i>KPI: Annual Review</i>	Corporate Services Coordinator
Progress Update to 30/9/2017	Frontline customer service practices are monitored regularly to ensure that the objectives of Council's Customer Service Charter and Complaints Handling Policy are met	🟡 On target
Progress Update to 31/12/2017	Frontline customer service practices are monitored regularly to ensure that the objectives of Council's Customer Service Charter and Complaints Handling Policy are met	🟡 On target
Progress Update to 31/3/2018	Frontline customer service practices are reviewed regularly to ensure they meet customer expectations	🟡 On target
Progress Update to 30/6/2018	Frontline customer service practices are reviewed regularly to ensure they meet customer expectations	✅ Complete
12.1.2	Process development applications <i>KPI: 90% applications approved within 30 days</i>	Manager Development & Regulatory Services
Progress Update to 30/9/2017	Applications are processed within the statutory framework of 40 days	🟡 On target
Progress Update to 31/12/2017	Applications are processed within the statutory framework of 40 days	🟡 On target
Progress Update to 31/3/2018	Applications are processed within the statutory framework of 40 days	🟡 On target
Progress Update to 30/6/2018	The mean gross determination time for processing of development applications was 26 days during 2017/2018	✅ Complete
12.1.3	Deliver store services <i>KPI: Orders filled/ordered within 48 hours</i>	Purchasing Officer
Progress Update to 30/9/2017	Ongoing	🟡 On target
Progress Update to 31/12/2017	Ongoing	🟡 On target

Progress Update to 31/3/2018	Ongoing	🟡 On target
Progress Update to 30/6/2018	Ongoing	✅ Complete
12.1.4	Deliver purchasing services <i>KPI: Purchase orders processed within 48 hours</i>	Purchasing Officer
Progress Update to 30/9/2017	Ongoing	🟡 On target
Progress Update to 31/12/2017	Ongoing	🟡 On target
Progress Update to 31/3/2018	Ongoing	🟡 On target
Progress Update to 30/6/2018	Ongoing	✅ Complete
12.1.5	Provide information and services and monitor complaints in regards to companion animals and responsible pet ownership <i>KPI: Enter registrations on NSW Pet Registry within 72 hours. Place impounded dogs on website (include photo). Registration program twice per year. Two media releases per year for responsible pet ownership. Install automated watering system at the pound. Review enforcement policy and procedure. Investigate complaints within five days. Review illegal dumping policy. Review barking dog policy.</i>	Manager Development & Regulatory Services
Progress Update to 30/9/2017	Pet owners are now responsible for updating information on the Pet Registry. Information on website is currently being updated. Council does not currently have an illegal dumping policy or barking dog policy	🟡 On target
Progress Update to 31/12/2017	Pet owners are now responsible for updating information on the Pet Registry. Information on website has been updated and a number of fact sheets are now available for barking dogs	🟡 On target
Progress Update to 31/3/2018	Information provided as required.	🟡 On target
Progress Update to 30/6/2018	Fact sheets have been updated and are available from Council's website	✅ Complete
12.1.6	Conduct customer satisfaction survey <i>KPI: Every four years - 2020</i>	Director Corporate, Community & Development Services
Progress Update to 30/9/2017	Not required this financial year	❌ Not progressed
Progress Update to 31/12/2017	Not required this financial year	❌ Not progressed
Progress Update to 31/3/2018	Not required this financial year	❌ Not progressed
Progress Update to 30/6/2018	Not required this financial year	❌ Not progressed

12.

Lead the community

Delivery Program (4 years) 2017 - 2021

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

Operational Plan (1 year) 2017/18

Action	Responsibility
12.2.1 Assist in the management of workforce relations and provision of timely advice on workplace relations matters <i>KPI: Advice provided within 48 hours. Gather and report to Manex on staffing issues/trends.</i>	Human Resources Coordinator
Progress Update to 30/9/2017: On target	🟡 On target
Progress Update to 31/12/2017: On target - provide assistance as needed	🟡 On target
Progress Update to 31/3/2018: Provide advice and assistance when needed	🟡 On target
Progress Update to 30/6/2018: Provide advice and assistance when needed	✅ Complete
12.2.2 Investigate cost effective recruitment services <i>KPI: Decrease 5%</i>	Human Resources Coordinator
Progress Update to 30/9/2017: Complete	✅ Complete
Progress Update to 31/12/2017: Complete - make use of Facebook, Council web page	✅ Complete
Progress Update to 31/3/2018: Facebook and Council Jobs on Council web site	✅ Complete
Progress Update to 30/6/2018: Facebook and Council Jobs on Council web site	✅ Complete
12.2.3 Review and monitor the implementation of the workforce plan <i>KPI: Annually. Organise retirement planning sessions and phased retirement discussions for staff.</i>	Human Resources Coordinator
Progress Update to 30/9/2017: Complete	✅ Complete
Progress Update to 31/12/2017: Complete - revision completed	✅ Complete

Progress Update to 31/3/2018	Completed	✔ Complete
Progress Update to 30/6/2018	Completed	✔ Complete
12.2.4	Establish and support staff reference groups to identify process improvement and deficiencies across all of Council's functional areas <i>KPI:</i>	General Manager
Progress Update to 30/9/2017	This has not occurred at this stage as council has been deemed as a 'stand alone' council with no immediate threat of amalgamation. If this should change in the future then the establishment of the SRG's will occur	✘ Not progressed
Progress Update to 31/12/2017	EEO & Employee Engagement Survey results considered by Employee Taskforce and workplace committees	🟡 On target
Progress Update to 31/3/2018	The Staff Taskforce continues to meet to discuss staff related matters across the organisation	🟡 On target
Progress Update to 30/6/2018	The General Manager to review the effectiveness of the current Staff Taskforce given the existence of other staff based committees e.g. WHS, EEO, Consultative.	✔ Complete
12.2.5	Maintain register of delegations and issue authorities to relevant employees <i>KPI: Register reviewed annually</i>	Executive Assistant
Progress Update to 30/9/2017	Ongoing monitoring of any changes required	🟡 On target
Progress Update to 31/12/2017	Review and reissue of delegations to all affected staff scheduled for early 2018	🟡 On target
Progress Update to 31/3/2018	Review of staff changes underway for reissue of delegations to relevant employees	🟡 On target
Progress Update to 30/6/2018	Ongoing review of changes to staff and delegations	🟡 On target
12.2.6	Develop, implement and monitor Learning and Development Plan utilising traditional and alternative measures <i>KPI: Annual plans developed. Individual training plans for trainees, apprentices and cadets. 80% training needs met. Review process for identifying and tracking training needs – 2017. Identify external funding opportunities for training and education.</i>	Human Resources Coordinator
Progress Update to 30/9/2017	Complete	✔ Complete
Progress Update to 31/12/2017	Complete - L&D plan was reviewed and communication was sent to each employee	✔ Complete
Progress Update to 31/3/2018	L&D plan communicated to all and training completed	✔ Complete
Progress Update to 30/6/2018	L&D plan communicated to all and training completed	✔ Complete
12.2.7	Maintain and promote the Employee Assistance Program (EAP) <i>KPI: Program maintained</i>	Human Resources Coordinator
Progress Update to 30/9/2017	Complete	✔ Complete

Progress Update to 31/12/2017	Complete - new EAP service provider was selected and information distributed and information is shared on a monthly basis in Thursday Thoughts	✔ Complete
Progress Update to 31/3/2018	Monthly EAP information communicated via Thursday Thoughts	✔ Complete
Progress Update to 30/6/2018	Monthly EAP information communicated via Thursday Thoughts and notice boards	✔ Complete
12.2.8	Promote and encourage employee representation on workplace committees <i>KPI: 90% staff representation</i>	Human Resources Coordinator
Progress Update to 30/9/2017	On target	🟡 On target
Progress Update to 31/12/2017	On target - EOI was sent to all employees to join the Consultative Committee, WHS and EEO Committee	🟡 On target
Progress Update to 31/3/2018	Sufficient representation on workplace committees	✔ Complete
Progress Update to 30/6/2018	Sufficient representation on workplace committees	✔ Complete
12.2.9	Review and update position descriptions <i>KPI: Review and update annually or as per Employee Development Review and/or organisational changes</i>	Human Resources Coordinator
Progress Update to 30/9/2017	Complete	✔ Complete
Progress Update to 31/12/2017	Complete - PDs are reviewed when a vacancy is advertised and during the annual Performance and Development Reviews	✔ Complete
Progress Update to 31/3/2018	PDs are reviewed when a vacancy is advertised and during the annual Performance and Development Reviews	✔ Complete
Progress Update to 30/6/2018	PDs are reviewed when a vacancy is advertised and during the annual Performance and Development Reviews	✔ Complete
12.2.10	Maintain and promote the staff service and achievement awards program <i>KPI: Monthly service presentations and annual achievement awards</i>	Executive Assistant
Progress Update to 30/9/2017	Manex and relevant Managers/Supervisors notified each month and presentations made at monthly staff meetings	🟡 On target
Progress Update to 31/12/2017	Ongoing circulation of details. Policy review considerations to be progressed in 2018	🟡 On target
Progress Update to 31/3/2018	Manex and relevant Managers/Supervisors notified each month and presentations made at monthly staff meetings	🟡 On target
Progress Update to 30/6/2018	Ongoing circulation of details to Manex and relevant Managers/Supervisors each month with presentations to individual staff at the monthly staff meetings. Policy review underway and drafted for further discussions and consideration	✔ Complete

Delivery Program (4 years) 2017 - 2021

Strategy 12.3

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

Performance Measure

- Maintain Council's reputation as an employer of choice

Operational Plan (1 year) 2017/18

Action		Responsibility
12.3.1	Oversee the implementation and monitoring of the EEO Management Plan <i>KPI: Minimum of two meetings annually</i>	Human Resources Coordinator
Progress Update to 30/9/2017	Completed	✔ Complete
Progress Update to 31/12/2017	Completed - the plan is discussed and updated during EEO meetings	✔ Complete
Progress Update to 31/3/2018	Regular updates during meetings	✔ Complete
Progress Update to 30/6/2018	Regular updates during meetings	✔ Complete
12.3.2	Identify and support opportunities for resource sharing arrangements with other councils <i>KPI: Opportunities investigated</i>	General Manager
Progress Update to 30/9/2017	The introduction of Joint Organisations may provide additional opportunities for resource sharing	✘ Not progressed
Progress Update to 31/12/2017	The introduction of Joint Organisations may provide additional opportunities for resource sharing	✘ Not progressed
Progress Update to 31/3/2018	Bland Shire Council's membership of REROC has resulted in a number of resourcing sharing opportunities.	🟡 On target
Progress Update to 30/6/2018	Bland Shire Council's membership of REROC has resulted in a number of resourcing sharing opportunities.	✔ Complete
12.3.3	Implement workforce programs ensuring Council remains an employer of choice <i>KPI: Provide job rotation opportunities for staff, both indoor and field staff. Identify and nurture talent. Continue to develop and report on succession plan and initiatives</i>	Human Resources Coordinator
Progress Update to 30/9/2017	On target	🟡 On target

Progress Update to 31/12/2017	On target - programs are updated	🟡 On target
Progress Update to 31/3/2018	Succession planning is ongoing.	🟡 On target
Progress Update to 30/6/2018	Succession planning is ongoing.	✅ Complete
12.3.4	Review the performance management system and process	Human Resources Coordinator
	<i>KPI: Annual review</i>	
Progress Update to 30/9/2017	Completed	✅ Complete
Progress Update to 31/12/2017	Completed - Annual review of the process	✅ Complete
Progress Update to 31/3/2018	Performance Management system was reviewed, possible changes to follow	✅ Complete
Progress Update to 30/6/2018	Performance Management system was reviewed, possible changes to follow	✅ Complete
12.3.5	Conduct Employee Engagement & EEO Survey	Human Resources Coordinator
	<i>KPI: Survey staff every two years (2017, 2019, 2021)</i>	
Progress Update to 30/9/2017	On target	🟡 On target
Progress Update to 31/12/2017	Completed and results communicated	✅ Complete
Progress Update to 31/3/2018	Completed, issues to be addressed	✅ Complete
Progress Update to 30/6/2018	Completed, issues to be addressed	✅ Complete

Delivery Program (4 years) 2017 - 2021

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

Operational Plan (1 year) 2017/18

Action	Responsibility
12.4.1 Ensure WHS Committee meet in accordance with approved schedule <i>KPI: Minimum four meetings per year</i>	WHS Committee Chair
Progress Update to 30/9/2017 Meeting held on 8/8/2017	🟡 On target
Progress Update to 31/12/2017 Meeting held on 21/11/2017	🟡 On target
Progress Update to 31/3/2018 Meeting held on 19/2/2018	🟡 On target
Progress Update to 30/6/2018 Meeting held on 8/5/2018	✅ Complete
12.4.2 Develop and maintain Council's Risk Management Action Plan (RAMP) <i>KPI: Annually</i>	Manager Risk & Facilities
Progress Update to 30/9/2017 Ongoing with StateWide	🟡 On target
Progress Update to 31/12/2017 Ongoing with StateWide	🟡 On target
Progress Update to 31/3/2018 Ongoing with StateWide	🟡 On target
Progress Update to 30/6/2018 Ongoing with StateWide	✅ Complete
12.4.3 Establish and monitor Council's Risk Register <i>KPI: Establish the Register by 31/12/17 and monitor annually</i>	Manager Risk & Facilities
Progress Update to 30/9/2017 Completed	✅ Complete
Progress Update to 31/12/2017 Completed	✅ Complete
Progress Update to 31/3/2018 Completed	✅ Complete

Progress Update to 30/6/2018	Completed	✔ Complete
12.4.4	Establish an internal Risk Committee <i>KPI: Committee established and functioning by 31/7/2017</i>	General Manager
Progress Update to 30/9/2017	The establishment of a Risk Committee will be further considered in early 2018	✘ Not progressed
Progress Update to 31/12/2017	To be progressed in the new year	✘ Not progressed
Progress Update to 31/3/2018	Draft OLG Guidelines are expected to be released in late 2018	✘ Not progressed
Progress Update to 30/6/2018	Draft OLG Guidelines are expected to be released in late 2018	✘ Not progressed

13.

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

Delivery Program (4 years) 2017 - 2021

Strategy 13.1

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

Performance Measure

- Improve access to Councils information

Operational Plan (1 year) 2017/18

Action	Responsibility
13.1.1 In liaison with Community Relations Officer and other staff, review information contained on Council's website of functional areas for easier location of Council information for customers <i>KPI: Annual review</i>	Corporate Services Coordinator
Progress Update to 30/9/2017 Information on the website is updated on a regular basis. A review to be undertaken during the year to ensure that the website continues to meet the needs of customers	🟡 On target
Progress Update to 31/12/2017 Information on the website is updated on a regular basis. A review to be undertaken during the year to ensure that the website continues to meet the needs of customers	🟡 On target
Progress Update to 31/3/2018 Website monitored for currency and functionality.	🟡 On target
Progress Update to 30/6/2018 Website updated. Future review to be undertaken.	🟢 Complete
13.1.2 Ensure information required under the GIPA legislation is displayed appropriately on Council's website <i>KPI:</i>	Corporate Services Coordinator
Progress Update to 30/9/2017 The information that is required under the GIPA legislation is placed on the website or available from Council on request. Further information to be added to the website during the year	🟡 On target
Progress Update to 31/12/2017 The information that is required under the GIPA legislation is placed on the website or available from Council on request. Further information to be added to the website during the year	🟡 On target
Progress Update to 31/3/2018 Information on website meets GIPA requirements. Open information that is not practical to place on the website is available free of charge upon application.	🟡 On target
Progress Update to 30/6/2018 Information on website meets GIPA requirements. Open information that is not practical to place on the website is available free of charge upon application.	🟢 Complete

13.1.3	Monitor and report on response times to Service requests (received in person, phone or mail) <i>KPI:</i>	Corporate Services Coordinator
Progress Update to 30/9/2017	Response times are monitored and reported to Manex on a regular basis	🟡 On target
Progress Update to 31/12/2017	Response times are monitored and reported to Manex on a regular basis	🟡 On target
Progress Update to 31/3/2018	Ongoing. Regular reports of outstanding tasks are provided to supervisors for follow up.	🟡 On target
Progress Update to 30/6/2018	Regular reports of outstanding tasks are provided to supervisors for follow up.	✅ Complete
13.1.4	Monitor compliance with Council's Record Management Policy <i>KPI:</i>	Corporate Services Coordinator
Progress Update to 30/9/2017	Records staff monitors staff's compliance with the Records Management Policy. Training is undertaken when required by records staff and users of the system	🟡 On target
Progress Update to 31/12/2017	Records staff monitors staff's compliance with the Records Management Policy. Training is undertaken when required by records staff and users of the system	🟡 On target
Progress Update to 31/3/2018	Regular and ongoing monitoring carried out. Records staff deliver records training to users of the document management system when required. Records staff regularly audit the records systems to ensure compliance with State Records requirements.	🟡 On target
Progress Update to 30/6/2018	Regular and ongoing monitoring carried out. Records staff regularly audit the records systems to ensure compliance with State Records requirements. Records staff attend regular user group meetings.	✅ Complete

13.

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

Delivery Program (4 years) 2017 - 2021

Strategy 13.2

Develop, implement and promote best practice governance policies and procedures

Performance Measure

- Review Council procedures

Operational Plan (1 year) 2017/18

Action	Responsibility
13.2.1 Progress the Internal Audit Committee and function within the organisation as per the legislation <i>KPI: Implemented as required by the LG Act</i>	General Manager
Progress Update to 30/9/2017 Advice from the OLG is that guidelines will be produced later in 2017 and until then there is no legal requirement for councils to establish an Internal Audit Committee	🟡 On target
Progress Update to 31/12/2017 Awaiting release of guidelines	🟡 On target
Progress Update to 31/3/2018 Advice from the OLG is that guidelines will now be released in late 2018 and until then there is no legal requirement for councils to establish an Internal Audit Committee	🟡 On target
Progress Update to 30/6/2018 Advice from the OLG is that guidelines will now be released in late 2018 and until then there is no legal requirement for councils to establish an Internal Audit Committee	🟡 On target
13.2.3 Review Council's policies and procedures <i>KPI: 25% reviewed annually</i>	General Manager
Progress Update to 30/9/2017 Salary Procedure under review, Smoke Free Zone - Council Workplaces Procedure under review, revised Tree Management Policy adopted, Commercial Health & Fitness Providers policy adopted, Sporting Field Closure policy adopted and Liquid Trade Waste Policy adopted	🟡 On target
Progress Update to 31/12/2017 Work within Council's Roads & Road Reserves Procedure adopted, Draft Work Health & Safety Planning Procedure under review, WHS Management System to be reviewed, Fraud Policy review underway, revised EEO Committee Constitution adopted, Alcohol & Other Drugs Policy adopted, Internet, revised Email & Computer usage policy adopted, CSU policies reviewed and adopted in accordance with regulations	🟡 On target
Progress Update to 31/3/2018 Salary Procedure, WHS Planning Procedure and EEO Management Plan reviewed. IT Compatible Devices Procedure, Borrowing Policy and Conflict of Interest Practice Note adopted.	🟡 On target
Progress Update to 30/6/2018 Training & Development Procedure, Employee's Agreement and Section 7.12 (old 94A) reviewed. Salary Policy and Procedure, Fraud Prevention & Control Policy and Investment Policy adopted.	🟢 Complete






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

2017/18 Operational Plan Actions	
as at 30/6/2018	
Our Prosperity – total actions:	37
 On target	3
 Not progressed	0
 Complete	34

Delivery Program (4 years) 2017 - 2021

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

Operational Plan (1 year) 2017/18

Action		Responsibility
14.1.1	Maintain relationships with Business West Wyalong and Events West Wyalong <i>KPI: Minimum two meetings per year</i>	Office of the General Manager – Administration Officer
Progress Update to 30/9/2017	Attended Business WW meetings in July 2017 and September 2017. Attended Events West Wyalong meetings in July, August and September 2017	🟡 On target
Progress Update to 31/12/2017	Attended Business WW meetings in October 2017 and November 2017. Assisted with very successful Christmas Carnival arrangements. Attended Events West Wyalong meetings in October and December 2017. Assisted with a very successful Aussie Fest in the West Carnival	🟡 On target
Progress Update to 31/3/2018	No Business WW meetings held for this reporting period. Attended Events West Wyalong meeting held in February 2018. Smaller In the West festival planned for October 2018.	🟡 On target
Progress Update to 30/6/2018	Attended Business WW meetings. Attended Events West Wyalong meeting. Events West Wyalong will hold a festival in conjunction with Camp Quality.	🟢 Complete
14.1.2	Maintain an active participation and representation in relevant regional tourism and business meetings and events <i>KPI: 80% meetings attended</i>	Senior Economic Development & Tourism Advisor
Progress Update to 30/9/2017	Ongoing and the SEDTA has an active participation and representation in the relevant regional tourism and business meetings and events including Thrive Riverina, Regional Development Australia Riverina, Destination Riverina Murray and Central West, Events West Wyalong, Business West Wyalong, The Newell Highway Promotions and Task Force Committees, Destination NSW, AusIndustry, NSW Department of Industry, NSW Department of Premier & Cabinet, Planning & Environment, Office of Environment & Heritage, Crown Lands, NSW Department of Industry, Roads & Maritime Service, Australia Bureau of Statistics, Business Enterprise Centres, and other Government Departments as required including the Small Business Commissioner	🟡 On target

Progress Update to 31/12/2017	Ongoing and the SEDTA has an active participation and representation in the relevant regional tourism and business meetings and events including Thrive Riverina, Regional Development Australia Riverina, Destination Riverina Murray and Central West, Events West Wyalong, Business West Wyalong, The Newell Highway Promotions and Task Force Committees, Destination NSW, AusIndustry, NSW Department of Industry, NSW Department of Premier & Cabinet, Planning & Environment, Office of Environment & Heritage, Crown Lands, NSW Department of Industry, Roads & Maritime Service, Australia Bureau of Statistics, Business Enterprise Centres, and other Government Departments as required including the Small Business Commissioner	🟡 On target
Progress Update to 31/3/2018	Ongoing and the SEDTA has an active participation and representation in the relevant regional tourism and business meetings and events including Thrive Riverina, Regional Development Australia Riverina and Central West, Destination Riverina Murray and Central West, Events West Wyalong, Business West Wyalong, The Newell Highway Promotions and Task Force Committees, Destination NSW, AusIndustry, NSW Department of Industry, NSW Department of Premier & Cabinet, Planning & Environment, Office of Environment & Heritage, Crown Lands, NSW Department of Industry, Roads & Maritime Service, Australia Bureau of Statistics, Business Enterprise Centres, and other Government Departments as required including the Small Business Commissioner.	🟡 On target
Progress Update to 30/6/2018	Ongoing and the SEDTA has an active participation and representation in the relevant regional tourism and business meetings and events including Regional Development Australia Riverina and Central West, Destination Riverina Murray and Central West, Events West Wyalong, Business West Wyalong, The Newell Highway Promotions and Task Force Committees, Destination NSW, AusIndustry, NSW Department of Industry, NSW Department of Premier & Cabinet, Planning & Environment, Office of Environment & Heritage, Crown Lands, NSW Department of Industry, Roads & Maritime Service, Australia Bureau of Statistics, Business Enterprise Centres, and other Government Departments as required including the Small Business Commissioner.	🟢 Complete
14.1.3	Investigate options to further develop the League of Extraordinary Communities with Dull in Scotland and Boring in the United States <i>KPI: Minimum annual contact</i>	Senior Economic Development & Tourism Advisor
Progress Update to 30/9/2017	Ongoing and the SEDTA has promoted the League of Extraordinary Communities to both the Australian Federal & State Governments and is working on developing some marketing collateral. The SEDTA has met with marketing companies and the Charles Sturt University. The SEDTA will contact Charles Sturt University again and if there is not interest will contact the other institutions. Promotional structure concept approved and ordered for installation in prominent location in West Wyalong	🟡 On target
Progress Update to 31/12/2017	Ongoing and the SEDTA has promoted the League of Extraordinary Communities to both the Australian Federal & State Governments and is working on developing some marketing collateral. The SEDTA has met with marketing companies and the Charles Sturt University. The SEDTA will contact Charles Sturt University again and if there is not interest will contact the other institutions. Bland, Dull & Boring promotional structure due for completion and installation in early 2018	🟡 On target

Progress Update to 31/3/2018	Ongoing and the SEDTA has promoted the League of Extraordinary Communities to both the Australian Federal & State Governments and is working on developing some marketing collateral. The SEDTA has met with marketing companies and the Charles Sturt University. The SEDTA will contact Charles Sturt University again and if there is not interest will contact the other institutions. Bland, Dull & Boring promotional structure completed and installed in March 2018	🟡 On target
Progress Update to 30/6/2018	Ongoing and the SEDTA has promoted the League of Extraordinary Communities to both the Australian Federal & State Governments and is working on developing some marketing collateral. The SEDTA has met with marketing companies and the Charles Sturt University. The SEDTA will contact Charles Sturt University again and if there is not interest will contact the other institutions. Bland, Dull & Boring promotional structure completed and installed in March 2018	🟢 Complete
14.1.4	Investigate potential strategic property acquisition opportunities as they arise <i>KPI: Report to Council as required</i>	General Manager
Progress Update to 30/9/2017	Negotiations continue for industrial land	🟡 On target
Progress Update to 31/12/2017	Ongoing as opportunities arise	🟡 On target
Progress Update to 31/3/2018	Ongoing as opportunities arise	🟡 On target
Progress Update to 30/6/2018	Report submitted to the May 2018 Council meeting with a recommendation to purchase certain properties.	🟢 Complete
14.1.5	Develop local tourism publications and website information to showcase the Bland Shire <i>KPI: Review annually</i>	Office of the General Manager – Administration Officer
Progress Update to 30/9/2017	Continuously updating brochures in the VIC. Updating events listing on Bland Shire website	🟡 On target
Progress Update to 31/12/2017	Continuously updating brochures in the VIC. Updating events listing on Bland Shire website	🟡 On target
Progress Update to 31/3/2018	Continuously updating brochures in the VIC. Updating events listing on Bland Shire website	🟡 On target
Progress Update to 30/6/2018	Continuously updating brochures in the VIC. New brochures added: Bland Shire Parks, Gardens and Sporting Fields, Ungarie Big Footy & Memories of Mirrool. Updating events listing on Bland Shire website	🟢 Complete

14.

Visitors and tourists are welcomed

Delivery Program (4 years) 2017 - 2021






Strategy 14.2

Attract a diverse range of Visitors to the Shire

Performance Measure

- Increase visitors to the shire

Operational Plan (1 year) 2017/18

Action	Responsibility
14.2.1 Seek major event opportunities for the Bland Shire <i>KPI: Contact made at least three times per year</i>	Senior Economic Development & Tourism Advisor
Progress Update to 30/9/2017 This is ongoing and the SEDTA undertakes this task on a regular basis and investigates both major and minor events and has to work with a limited budget	 On target
Progress Update to 31/12/2017 This is ongoing and the SEDTA undertakes this task on a regular basis and investigates both major and minor events and has to work with a limited budget	 On target
Progress Update to 31/3/2018 This is ongoing and the SEDTA undertakes this task on a regular basis and investigates both major and minor events and has to work with a limited budget. The SEDTA also monitors and will apply for suitable grants to assist in hosting these events. The Model Aeronautical Association of Australia (MAAA) will be holding their 70 th MAAA Nationals in the Bland Shire in April 2018 and the NSW Jet Flyers will be holding events in West Wyalong at the West Wyalong airport with the first held from 9 to 11 March.	 On target
Progress Update to 30/6/2018 This is ongoing and the SEDTA undertakes this task on a regular basis and investigates both major and minor events and has to work with a limited budget. The SEDTA also monitors and will apply for suitable grants to assist in hosting these events. The Model Aeronautical Association of Australia (MAAA) held a successful 70 th MAAA Nationals in the Bland Shire in April 2018 with 267 competitors attending including from China, Japan, New Zealand, USA and the Ukraine. The NSW Jet Flyers will be holding events in West Wyalong at the West Wyalong airport in 2018 with the second event held from 22 to 24 June and their event is planned to be held from 28 September until 1 October.	 Complete
14.2.2 Investigate technology to improve the visitor experience within Bland Shire <i>KPI: Review technology options annually</i>	Office of the General Manager – Administration Officer
Progress Update to 30/9/2017 Investigating an electronic information display for the VIC	 On target

Progress Update to 31/12/2017	Council has approved the installation of a Datatrax for the VIC. Putting together information to display on Datatrax	🟡 On target
Progress Update to 31/3/2018	Datatrax screen has been installed at the entry to the VIC within the Library. Visitors will have 24 hours information available to them including maps, accommodation, where to eat and what to see and do.	🟡 On target
Progress Update to 30/6/2018	Datatrax added 2 more businesses to the information screen. Completed for this reporting period.	✅ Complete
14.2.3	Produce and circulate the VIC Connect publication <i>KPI: Monthly</i>	Office of the General Manager – Administration Officer
Progress Update to 30/9/2017	Prepared and distributed VIC Connect for July, August and September 2017	✅ Complete
Progress Update to 31/12/2017	Prepared and distributed VIC Connect for October, November and December 2017	✅ Complete
Progress Update to 31/3/2018	Prepared and distributed VIC Connect for January, February and March 2018. Extra flyer with focus on events for weekend of 9-11 March 2018 included	🟡 On target
Progress Update to 30/6/2018	Prepared and distributed VIC Connect for April, May and June 2018. Continuously encouraging accommodation businesses to hand the VIC Connect to the visitors.	✅ Complete
14.2.4	Coordinate the National Town Criers Championships being hosted in September 2017 <i>KPI: Successful event and positive feedback</i>	Executive Assistant
Progress Update to 30/9/2017	Event planning and preparations are underway for Championships to be held from 5-7 September 2017. Evolution Mining have agreed to Gold Sponsorship proposal for the event and will provide activities/resources and financially support on a \$ for \$ basis	🟡 On target
Progress Update to 31/12/2017	Event delivered within budget allocation, national championships held in conjunction with the West Wyalong Show with 15 competing town criers. Activities scheduled across 3 days for town criers and their partners/guests with optional events to encourage visitors to extend their stay. All programmed activities were supported by local businesses/community groups and were well attended with positive feedback received on the successful event	✅ Complete
Progress Update to 31/3/2018	Event finalised	✅ Complete
Progress Update to 30/6/2018	Event finalised	✅ Complete

Delivery Program (4 years) 2017 - 2021







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

Operational Plan (1 year) 2017/18

Action	Responsibility
15.1.1 Identify, target and liaise with existing and potential new retail business and/or industry opportunities <i>KPI:</i>	Senior Economic Development & Tourism Advisor
Progress Update to 30/9/2017 This task is ongoing and meetings are held with companies and individuals who are looking to establish a business in the Bland Shire. Large and small businesses are targeted and approached to consider establishing an operation in the Bland Shire or to expand their operation	 On target
Progress Update to 31/12/2017 This task is ongoing and meetings are held with companies and individuals who are looking to establish a business in the Bland Shire. Large and small businesses are targeted and approached to consider establishing an operation in the Bland Shire or to expand their operation	 On target
Progress Update to 31/3/2018 This task is ongoing and meetings are held with companies and individuals who are looking to establish a business in the Bland Shire. Large and small businesses are targeted and approached to consider establishing an operation in the Bland Shire or to expand their operation in the Bland Shire.	 On target
Progress Update to 30/6/2018 This task is ongoing and meetings are held with companies and individuals who are looking to establish a business in the Bland Shire. Large and small businesses are targeted and approached to consider establishing an operation in the Bland Shire or to expand their operation in the Bland Shire.	 Complete
15.1.2 Promote Business Development Assistance Fund to retail Industries looking at establishing and/or expanding in the Bland Shire <i>KPI:</i>	Senior Economic Development & Tourism Advisor
Progress Update to 30/9/2017 This task is ongoing and the Business Development Assistance program is actively promoted. Meetings are held with companies and individuals who are looking to establish a business in the Bland Shire	 On target
Progress Update to 31/12/2017 This task is ongoing and the Business Development Assistance program is actively promoted. Meetings are held with companies and individuals who are looking to establish a business in the Bland Shire	 On target

Progress Update to 31/3/2018	This task is ongoing and the Business Development Assistance program is actively promoted. Meetings are held with companies and individuals who are looking to establish a business in the Bland Shire.	🟡 <i>On target</i>
Progress Update to 30/6/2018	This task is ongoing and the Business Development Assistance program is actively promoted. Meetings are held with companies and individuals who are looking to establish a business in the Bland Shire.	🟢 <i>Complete</i>

Delivery Program (4 years) 2017 - 2021

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

Operational Plan (1 year) 2017/18

Action		Responsibility
15.2.1	Work cooperatively with the local business groups <i>KPI:</i>	Senior Economic Development & Tourism Advisor
Progress Update to 30/9/2017	This is ongoing and the SEDTA maintains a relationship with and meets with Business West Wyalong on a regular and ongoing basis. The SEDTA involves Business West Wyalong with the Business Enterprise Centre workshops, and the Small Biz Bus visits to West Wyalong	🟡 On target
Progress Update to 31/12/2017	This is ongoing and the SEDTA maintains a relationship with and meets with Business West Wyalong on a regular and ongoing basis. The SEDTA involves Business West Wyalong with the Business Enterprise Centre workshops, and the Small Biz Bus visits to West Wyalong	🟡 On target
Progress Update to 31/3/2018	This is ongoing and the SEDTA maintains a relationship with and meets with Business West Wyalong on a regular and ongoing basis. The SEDTA involves Business West Wyalong with the Business Enterprise Centre workshops, and the Small Biz Bus visits to West Wyalong.	🟡 On target
Progress Update to 30/6/2018	This is ongoing and the SEDTA maintains a relationship with and meets with Business West Wyalong on a regular and ongoing basis. The SEDTA involves Business West Wyalong with the Business Enterprise Centre workshops, and the Small Biz Bus visits to West Wyalong.	✅ Complete

15.2.2 Maintain strong working relationships and engagement with relevant agencies, authorities, organisations and Government Departments in relation to providing guidance on business systems and strategies to local businesses

Senior Economic Development & Tourism Advisor

KPI:

<p>Progress Update to 30/9/2017</p>	<p>This task is ongoing and the SEDTA has an active participation and representation in the relevant regional tourism and business meetings and events including Thrive Riverina, Regional Development Australia Riverina, Destination Riverina Murray and Central West, Events West Wyalong, Business West Wyalong, The Newell Highway Promotions and Task Force Committees, Destination NSW, AusIndustry, NSW Department of Industry, NSW Department of Premier & Cabinet, Planning & Environment, Office of Environment & Heritage, Crown Lands, NSW Department of Industry, Roads & Maritime Service, Australia Bureau of Statistics, Business Enterprise Centres, and other Government Departments as required including the Small Business Commissioner</p>	<p>🟡 On target</p>
<p>Progress Update to 31/12/2017</p>	<p>This task is ongoing and the SEDTA has an active participation and representation in the relevant regional tourism and business meetings and events including Thrive Riverina, Regional Development Australia Riverina, Destination Riverina Murray and Central West, Events West Wyalong, Business West Wyalong, The Newell Highway Promotions and Task Force Committees, Destination NSW, AusIndustry, NSW Department of Industry, NSW Department of Premier & Cabinet, Planning & Environment, Office of Environment & Heritage, Crown Lands, NSW Department of Industry, Roads & Maritime Service, Australia Bureau of Statistics, Business Enterprise Centres, and other Government Departments as required including the Small Business Commissioner</p>	<p>🟡 On target</p>
<p>Progress Update to 31/3/2018</p>	<p>This task is ongoing and the SEDTA has an active participation and representation in the relevant regional tourism and business meetings and events including Thrive Riverina, Regional Development Australia Riverina, Destination Riverina Murray and Central West, Events West Wyalong, Business West Wyalong, The Newell Highway Promotions and Task Force Committees, Destination NSW, AusIndustry, NSW Department of Industry, NSW Department of Premier & Cabinet, Planning & Environment, Office of Environment & Heritage, Crown Lands, NSW Department of Industry, Roads & Maritime Service, Australia Bureau of Statistics, Business Enterprise Centres, and other Government Departments as required including the Small Business Commissioner.</p>	<p>🟡 On target</p>
<p>Progress Update to 30/6/2018</p>	<p>Ongoing and the SEDTA has an active participation and representation in the relevant regional tourism and business meetings and events including Regional Development Australia Riverina and Central West, Destination Riverina Murray and Central West, Events West Wyalong, Business West Wyalong, The Newell Highway Promotions and Task Force Committees, Destination NSW, AusIndustry, NSW Department of Industry, NSW Department of Premier & Cabinet, Planning & Environment, Office of Environment & Heritage, Crown Lands, NSW Department of Industry, Roads & Maritime Service, Australia Bureau of Statistics, Business Enterprise Centres, and other Government Departments as required including the Small Business Commissioner.</p>	<p>🟢 Complete</p>

15.2.3 Monitor and support requests to assist future mining activities within the Bland Shire **Senior Economic Development & Tourism Advisor**
KPI:

Progress Update to 30/9/2017	This is ongoing and the Mayor, General Manager and the SEDTA meet with mining and exploration companies on a regular basis	🟡 On target
Progress Update to 31/12/2017	This is ongoing and the Mayor, General Manager and the SEDTA meet with mining and exploration companies on a regular basis	🟡 On target
Progress Update to 31/3/2018	This is ongoing and the Mayor, General Manager and the SEDTA meet with mining and exploration companies on a regular basis.	🟡 On target
Progress Update to 30/6/2018	This is ongoing and the Mayor, General Manager and the SEDTA meet with mining and exploration companies on a regular basis	✅ Complete

15.2.4 Monitor and support requests to assist future major developments within the Bland Shire **Senior Economic Development & Tourism Advisor**
KPI:

Progress Update to 30/9/2017	This is ongoing and the SEDTA supports requests for assistance from major and minor developments in the Bland Shire	🟡 On target
Progress Update to 31/12/2017	This is ongoing and the SEDTA supports requests for assistance from major and minor developments in the Bland Shire	🟡 On target
Progress Update to 31/3/2018	Ongoing and the SEDTA has an active participation and representation in the relevant regional tourism and business meetings and events including Thrive Riverina, Regional Development Australia Riverina and Central West, Destination Riverina Murray and Central West, Events West Wyalong, Business West Wyalong, The Newell Highway Promotions and Task Force Committees, Destination NSW, AusIndustry, NSW Department of Industry, NSW Department of Premier & Cabinet, Planning & Environment, Office of Environment & Heritage, Crown Lands, NSW Department of Industry, Roads & Maritime Service, Australia Bureau of Statistics, Business Enterprise Centres, and other Government Departments as required including the Small Business Commissioner.	🟡 On target
Progress Update to 30/6/2018	Ongoing and the SEDTA has an active participation and representation in the relevant regional tourism and business meetings and events including Regional Development Australia Riverina and Central West, Destination Riverina Murray and Central West, Events West Wyalong, Business West Wyalong, The Newell Highway Promotions and Task Force Committees, Destination NSW, AusIndustry, NSW Department of Industry, NSW Department of Premier & Cabinet, Planning & Environment, Office of Environment & Heritage, Crown Lands, NSW Department of Industry, Roads & Maritime Service, Australia Bureau of Statistics, Business Enterprise Centres, and other Government Departments as required including the Small Business Commissioner.	✅ Complete

15.

Promote the shire as a place to do business

Delivery Program (4 years) 2017 - 2021





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

Operational Plan (1 year) 2017/18

Action	Responsibility
15.3.1 Monitor telecommunication and technology trends <i>KPI:</i>	Senior Economic Development & Tourism Advisor
Progress Update to 30/9/2017 This task is undertaken on a regular ongoing basis, with regular emails being sent to businesses in the Bland Shire making them aware of new technologies. The SEDTA has worked with nbn and Lendlease with regards to the installation of Fixed Wireless and Fixed Line in the Bland Shire and West Wyalong	 On target
Progress Update to 31/12/2017 This task is undertaken on a regular ongoing basis, with regular emails being sent to businesses in the Bland Shire making them aware of new technologies. The SEDTA has worked with nbn and Lendlease with regards to the installation of Fixed Wireless and Fixed Line in the Bland Shire and West Wyalong	 On target
Progress Update to 31/3/2018 This task is undertaken on a regular ongoing basis, with regular emails being sent to businesses in the Bland Shire making them aware of new technologies. The SEDTA has worked with nbn and Lendlease with regards to the installation of Fixed Wireless and Fixed Line in the Bland Shire and West Wyalong.	 On target
Progress Update to 30/6/2018 This task is undertaken on a regular ongoing basis, with regular emails being sent to businesses in the Bland Shire making them aware of new technologies. The SEDTA has worked with nbn and Lendlease with regards to the installation of Fixed Wireless and Fixed Line in the Bland Shire and West Wyalong. The SEDTA attended the NSW Regional Technology Expo in Orange on Friday 22 June.	 Complete

15.3.2 Send submissions to Government on new technology

KPI:

Senior Economic
Development &
Tourism Advisor

Progress Update to 30/9/2017	This task is undertaken when the State and Federal Governments call for submissions involving new technologies. The SEDTA submitted a response to a number of State and Federal Government inquiries and has raised the issue with mobile phone black spots in the Bland Shire and the connecting roads to the Bland Shire	🟡 On target
Progress Update to 31/12/2017	This task is undertaken when the State and Federal Governments call for submissions involving new technologies. The SEDTA submitted a response to a number of State and Federal Government inquiries and has raised the issue with mobile phone black spots in the Bland Shire and the connecting roads to the Bland Shire	🟡 On target
Progress Update to 31/3/2018	This task is undertaken when the State and Federal Governments call for submissions involving new technologies. The SEDTA submitted a response to a number of State and Federal Government inquiries and has raised the issue with mobile phone black spots in the Bland Shire and the connecting roads to the Bland Shire	🟡 On target
Progress Update to 30/6/2018	This task is undertaken when the State and Federal Governments call for submissions involving new technologies. The SEDTA submitted a response to a number of State and Federal Government inquiries and has raised the issue with mobile phone black spots in the Bland Shire and the connecting roads to the Bland Shire. Some of the submissions prepared include the Inquiry into skill shortages in NSW, Inquiry into the establishment of special economic zones, Inquiry into tourism in local communities, NSW Decentralisation taskforce, Visitor Economy taskforce, Digital Economy industry action plan, Manufacturing industry action plan, Legislative Council Standing Committee on State Development Inquiry into regional aviation services, Telecommunication Review, Integrated Mining Policy, Regional development and a global Sydney, Inquiry into support for start-ups in regional NSW, Inquiry into Australia's National Freight and Supply Chain Priorities, Parliament of Australia House of Representatives inquiry on Regional Development and Decentralisation, Future Transport 2056, Destination Network Riverina Murray Destination Management Plan, Destination Network Country and Outback Destination Management Plan, South West Slopes Regional Economic Development Strategy, The operation, regulation and funding of air route service delivery to rural, regional and remote communities, Newell Highway Flood Report, Newell Highway Corridor Strategy.	✅ Complete

15.3.3 Inform local businesses of new technology

KPI:

Senior Economic
Development &
Tourism Advisor

Progress Update to 30/9/2017	This task is undertaken on a regular basis through emails and workshops	🟡 On target
Progress Update to 31/12/2017	This task is undertaken on a regular basis through emails and workshops	🟡 On target
Progress Update to 31/3/2018	This task is undertaken on a regular basis through emails and workshops.	🟡 On target
Progress Update to 30/6/2018	This task is undertaken on a regular basis through emails and workshops.	✅ Complete

16.

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

Delivery Program (4 years) 2017 - 2021

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

Operational Plan (1 year) 2017/18

Action	Responsibility
16.1.1 Retain prime agricultural land, farm viability, manage rural subdivision and associated landscape impacts <i>KPI:</i>	Manager Development & Regulatory Services
Progress Update to 30/9/2017 LEP review underway	🟡 On target
Progress Update to 31/12/2017 LEP review underway	🟡 On target
Progress Update to 31/3/2018 LEP review underway	🟡 On target
Progress Update to 30/6/2018 LEP review nearing completion	🟡 On target
16.1.2 Prepare and implement NSW Planning Reforms <i>KPI: Review relevant policies including Section 94 Contribution Plan</i>	Manager Development & Regulatory Services
Progress Update to 30/9/2017 Policies reviewed as required	🟡 On target
Progress Update to 31/12/2017 Policies reviewed as required	🟡 On target
Progress Update to 31/3/2018 Section 94A contribution plan has been reviewed and provided to Councillors at a workshop	🟡 On target
Progress Update to 30/6/2018 Capital works projects for inclusion in the Section 94A Contribution Plan are being finalised.	🟡 On target

16.1.3 Encourage orderly, feasible and equitable development whilst safeguarding the communities interests, environment, agribusiness and residential amenity **Manager Development & Regulatory Services**

KPI: Review LEP and DCP

Progress Update to 30/9/2017	LEP review underway	🟡 On target
Progress Update to 31/12/2017	LEP review underway	🟡 On target
Progress Update to 31/3/2018	LEP and DCP review underway	🟡 On target
Progress Update to 30/6/2018	LEP and DCP review underway	🟡 On target

16.1.4 Deliver affordable housing by working in partnership with developers and key stakeholders **Manager Development & Regulatory Services**

KPI:

Progress Update to 30/9/2017	LEP review underway	🟡 On target
Progress Update to 31/12/2017	LEP review underway	🟡 On target
Progress Update to 31/3/2018	LEP review underway	🟡 On target
Progress Update to 30/6/2018	Cooperatively work with developers if opportunities arise. LEP (house keeping changes) undertaken and proposal is currently with the Department of Planning and Environment waiting Parliamentary Counsel opinion	✅ Complete

16.

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

Delivery Program (4 years) 2017 - 2021

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

Operational Plan (1 year) 2017/18

Action	Responsibility
16.2.1 Maintain Council's traineeship and apprenticeship program <i>KPI: Advertise positions as available</i>	Human Resources Coordinator
Progress Update to 30/9/2017 Complete	✔ Complete
Progress Update to 31/12/2017 Complete - 2 new apprentices and 1 trainee appointed	✔ Complete
Progress Update to 31/3/2018 Trainees and apprentices are enrolled and progressing well	✔ Complete
Progress Update to 30/6/2018 Trainees and apprentices are enrolled and progressing well	✔ Complete
16.2.2 Foster partnerships with education sector <i>KPI: Meet at least annually</i>	Human Resources Coordinator
Progress Update to 30/9/2017 Complete	✔ Complete
Progress Update to 31/12/2017 Complete - regular meetings or phone calls	✔ Complete
Progress Update to 31/3/2018 In regular contact	✔ Complete
Progress Update to 30/6/2018 In regular contact	✔ Complete
16.2.3 Identify education needs for local businesses and work with training providers to deliver appropriate training <i>KPI: One workshop/program annually</i>	Senior Economic Development & Tourism Advisor
Progress Update to 30/9/2017 This task is undertaken on a regular ongoing basis, and previously arranged for the Business Enterprise Centre to conduct business workshops in West Wyalong and visits by the Small Biz Bus. The SEDTA promotes other educational and information activities to the local businesses as they arise	🟡 On target

Progress Update to 31/12/2017	This task is undertaken on a regular ongoing basis, and previously arranged for the Business Enterprise Centre to conduct business workshops in West Wyalong and visits by the Small Biz Bus. The SEDTA promotes other educational and information activities to the local businesses as they arise	🟡 On target
Progress Update to 31/3/2018	This task is undertaken on a regular ongoing basis, and previously arranged for the Business Enterprise Centre to conduct business workshops in West Wyalong and visits by the Small Biz Bus. The SEDTA promotes other educational and information activities to the local businesses as they arise.	🟡 On target
Progress Update to 30/6/2018	This task is undertaken on a regular ongoing basis, and previously arranged for the Business Enterprise Centre to conduct business workshops in West Wyalong and visits by the Small Biz Bus. The SEDTA promotes other educational and information activities to the local businesses as they arise.	✅ Complete
16.2.4	Liaise with retail and industry to assist in creating employment opportunities <i>KPI: Meet at least annually</i>	Senior Economic Development & Tourism Advisor
Progress Update to 30/9/2017	This task is undertaken on a regular ongoing basis, and previously arranged for the Business Enterprise Centre to conduct business workshops in West Wyalong and visits by the Small Biz Bus. The SEDTA promotes other educational and information activities to the local businesses as they arise	🟡 On target
Progress Update to 31/12/2017	This task is undertaken on a regular ongoing basis, and previously arranged for the Business Enterprise Centre to conduct business workshops in West Wyalong and visits by the Small Biz Bus. The SEDTA promotes other educational and information activities to the local businesses as they arise	🟡 On target
Progress Update to 31/3/2018	This task is undertaken on a regular ongoing basis, and previously arranged for the Business Enterprise Centre to conduct business workshops in West Wyalong and visits by the Small Biz Bus. The SEDTA promotes other educational and information activities to the local businesses as they arise.	🟡 On target
Progress Update to 30/6/2018	This task is undertaken on a regular ongoing basis, and previously arranged for the Business Enterprise Centre to conduct business workshops in West Wyalong and visits by the Small Biz Bus. The SEDTA promotes other educational and information activities to the local businesses as they arise.	✅ Complete
16.2.5	Investigate alternative employment opportunities within Council <i>KPI:</i>	Human Resources Coordinator
Progress Update to 30/9/2017	On target	🟡 On target
Progress Update to 31/12/2017	On target - to identify alternative opportunities	🟡 On target
Progress Update to 31/3/2018	Ongoing with some opportunities identified	🟡 On target
Progress Update to 30/6/2018	Some opportunities have been identified	✅ Complete

16.

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

Delivery Program (4 years) 2017 - 2021

Strategy 16.3

Promote agricultural practices which are leading edge and efficient

Performance Measure

- Maintain or increase environmental awareness

Operational Plan (1 year) 2017/18

Action		Responsibility
16.3.1	Provide a workshop/program targeting the agricultural industry <i>KPI: One workshop/program annually</i>	Foreman Environmental Services
Progress Update to 30/9/2017	Carried out circuit of local shows with weeds display trailer	🟡 On target
Progress Update to 31/12/2017	Participated in Noxious Weeds televised advertisements	🟡 On target
Progress Update to 31/3/2018	Ongoing	🟡 On target
Progress Update to 30/6/2018	Ongoing	🟢 Complete
16.3.2	Provide a workshop/program targeting energy efficiency <i>KPI: One workshop/program annually</i>	Foreman Environmental Services
Progress Update to 30/9/2017	Have held sustainability lifestyle expo in the past, relevancy and frequency under consideration	🟡 On target
Progress Update to 31/12/2017	Expo under consideration	🟡 On target
Progress Update to 31/3/2018	Ongoing	🟡 On target
Progress Update to 30/6/2018	Ongoing	🟢 Complete

16.3.3 Educate the community on benefits of protecting our environment **Environmental Officer**
KPI:

Progress Update to 30/9/2017	Participated in national tree day with local school students and landcare	🟡	<i>On target</i>
Progress Update to 31/12/2017	Participation with LCCC and LLS in the local Mallee Fowl Group	🟡	<i>On target</i>
Progress Update to 31/3/2018	Ongoing	🟡	<i>On target</i>
Progress Update to 30/6/2018	Ongoing	🟢	<i>Complete</i>

16.

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

Delivery Program (4 years) 2017 - 2021

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

Operational Plan (1 year) 2017/18

Action	Responsibility
16.4.1 Maintain delegate representation on Goldenfields Water County Council <i>KPI: 80% meetings attended</i>	General Manager
Progress Update to 30/9/2017 Cr McGlynn continues as Bland Shire's delegate and reports regular updates to Council's ordinary monthly meetings. The minutes of the GWCC meetings held on 22/6/2017 and 24/8/2017 were presented to Council during this reporting period	🟡 On target
Progress Update to 31/12/2017 GWCC meeting minutes for their meeting held on 16/11/2017 were presented to the December Council meeting	🟡 On target
Progress Update to 31/3/2018 GWCC meeting minutes for their meeting held on 22/8/2018 were presented to the March Council meeting	🟡 On target
Progress Update to 30/6/2018 GWCC meeting minutes for their meetings held during this reporting period on 22/3/2018 and 26/4/2018 were presented to the respective following Council meetings. The next meeting is scheduled for 29/6/2018.	🟢 Complete
16.4.2 Communicate local issues with utility providers <i>KPI: As required</i>	General Manager
Progress Update to 30/9/2017 Ongoing as the need arises	🟡 On target
Progress Update to 31/12/2017 Discussions commenced with Goldenfields Water County Council regarding 'developer charges'	🟡 On target
Progress Update to 31/3/2018 Ongoing as the need arises	🟡 On target
Progress Update to 30/6/2018 Discussions held with Telstra at a CMA meeting regarding mobile phone coverage.	🟢 Complete

16.4.3 Liaise with potable water suppliers to ensure sustainable water supply to the Shire and investigate alternative options to existing potable and non potable water supplies **General Manager**

KPI: Number of times met with suppliers

Progress Update to 30/9/2017	Liaison with Goldenfields Water County Council continues. Investigating other potential opportunities with Plains Water	🟡 On target
Progress Update to 31/12/2017	Ongoing	🟡 On target
Progress Update to 31/3/2018	Council is working in partnership with Plains Water on the Drought Master Project to bring additional water to West Wyalong	🟡 On target
Progress Update to 30/6/2018	General Manager and Mayor travelled to Canberra to lobby the Federal Government for funding for the Droughtmaster Project.	✅ Complete

Delivery Program (4 years) 2017 - 2021

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

Operational Plan (1 year) 2017/18

Action		Responsibility
16.5.1	Identify and act on avenues for marketing our Shire's (commercial) industrial land <i>KPI:</i>	Senior Economic Development & Tourism Advisor
Progress Update to 30/9/2017	This is undertaken on a regular basis and Bland Shire Council has one block of land left in the Central Road Industrial Estate	🟡 On target
Progress Update to 31/12/2017	This is undertaken on a regular basis and Bland Shire Council has one block of land left in the Central Road Industrial Estate	🟡 On target
Progress Update to 31/3/2018	This is undertaken on a regular basis and Bland Shire Council has one block of land left in the Central Road Industrial Estate.	🟡 On target
Progress Update to 30/6/2018	This is undertaken on a regular basis and Bland Shire Council has one block of land left in the Central Road Industrial Estate.	🟢 Complete
16.5.2	Identify cluster industries to complement existing strengths by working with state agencies and private sector <i>KPI: Industry identified and approached</i>	Senior Economic Development & Tourism Advisor
Progress Update to 30/9/2017	This is undertaken on a regular basis and the Mayor, General Manager and SEDTA met with and visit businesses in the Bland Shire with the State and Federal Government members and ministers	🟡 On target
Progress Update to 31/12/2017	This is undertaken on a regular basis and the Mayor, General Manager and SEDTA met with and visit businesses in the Bland Shire with the State and Federal Government members and ministers	🟡 On target
Progress Update to 31/3/2018	This is undertaken on a regular basis and the Mayor, General Manager and SEDTA met with and visit businesses in the Bland Shire with the State and Federal Government members and ministers.	🟡 On target
Progress Update to 30/6/2018	This is undertaken on a regular basis and the Mayor, General Manager and SEDTA met with and visit businesses in the Bland Shire with the State and Federal Government members and ministers.	🟢 Complete

16.5.3 Investigate, purchase and market industrial land for new industrial estate in the Bland Shire **Senior Economic Development & Tourism Advisor**

KPI:

Progress Update to 30/9/2017	A parcel of land has been identified and Council has agreed to purchase the land and has delegated the General Manager to finalise the purchase. The General Manager and SEDTA are monitoring appropriate funding opportunities to assist with the development of the industrial land	🟡 On target
Progress Update to 31/12/2017	A parcel of land has been identified and Council has agreed to purchase the land and has delegated the General Manager to finalise the purchase. The General Manager and SEDTA are monitoring appropriate funding opportunities to assist with the development of the industrial land	🟡 On target
Progress Update to 31/3/2018	A parcel of land has been identified and Council has agreed to purchase the land and has delegated the General Manager to finalise the purchase. The General Manager and SEDTA are monitoring appropriate funding opportunities to assist with the development of the industrial land.	🟡 On target
Progress Update to 30/6/2018	A parcel of land has been identified and Council has agreed to purchase the land and has delegated the General Manager to finalise the purchase. The General Manager and SEDTA are monitoring appropriate funding opportunities to assist with the development of the industrial land. The General Manager, Director of Engineering and the SEDTA are investigating other parcels of land for developers.	🟢 Complete
16.5.4 Identify suitable industrial land within the Shire Manager Development & Regulatory Services		
<i>KPI: Rezone or identify for zone review within LEP</i>		
Progress Update to 30/9/2017	Planning proposal submitted	🟡 On target
Progress Update to 31/12/2017	Planning proposal has been progressed	🟡 On target
Progress Update to 31/3/2018	Planning proposal has been finalised. The planning proposal is currently with the Department of Planning and Environment waiting Parliamentary Counsel opinion	🟡 On target
Progress Update to 30/6/2018	Planning proposal has been finalised. The planning proposal is currently with the Department of Planning and Environment waiting Parliamentary Counsel opinion	🟢 Complete



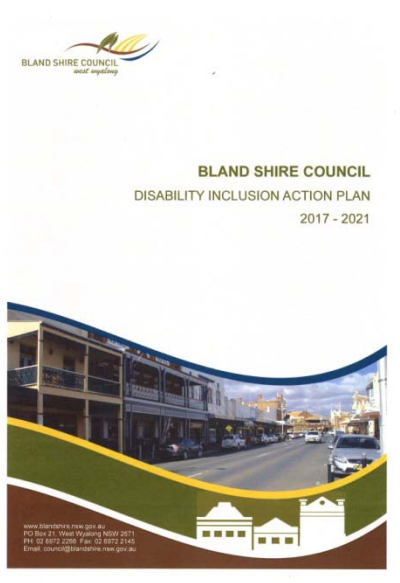
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Progress Report 2017/18 Combined Delivery Program & Operational Plan



Appendix 2

Bland Shire Council Disability Inclusion Action Plan 2017-2021





BLAND SHIRE COUNCIL
west wyalong

BLAND SHIRE COUNCIL

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.'

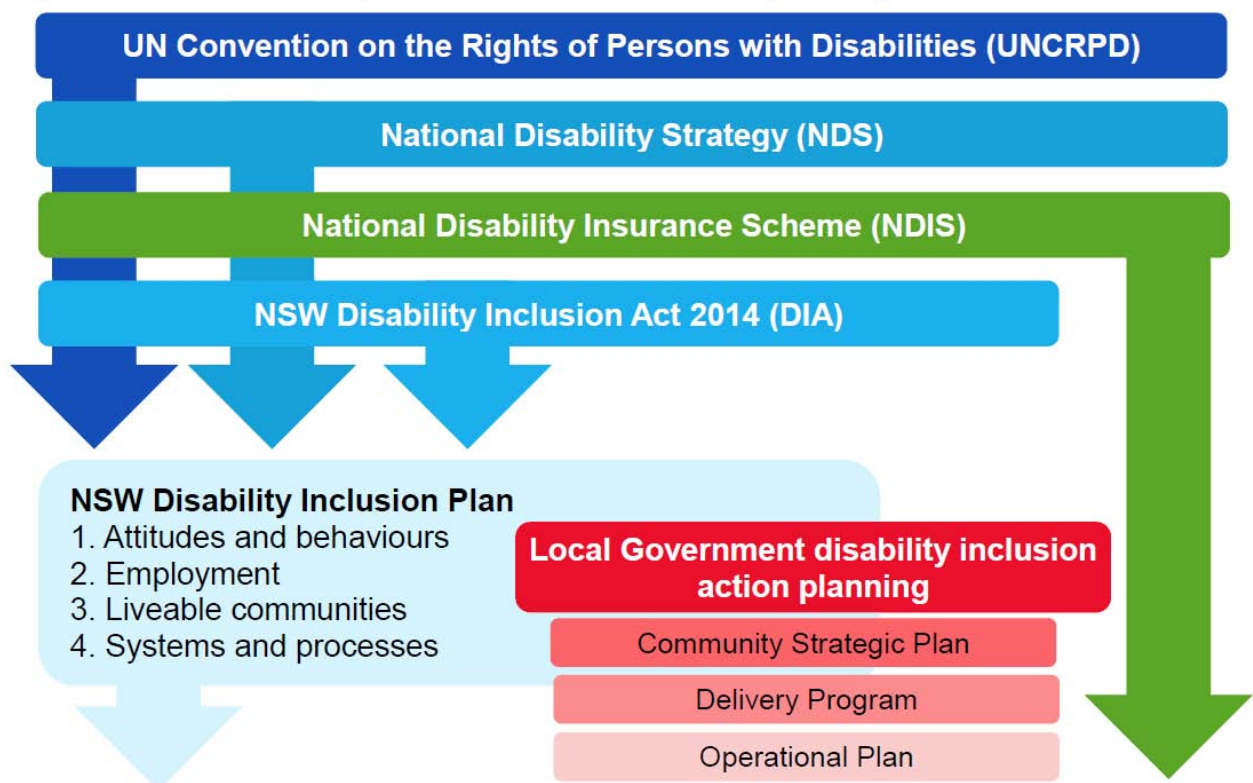
This definition reinforces the importance of viewing disability as a result of interaction between people living with a range of impairments and their physical and social environment. Disability is not just about impairment. The responsibility to break down barriers rests with the whole community.

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 June 2018
9.1.1 Service users are consulted and provide input on the accessibility of services.	<p>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.</p> <p>Consult the community in accordance with IPR and customer satisfaction survey.</p>	2017 and ongoing	Community Development Officer	% of community who are satisfied with the accessibility of Council public spaces	<p>Community consulted around accessibility issues on an annual or bi-annual basis</p> <p>Community satisfaction levels.</p>	Community will be consulted as part of the 2019-2020 customer satisfaction survey
9.1.2 The physical environment is accessible and inclusive of service users and customers.	<p>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.</p>	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	<p>Access improvements have been made at Council owned Main Street premises (184 Main Street).</p> <p>Council processes have been reviewed to ensure new builds and renovations align with best practice access building standards and</p>

						codes.
	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.	2018	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	Councils Disability Access Map is due to be updated in 2019. Map is available on Council's website and will be promoted on social media throughout the year.
	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.	2017 and ongoing	Manager Development Services	Increase in the Availability of design requirement information. Information to be included online.	Council data	Information on Australian access design requirements and compliance standards is readily available on Councils website.
	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	Ongoing	Community Development Officer	Minimum of two businesses and/or community facilities upgraded each year pending	Number of projects funded	Councils Access Incentive Scheme Grant funding was exhausted in the 2017 – 2018 financial year. Promotion occurred across social and print

	hospitality outlets prioritised.			the receipt of at least 2 applications that meet guidelines. Minimum of two external advertisements annually.		media.
	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.	2017 and ongoing	Manager Facilities and Risk	Increase in the accessibility of Council facilities, sites, parks, footpaths, parking, sport and recreation facilities and library.	Council Data	Council approved and endorsed a grant for the West Wyalong Stadium for the improvement of access at the facility.
	9.1.2.6 Ensure the provision of accessible toilets and amenities within the community.	2017 and 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 two fully accessible toilets in West Wyalong's Main Street.
	9.1.2.7 Funds are allocated within Councils annual budget to implement the Access Incentive Scheme Grant.	2017 and ongoing	Bland Shire Counsellors	Annual funds made available in budget	Review of Council budget	Funds allocated for Councils Access Incentive Scheme Grant with budget increased for the 2018 – 2019 financial year.

	9.1.2.8 Review and progressively improve accessibility of Councils existing facilities	Review annually	Manager Facilities and Risk	One upgrade completed annually	Council data	Access upgrades approved for 184 Main Street in the 2017 – 2018 financial year.
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 Intereach, Flourish Australia and numerous other organisations who work with and advocate for people with disabilities particularly around the implementation of the NDIS.
	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	Stadium access improvement initiated through Community Reference Group. Mobility map to be discussed at upcoming Community Reference Group meeting.

9.2 Employment

Aim	What Council will do	Timeframe	Action manager	Performance Indicator	Measurement	Progress to June 2018
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. Council has approved an access grant for the improvement of access at the West Wyalong Stadium.
	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 in assisting people with a disability during emergency evacuation procedures occurred during the 2017 – 2018 financial year.
	9.2.1.3 Offer training for people with disabilities to assist them in the workplace.	2017 - 2018	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	9.2.2.1 Review and update the recruitment and selection process (including application,	2017 - 2019	HR	Updates undertaken with initiatives to improve	Council data	Special provisions are made for people with disabilities when undergoing the

accessible.	assessment and orientation processes) to ensure it is accessible for people with disability.			inclusion considered and adopted as required.		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.	2017 - 2019	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.

9.3 Attitudes and behaviours

Aim	What Council will do	Timeframe	Action manager	Performance indicator	Measure	Progress to June 2018
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	Plans are in place to offer disability awareness training 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	Ongoing	All Senior Staff	All senior staff are familiar with the DIAP and ensure that all staff are working in accordance	Council data	The Disability Inclusion Action Plan has been discussed at MANEX, reviewed at a Council meeting and made available to all

	(DIAP) within their teams.			with the actions specified in the plan.		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 2017 with EEO, anti discrimination and disability inclusion included.
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	An NDIS information session was held in December 2017 in addition to Councils Access Awards and National Day of People with Disability Celebrations. Promotional material was circulated on multiple occasions for these events.

	9.3.4.2 Partner with local organisations to deliver education programs within schools/community.	Ongoing	Community Development Officer	A minimum of one educational activity to be held annually.	Activity has been held	Council partnered with Intereach in the delivery of an NDIS information session in December 2017.
	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.
	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	Successful National Day of People With Disability Day celebrations and Access Awards held in 2017.

9.4 Systems and Processes

Aim	What Council will do	Timeframe	Action manager	Performance indicator	Measure	Progress to June 2018
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.

<p>9.4.2 Ensure sector information is up to date</p>	<p>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.</p>	<p>2017 - 2019</p>	<p>Community Development Officer</p>	<p>Number of partnerships maintained or increased.</p>	<p>Council data</p>	<p>Audit of local disability service providers conducted in 2017. Meetings held with Intereach and Flourish Australia to improve understanding of the needs of people with disability and their carers.</p>
<p>9.4.3 Ensure Councils website is accessible</p>	<p>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.</p>	<p>2017 and ongoing</p>	<p>Community Development Officer/ Community Relations Officer</p>	<p>Web content compliance maintained and/or improved.</p>	<p>Review undertaken</p>	<p>Website has been reviewed.</p>
<p>9.4.4 Council is to work towards the provision of accessible documents provided in a number of different formats.</p>	<p>9.4.4.1 Council staff are to consider disability access guidelines when developing new and reviewing existing documentation</p>	<p>2017 and ongoing</p>	<p>All staff</p>	<p>Investigate methods and new technologies to assist in providing information to residents in more accessible formats.</p> <p>Increase in the % of Council documents provided in an</p>	<p>Investigations undertaken and changes adopted to increase accessibility of Council information as required</p>	<p>Council utilises user friendly fonts and colours in all outgoing documentation. Council works to ensure all documents are compatible with adobe reader.</p> <p>Investigations and updates ongoing.</p>

				accessible format		
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 forums will be undertaken in August 2018. 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 inclusive and accessible.	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 audits conducted during event planning.
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	9.4.8.1 All staff are to be familiar with	Ongoing	All staff	% of staff operating	Council data	All Council staff have been provided with a

coordinated approach to disability inclusion is adopted and maintained across all areas of the organisation	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.			effectively in accordance with the directives specified in the DIAP.		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).

Appendix 3

Bland Shire Council General Purpose Financial Statements for the year ended 30 June 2018

Bland Shire Council
GENERAL PURPOSE FINANCIAL STATEMENTS
for the year ended 30 June 2018

"Working with the people to
improve our quality of life"



Bland Shire Council

GENERAL PURPOSE FINANCIAL STATEMENTS
for the year ended 30 June 2018

***“Working with the people to
improve our quality of life”***



Bland Shire Council

General Purpose Financial Statements for the year ended 30 June 2018

Contents	Page
1. Understanding Council's Financial Statements	2
2. Statement by Councillors and Management	3
3. Primary Financial Statements:	
– Income Statement	4
– Statement of Comprehensive Income	5
– Statement of Financial Position	6
– Statement of Changes in Equity	7
– Statement of Cash Flows	8
4. Notes to the Financial Statements	9
5. Independent Auditor's Reports:	
– On the Financial Statements (Sect 417 [2])	
– On the Conduct of the Audit (Sect 417 [3])	

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 2371

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 2(b).

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 2018

Understanding Council's financial statements

Introduction

Each year, individual local governments across New South Wales are required to present a set of 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 2018.

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 annual 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 2018

Statement by Councillors and Management made pursuant to Section 413(2)(c) of the *Local Government Act 1993 (NSW)* (as amended)

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

- the *Local Government Act 1993 (NSW)* (as amended) 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 financial 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 18 September 2018.

Tony Lord
Mayor
18 September 2018

Jan Wyse
Councillor
18 September 2018

Raymond Smith
General Manager
18 September 2018

Christopher Karam
Responsible Accounting Officer
18 September 2018

Bland Shire Council

Income Statement

for the year ended 30 June 2018

Original unaudited budget 2018	\$ '000	Notes	Actual 2018	Actual 2017
Income from continuing operations				
Revenue:				
8,507	Rates and annual charges	3a	8,604	8,313
1,320	User charges and fees	3b	1,440	1,244
290	Interest and investment revenue	3c	704	1,189
230	Other revenues	3d	412	339
10,017	Grants and contributions provided for operating purposes	3e,f	12,137	16,748
1,034	Grants and contributions provided for capital purposes	3e,f	1,664	1,493
Other income:				
374	Net gains from the disposal of assets	5	143	111
21,772	Total income from continuing operations		25,104	29,437
Expenses from continuing operations				
6,512	Employee benefits and on-costs	4a	6,573	6,352
179	Borrowing costs	4b	293	291
5,037	Materials and contracts	4c	5,954	5,386
5,211	Depreciation and amortisation	4d	8,507	6,850
2,084	Other expenses	4e	2,214	1,989
19,023	Total expenses from continuing operations		23,541	20,868
2,749	Operating result from continuing operations		1,563	8,569
2,749	Net operating result for the year		1,563	8,569
2,749	Net operating result attributable to Council		1,563	8,569
1,715	Net operating result for the year before grants and contributions provided for capital purposes		(101)	7,076

Bland Shire Council

Statement of Comprehensive Income
for the year ended 30 June 2018

\$ '000	Notes	2018	2017
Net operating result for the year (as per Income Statement)		1,563	8,569
Other comprehensive income:			
Amounts that will not be reclassified subsequently to the operating result			
Gain (loss) on revaluation of IPP&E	9a	(16,609)	6,710
Impairment (loss) reversal relating to IPP&E	9a	1,134	(5,731)
Total items which will not be reclassified subsequently to the operating result		(15,475)	979
Total other comprehensive income for the year		(15,475)	979
Total comprehensive income for the year		(13,912)	9,548
Total comprehensive income attributable to Council		(13,912)	9,548

Bland Shire Council

Statement of Financial Position
as at 30 June 2018

\$ '000	Notes	2018	Restated 2017	Restated 1 July 2016
ASSETS				
Current assets				
Cash and cash equivalents	6a	3,551	8,567	2,113
Investments	6b	24,700	15,200	14,000
Receivables	7	1,387	1,249	863
Inventories	8	704	860	614
Other	8	102	120	–
Total current assets		30,444	25,996	17,590
Non-current assets				
Investments	6b	3,036	3,036	2,200
Receivables	7	108	146	292
Infrastructure, property, plant and equipment	9	330,911	348,789	350,019
Other	8	198	198	198
Total non-current assets		334,253	352,169	352,709
TOTAL ASSETS		364,697	378,165	370,299
LIABILITIES				
Current liabilities				
Payables	10	714	573	888
Income received in advance	10	303	139	–
Borrowings	10	147	174	170
Provisions	11	7,354	2,839	2,809
Total current liabilities		8,518	3,725	3,867
Non-current liabilities				
Payables	10	39	–	–
Borrowings	10	1,100	1,307	1,456
Provisions	11	64	4,245	4,048
Total non-current liabilities		1,203	5,552	5,504
TOTAL LIABILITIES		9,721	9,277	9,371
Net assets		354,976	368,888	360,928
EQUITY				
Accumulated surplus	12	132,964	131,401	124,420
Revaluation reserves	12	222,012	237,487	236,508
Total equity		354,976	368,888	360,928

Bland Shire Council

Statement of Changes in Equity

for the year ended 30 June 2018

\$ '000	Notes	2018	IPP&E	Total equity	2017	IPP&E	Restated Total equity
		Accumulated surplus	revaluation reserve		Accumulated surplus	revaluation reserve	
Opening balance		131,401	237,487	368,888	124,420	250,391	374,811
Correction of prior period errors	12 (b)	–	–	–	(1,588)	(13,883)	(15,471)
Restated opening balance		131,401	237,487	368,888	122,832	236,508	359,340
Restated net operating result for the year		1,563	–	1,563	8,569	–	8,569
Other comprehensive income							
– Gain (loss) on revaluation of IPP&E	9a	–	(16,609)	(16,609)	–	6,710	6,710
– Impairment (loss) reversal relating to IPP&E	9a	–	1,134	1,134	–	(5,731)	(5,731)
Other comprehensive income		–	(15,475)	(15,475)	–	979	979
Total comprehensive income (c&d)		1,563	(15,475)	(13,912)	8,569	979	9,548
Equity – balance at end of the reporting period		132,964	222,012	354,976	131,401	237,487	368,888

Bland Shire Council

Statement of Cash Flows
for the year ended 30 June 2018

Original unaudited budget 2018	\$ '000	Notes	Actual 2018	Actual 2017
Cash flows from operating activities				
Receipts:				
8,507	Rates and annual charges		8,613	8,331
1,320	User charges and fees		1,681	812
290	Investment and interest revenue received		592	1,232
11,051	Grants and contributions		13,801	18,241
230	Other		338	1,577
Payments:				
(6,512)	Employee benefits and on-costs		(6,533)	(6,303)
(5,037)	Materials and contracts		(5,591)	(5,719)
(179)	Borrowing costs		(80)	(75)
(2,084)	Other		(2,157)	(3,161)
7,586	Net cash provided (or used in) operating activities	13b	10,664	14,935
Cash flows from investing activities				
Receipts:				
–	Sale of real estate assets		39	34
–	Sale of infrastructure, property, plant and equipment		571	467
Payments:				
–	Purchase of investment securities		(9,500)	(2,036)
–	Purchase of infrastructure, property, plant and equipment		(6,546)	(6,589)
–	Purchase of real estate assets		(10)	(212)
–	Net cash provided (or used in) investing activities		(15,446)	(8,336)
Cash flows from financing activities				
Receipts:				
Nil				
Payments:				
–	Repayment of borrowings and advances		(234)	(145)
–	Net cash flow provided (used in) financing activities		(234)	(145)
7,586	Net increase/(decrease) in cash and cash equivalents		(5,016)	6,454
–	Plus: cash and cash equivalents – beginning of year	13a	8,567	2,113
7,586	Cash and cash equivalents – end of the year	13a	3,551	8,567
Additional Information:				
plus:	Investments on hand – end of year	6b	27,736	18,236
	Total cash, cash equivalents and investments		31,287	26,803

Bland Shire Council

Notes to the Financial Statements

for the year ended 30 June 2018

Contents of the notes accompanying the financial statements

Note	Details	Page
1	Basis of preparation	10
2(a)	Council functions/activities – financial information	13
2(b)	Council functions/activities – component descriptions	14
3	Income from continuing operations	15
4	Expenses from continuing operations	21
5	Gains or losses from the disposal of assets	25
6(a)	Cash and cash equivalent assets	25
6(b)	Investments	26
6(c)	Restricted cash, cash equivalents and investments – details	27
7	Receivables	28
8	Inventories and other assets	30
9(a)	Infrastructure, property, plant and equipment	32
9(b)	Infrastructure, property, plant and equipment – current year impairments	34
10	Payables and borrowings	35
11	Provisions	38
12	Accumulated surplus, revaluation reserves, changes in accounting policies, changes in accounting estimates and errors	42
13	Statement of cash flows – additional information	45
14	Commitments for expenditure	45
15	Contingencies and other liabilities/assets not recognised	46
16	Financial risk management	48
17	Material budget variations	52
18	Fair value measurement	54
19	Related party transactions	64
20	Statement of developer contributions	66
21	Financial result and financial position by fund	68
22(a)	Statement of performance measures – consolidated results	70
22(b)	Statement of performance measures – by fund	71
	Additional council disclosures (unaudited)	
22(c)	Statement of performance measures – consolidated results (graphs)	73

Bland Shire Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 1. Basis of preparation

These financial statements were authorised for issue by Council on 18/09/2018.

Council has the power to amend and reissue these 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.

Basis of preparation

These general purpose financial statements have been prepared in accordance with Australian Accounting Standards and Australian Accounting Interpretations, the *Local Government Act 1993 (NSW)* and Regulations, and the Local Government Code of Accounting Practice and Financial Reporting. Council is a not for-profit entity for the purpose of preparing these financial statements.

The financial statements are presented in Australian dollars and are rounded to the nearest thousand dollars.

Full dollars have been used in Note 19 Related party disclosures in relation to the disclosure of specific related party transactions.

Unless otherwise indicated, all amounts disclosed in the financial statements are actual amounts.

Specific budgetary amounts have been included for comparative analysis (to actuals) in the following reports and notes:

- Income statement
- Statement of cash flows
- Note 17 – Material budget variations

and are clearly marked .

(a) New and amended standards adopted by Council

There have been no new (or amended) accounting standards adopted by Council in this year's financial statements which have had any material impact on reported financial position, performance or cash flows.

(b) 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.

(c) 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

Bland Shire Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 1. Basis of preparation (continued)

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 Note 9,
- (ii) estimated tip remediation provisions – refer Note 11,
- (iii) employee benefit provisions – refer Note 11.

Significant judgements in applying the Council's accounting policies

- (iv) Impairment of receivables

Council has made a significant judgement about the impairment of a number of its receivables in Note 7.

Monies and other assets received by Council

(a) The Consolidated Fund

In accordance with the provisions of Section 409(1) of the *Local Government Act 1993 (NSW)*, all money and other assets received by Council is held in the Council's Consolidated Fund unless it is required to be held in the Council's Trust Fund.

Cash and other assets of the following entities have been included as part of the Consolidated Fund:

- General purpose operations
- Sewerage service

(b) 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 other assets 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 which that are recoverable from, or payable to the taxation authority are presented as operating cash flows.

Bland Shire Council

Notes to the Financial Statements for the year ended 30 June 2018

Note 1. Basis of preparation (continued)

New accounting standards and interpretations issued not yet effective

Certain new accounting standards and interpretations have been published that are not mandatory for the current reporting period and which have not been applied.

Council has not elected to apply any pronouncements before their operative date in these financial statements.

Bland Shire Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 2(a). Council functions/activities – financial information

Functions/activities	Income, expenses and assets have been directly attributed to the following functions/activities. Details of these functions/activities are provided in Note 2(b).									
	Income from continuing operations		Expenses from continuing operations		Operating result from continuing operations		Grants included in income from continuing operations		Total assets held (current and non-current)	
	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017
Our People	2,120	2,170	2,372	2,192	(252)	(22)	1,787	1,790	–	3,608
Our Places	10,940	13,029	16,414	14,094	(5,474)	(1,065)	6,065	8,321	312,108	339,072
Our Leadership	11,799	13,932	3,475	3,376	8,324	10,556	4,537	6,375	–	35,100
Our Prosperity	245	306	1,280	1,206	(1,035)	(900)	84	136	33,779	385
Other	–	–	–	–	–	–	–	–	18,810	–
Total functions and activities	25,104	29,437	23,541	20,868	1,563	8,569	12,473	16,622	364,697	378,165

Bland Shire Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 2(b). Council functions/activities – component descriptions

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

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.

Bland Shire Council

Notes to the Financial Statements for the year ended 30 June 2018

Note 3. Income from continuing operations

\$ '000	2018	2017
(a) Rates and annual charges		
Ordinary rates		
Residential	1,063	1,021
Farmland	3,842	3,758
Mining	913	899
Business	465	453
Total ordinary rates	6,283	6,131
Special rates		
Sewerage services	1,394	1,317
Total special rates	1,394	1,317
Annual charges (pursuant to s.496, s.496A, s.496B, s.501 & s.611)		
Domestic waste management services	696	650
Waste management services (non-domestic)	231	215
Total annual charges	927	865
TOTAL RATES AND ANNUAL CHARGES	8,604	8,313

Council has used 2016 year valuations provided by the NSW Valuer General in calculating its rates.

Accounting policy for rates and annual charges

Rates, annual charges, grants and contributions (including developer contributions) are recognised as revenue when the Council obtains control over the assets comprising these receipts. Developer contributions may only be expended for the purposes for which the contributions were required, but the Council may apply contributions according to the priorities established in work schedules.

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.

Bland Shire Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 3. Income from continuing operations (continued)

\$ '000	2018	2017
(b) User charges and fees		
Specific user charges (per s.502 – specific 'actual use' charges)		
Domestic waste management services	170	125
Sewerage services	15	66
Waste management services (non-domestic)	15	66
Other	–	13
Total specific user charges	200	270
Other user charges and fees		
(i) Fees and charges – statutory and regulatory functions (per s.608)		
Planning and building regulation	125	102
Private works – section 67	241	17
Section 603 certificates	16	16
Other	1	–
Total fees and charges – statutory/regulatory	383	135
(ii) Fees and charges – other (incl. general user charges (per s.608))		
Aerodrome	2	–
Aged care	28	25
Cemeteries	98	141
Child care	206	240
Community amenities	78	20
Community development	7	5
Drainage diagrams	4	4
Lease rentals	303	125
Leaseback fees – Council vehicles	45	47
Libraries	5	7
Parks and gardens	4	52
Public health	16	21
RMS (formerly RTA) charges (state roads not controlled by Council)	14	107
Saleyards	47	45
Total fees and charges – other	857	839
TOTAL USER CHARGES AND FEES	1,440	1,244

Accounting policy for user charges and fees

User charges and fees are recognised as revenue when the service has been provided.

Bland Shire Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 3. Income from continuing operations (continued)

\$ '000	2018	2017
(c) Interest and investment revenue (including losses)		
Interest		
– Overdue rates and annual charges (incl. special purpose rates)	42	44
– Cash and investments	657	518
Dividend income	5	627
<u>TOTAL INTEREST AND INVESTMENT REVENUE</u>	<u>704</u>	<u>1,189</u>

Interest revenue is attributable to:**Unrestricted investments/financial assets:**

Overdue rates and annual charges (general fund)	42	44
General Council cash and investments	650	1,134

Restricted investments/funds – external:

Sewerage fund operations	12	11
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Total interest and investment revenue recognised	<u>704</u>	<u>1,189</u>
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Accounting policy for interest and investment revenue

Interest income is recognised using the effective interest rate at the date that interest is earned.

(d) Other revenues

Rental income – other council properties	55	87
Fines	2	1
Diesel rebate	92	80
Donations	4	4
Insurance claim recoveries	40	46
Paid parental leave	28	34
Sales – general	70	20
Staff contributions	13	5
WHS incentive	41	41
Other	67	21
<u>TOTAL OTHER REVENUE</u>	<u>412</u>	<u>339</u>

Accounting policy for other revenue

Council recognises revenue when the amount of revenue can be reliably measured, it is probable that future economic benefits will flow to the Council and specific criteria have been met for each of the Council's activities as described below. Council bases its estimates on historical results, taking into consideration the type of customer, the type of transaction and the specifics of each arrangement.

Parking fees and fines are recognised as revenue when the service has been provided, or when the penalty has been applied, whichever occurs first.

Rental income is accounted for on a straight-line basis over the lease term.

Miscellaneous sales are recognised when physical possession has transferred to the customer which is deemed to be the point of transfer of risks and rewards.

Other income is recorded when the payment is due, the value of the payment is notified, or the payment is received, whichever occurs first.

Bland Shire Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 3. Income from continuing operations (continued)

\$ '000	2018 Operating	2017 Operating	2018 Capital	2017 Capital
(e) Grants				
General purpose (untied)				
Current year allocation				
Financial assistance – general component	4,490	6,328	–	–
Financial assistance – local roads component	2,911	4,184	–	–
Other				
Pensioners' rates subsidies – general component	41	43	–	–
Total general purpose	7,442	10,555	–	–
Specific purpose				
Pensioners' rates subsidies:				
– Domestic waste management	26	27	–	–
Aged care	60	71	–	–
Bushfire and emergency services	51	177	–	–
Childrens services	993	1,303	–	–
Community centres	248	284	–	–
Community services	70	64	149	–
Economic development	10	50	–	–
Employment and training programs	6	5	–	–
Flood restoration	–	1,041	–	–
Heritage and cultural	12	4	–	–
Library	36	37	–	–
Library – special projects	–	–	200	–
Noxious weeds	62	82	–	–
Recreation and culture	–	–	201	–
Street lighting	31	30	–	–
Transport (roads to recovery)	2,604	2,514	–	–
Transport (other roads and bridges funding)	272	–	–	378
Total specific purpose	4,481	5,689	550	378
Total grants	11,923	16,244	550	378
Grant revenue is attributable to:				
– Commonwealth funding	10,073	13,095	–	378
– State funding	1,850	3,149	550	–
	11,923	16,244	550	378

Bland Shire Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 3. Income from continuing operations (continued)

\$ '000	Notes	2018 Operating	2017 Operating	2018 Capital	2017 Capital
(f) Contributions					
Developer contributions:					
(s7.4 & s7.11 – EP&A Act, s64 of the LGA):					
Cash contributions					
S 7.11 – contributions towards amenities/services		–	–	14	3
S 64 – sewerage service contributions		–	–	68	3
Total developer contributions – cash		–	–	82	6
Total developer contributions	20	–	–	82	6
Other contributions:					
Cash contributions					
Bushfire services		–	118	–	–
Community services		13	38	–	–
Recreation and culture		10	11	(17)	21
RMS contributions (regional roads, block grant)		183	336	1,049	1,088
Other		8	1	–	–
Total other contributions – cash		214	504	1,032	1,109
Total other contributions		214	504	1,032	1,109
Total contributions		214	504	1,114	1,115
TOTAL GRANTS AND CONTRIBUTIONS		12,137	16,748	1,664	1,493

Accounting policy for contributions

Control over grants and contributions is normally obtained upon their receipt (or acquittal) and is valued at the fair value of the granted or contributed asset at the date of transfer.

Where grants or contributions recognised as revenues during the financial year were obtained on condition that they be expended in a particular manner or used over a particular period and those conditions were un-discharged at reporting date, the unused grant or contribution is disclosed above.

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

Bland Shire Council

Notes to the Financial Statements
for the year ended 30 June 2018

Note 3. Income from continuing operations (continued)

\$ '000	2018	2017
(g) Unspent grants and contributions		
Certain grants and contributions are obtained by Council on condition that they be spent in a specified manner:		
Operating grants		
Unexpended at the close of the previous reporting period	2,988	1,866
Add: operating grants recognised in the current period but not yet spent	609	1,358
Less: operating grants recognised in a previous reporting period now spent	(669)	(236)
Unexpended and held as restricted assets (operating grants)	<u>2,928</u>	<u>2,988</u>
Contributions		
Add: contributions recognised in the current period but not yet spent	207	–
Unexpended and held as restricted assets (contributions)	<u>207</u>	<u>–</u>

Bland Shire Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 4. Expenses from continuing operations

\$ '000	Notes	2018	2017
(a) Employee benefits and on-costs			
Salaries and wages		4,191	4,016
Travel expenses		12	15
Employee leave entitlements (ELE)		1,050	1,067
Superannuation		826	814
Workers' compensation insurance		312	264
Fringe benefit tax (FBT)		56	63
Training costs (other than salaries and wages)		107	104
Other		19	9
<u>TOTAL EMPLOYEE COSTS EXPENSED</u>		<u>6,573</u>	<u>6,352</u>
Number of 'full-time equivalent' employees (FTE) at year end		115	115

Accounting policy for employee benefits and on-costs

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, when 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 Note 15 for more information.

(b) Borrowing costs

(i) Interest bearing liability costs

Interest on loans		65	75
Total interest bearing liability costs expensed		<u>65</u>	<u>75</u>

(ii) Other borrowing costs

Discount adjustments relating to movements in provisions (other than ELE)			
– Remediation liabilities	11	228	216
Total other borrowing costs		<u>228</u>	<u>216</u>
<u>TOTAL BORROWING COSTS EXPENSED</u>		<u>293</u>	<u>291</u>

Accounting policy for borrowing costs

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.

Bland Shire Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 4. Expenses from continuing operations (continued)

\$ '000	2018	2017
(c) Materials and contracts		
Raw materials and consumables	5,074	4,411
Contractor and consultancy costs	511	613
Auditors remuneration ⁽²⁾	46	78
Legal expenses:		
– Legal expenses: other	59	36
Operating leases:		
– Operating lease rentals: minimum lease payments ⁽¹⁾	67	81
Printing and stationery	99	87
Water	98	80
<u>TOTAL MATERIALS AND CONTRACTS</u>	<u>5,954</u>	<u>5,386</u>

Operating leases

Leases in which a significant portion of the risks and rewards of ownership are not transferred to Council as lessee are classified as operating leases. Payments made under operating leases (net of any incentives received from the lessor) are charged to the income statement on a straight-line basis over the period of the lease.

1. Operating lease payments are attributable to:

Computers	56	66
Other	11	15
	<u>67</u>	<u>81</u>

2. Auditor remuneration

During the year the following fees were paid or payable for services provided by the auditor of Council, related practices and non-related audit firms

Non NSW Auditor-General audit firms:

(i) Audit and other assurance services

Audit and review of financial statements	46	78
Remuneration for audit and other assurance services	<u>46</u>	<u>78</u>
Total remuneration of non NSW Auditor-General audit firms	<u>46</u>	<u>78</u>
Total Auditor remuneration	<u>46</u>	<u>78</u>

Bland Shire Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 4. Expenses from continuing operations (continued)

\$ '000	Notes	2018	2017
(d) Depreciation, amortisation and impairment			
Depreciation and amortisation			
Plant and equipment		1,150	589
Office equipment		99	109
Furniture and fittings		4	8
Land improvements (depreciable)		51	77
Infrastructure:			
– Buildings – non-specialised		788	337
– Other structures		104	51
– Roads		4,305	4,026
– Bridges		266	61
– Footpaths		90	89
– Stormwater drainage		168	114
– Sewerage network		395	313
– Swimming pools		65	65
– Other open space/recreational assets		717	704
– Other infrastructure		182	182
Other assets:			
– Library books		26	25
Reinstatement, rehabilitation and restoration assets:			
– Tip assets	9 & 11	97	100
Total depreciation and amortisation costs		<u>8,507</u>	<u>6,850</u>
<u>TOTAL DEPRECIATION, AMORTISATION AND IMPAIRMENT / REVALUATION DECREMENT COSTS EXPENSED</u>		<u>8,507</u>	<u>6,850</u>

Accounting policy for depreciation, amortisation and impairment expenses

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 Note 9 for IPPE assets.

Impairment of non-financial assets

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.

Bland Shire Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 4. Expenses from continuing operations (continued)

\$ '000	2018	2017
(e) Other expenses		
Advertising	114	80
Bad and doubtful debts	17	28
Bank charges	14	11
Child care – parent fees	253	299
Computer software charges	4	–
Contributions/levies to other levels of government	456	258
Councillor expenses – mayoral fee	14	22
Councillor expenses – councillors' fees	112	102
Councillors' expenses (incl. mayor) – other (excluding fees above)	23	33
Donations, contributions and assistance to other organisations (Section 356)	77	71
Election expenses	–	44
Electricity and heating	206	202
Fire control expenses	75	76
Insurance	399	425
Street lighting	149	123
Subscriptions and publications	68	83
Telephone and communications	129	125
Tourism expenses (excluding employee costs)	–	5
Other	104	2
<u>TOTAL OTHER EXPENSES</u>	<u>2,214</u>	<u>1,989</u>

Accounting policy for other expenses

Other expenses are recorded on an accruals basis as the Council receives the goods or services.

Bland Shire Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 5. Gains or losses from the disposal of assets

\$ '000	Notes	2018	2017
Plant and equipment	9		
Proceeds from disposal – plant and equipment		571	467
Less: carrying amount of plant and equipment assets sold/written off		(442)	(360)
Net gain/(loss) on disposal		129	107
Real estate assets held for sale	8		
Proceeds from disposal – real estate assets		39	34
Less: carrying amount of real estate assets sold/written off		(25)	(30)
Net gain/(loss) on disposal		14	4
<u>NET GAIN/(LOSS) ON DISPOSAL OF ASSETS</u>		<u>143</u>	<u>111</u>

Accounting policy for disposal of assets

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 derecognised.

Note 6(a). Cash and cash equivalent assets

\$ '000	2018	2017
Cash and cash equivalents		
Cash on hand and at bank	1,374	1,939
Cash-equivalent assets		
– Deposits at call	2,177	4,628
– Short-term deposits	–	2,000
Total cash and cash equivalents	3,551	8,567

Accounting policy for cash and cash equivalents

For Statement of Cash Flow presentation purposes, cash and cash equivalents includes cash on hand; deposits held at call with financial institutions; other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value; and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities on the Statement of Financial Position.

Bland Shire Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 6(b). Investments

\$ '000	2018		2017	
	Current	Non-current	Current	Non-current
Investments				
a. 'Loans and receivables'	24,700	3,036	15,200	3,036
Total investments	24,700	3,036	15,200	3,036
TOTAL CASH ASSETS, CASH EQUIVALENTS AND INVESTMENTS				
	28,251	3,036	23,767	3,036
Loans and receivables				
Long term deposits	24,700	3,036	15,200	3,036
Total	24,700	3,036	15,200	3,036

Accounting policy for investments**Classification**

Council classifies its financial assets in the following categories: financial assets at fair value through profit or loss; loans and receivables; held-to-maturity investments; and available-for-sale financial assets. The classification depends on the purpose for which the investments were acquired. Management determines the classification of its investments at initial recognition and, in the case of assets classified as held-to-maturity, re-evaluates this designation at each reporting date.

(a) Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets, except for those with maturities greater than 12 months after the reporting date which are classified as non-current assets. Loans and receivables are included in other receivables (Note 8) and receivables (Note 7) in the Statement of Financial Position. 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.

Cash flows relating to short-term receivables are not discounted if the effect of discounting is immaterial.

Recognition and de-recognition

Regular purchases and sales of financial assets are recognised on trade-date: the date on which Council commits to purchase or sell the asset. Investments are initially recognised at fair value plus transaction costs for all financial assets not carried at fair value through profit or loss. Financial assets carried at fair value through profit or loss are initially recognised at fair value and transaction costs are expensed in the income statement. Investments are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and Council has transferred substantially all the risks and rewards of ownership.

Bland Shire Council

Notes to the Financial Statements
for the year ended 30 June 2018

Note 6(c). Restricted cash, cash equivalents and investments – details

\$ '000	2018		2017	
	Current	Non-current	Current	Non-current
Total cash, cash equivalents and investments	28,251	3,036	23,767	3,036
attributable to:				
External restrictions (refer below)	601	3,036	494	3,036
Internal restrictions (refer below)	13,936	–	10,496	–
Unrestricted	13,714	–	12,777	–
	28,251	3,036	23,767	3,036

\$ '000	2018		2017	
Details of restrictions				
External restrictions – other				
Developer contributions – general			112	98
Developer contributions – sewer fund			95	27
Specific purpose unexpended grants			2,928	2,863
Sewerage services			502	542
External restrictions – other			3,637	3,530
Total external restrictions			3,637	3,530
Internal restrictions				
Plant and vehicle replacement			933	836
Infrastructure replacement			10,391	6,730
Employees leave entitlement			1,513	730
Carry over works			672	610
Land development			427	385
Other			–	1,205
Total internal restrictions			13,936	10,496
TOTAL RESTRICTIONS			17,573	14,026

Bland Shire Council

Notes to the Financial Statements
for the year ended 30 June 2018

Note 7. Receivables

\$ '000	2018		2017	
	Current	Non-current	Current	Non-current
Purpose				
Rates and annual charges	501	108	472	146
Interest and extra charges	101	–	47	–
User charges and fees	537	–	614	–
Accrued revenues				
– Interest on investments	188	–	130	–
Net GST receivable	154	–	83	–
Other debtors	6	–	3	–
Total	1,487	108	1,349	146
Less: provision for impairment				
Rates and annual charges	(70)	–	(70)	–
User charges and fees	(30)	–	(30)	–
Total provision for impairment – receivables	(100)	–	(100)	–
TOTAL NET RECEIVABLES	1,387	108	1,249	146
Externally restricted receivables				
Sewerage services				
– Other	131	–	93	–
Total external restrictions	131	–	93	–
Unrestricted receivables	1,256	108	1,156	146
TOTAL NET RECEIVABLES	1,387	108	1,249	146
Movement in provision for impairment of receivables			2018	2017
Balance at the beginning of the year			100	38
+ new provisions recognised during the year			–	62
Balance at the end of the year			100	100

Bland Shire Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 7. Receivables (continued)

Accounting policy for receivables

Recognition and measurement

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets, except for those with maturities greater than 12 months after the reporting date which are classified as non-current assets. Loans and receivables are included in other receivables (Note 8) and receivables (Note 7) in the Statement of Financial Position. 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.

Cash flows relating to short-term receivables are not discounted if the effect of discounting is immaterial.

Impairment

For loans and receivables the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows (excluding future credit losses that have not been incurred) discounted at the financial asset's original effective interest rate. The carrying amount of the asset is reduced and the amount of the loss is recognised in profit or loss.

Collectability of receivables is reviewed on an on-going basis. Debts that are known to be uncollectible are written off by reducing the carrying amount directly. An allowance account (provision for impairment of receivables) is used when there is objective evidence that Council will not be able to collect all amounts due according to the original terms of the receivables.

Significant financial difficulties of the debtor, probability that the debtor will enter bankruptcy or financial reorganisation, and default or delinquency in payments (more than 30 days overdue) are considered indicators that the receivable is impaired. When a receivable for which an impairment allowance had been recognised becomes uncollectable in a subsequent period it is written off against the allowance account. Subsequent recoveries of amounts previously written off are credited against other expenses in the Income statement.

Bland Shire Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 8. Inventories and other assets

\$ '000	2018		2017	
	Current	Non-current	Current	Non-current
(a) Inventories				
(i) Inventories at cost				
Real estate for resale (refer below)	329	–	344	–
Stores and materials	375	–	516	–
Total inventories at cost	704	–	860	–
<u>TOTAL INVENTORIES</u>	<u>704</u>	<u>–</u>	<u>860</u>	<u>–</u>
(b) Other assets				
Prepayments	102	–	120	–
Other	–	198	–	198
<u>TOTAL OTHER ASSETS</u>	<u>102</u>	<u>198</u>	<u>120</u>	<u>198</u>

Externally restricted assets

There are no restrictions applicable to the above assets.

Bland Shire Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 8. Inventories and other assets (continued)

\$ '000	Notes	2018		2017	
		Current	Non-current	Current	Non-current
(i) Other disclosures					
(a) Details for real estate development					
Residential		29	–	240	–
Industrial/commercial		300	–	104	–
Total real estate for resale		329	–	344	–
(Valued at the lower of cost and net realisable value)					
Represented by:					
Acquisition costs		29	–	240	–
Development costs		300	–	104	–
Total real estate for resale		329	–	344	–
Movements:					
Real estate assets at beginning of the year		344	–	162	–
– Purchases and other costs		10	–	212	–
– WDV of sales (expense)	5	(25)	–	(30)	–
Total real estate for resale		329	–	344	–

(b) Current assets not anticipated to be settled within the next 12 months

The following inventories and other assets, even though classified as current are not expected to be recovered in the next 12 months;

	2018	2017
Real estate for resale	270	162
	270	162

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 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.

Inventory held for distribution

Inventory held for distribution is held at cost, adjusted where applicable for any loss of service potential.

Land held for resale/capitalisation of borrowing costs

Land held for resale is stated at the lower of cost and net realisable value. Cost is assigned by specific identification and includes the cost of acquisition, and development and borrowing costs during development. When development is completed borrowing costs and other holding charges are expensed as incurred.

Borrowing costs included in the cost of land held for resale are those costs that would have been avoided if the expenditure on the acquisition and development of the land had not been made. Borrowing costs incurred while active development is interrupted for extended periods are recognised as expenses.

Bland Shire Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 9(a). Infrastructure, property, plant and equipment

Asset class	as at 30/6/2017			Asset movements during the reporting period								as at 30/6/2018		
	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount	Additions renewals	Additions new assets	Carrying value of disposals	Depreciation expense	Impairment reversal (recognised in equity)	Adjustments and transfers	Revaluation decrements to equity (ARR)	Revaluation increments to equity (ARR)	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount
\$ '000														
Capital work in progress	618	–	618	–	1,181	–	–	–	(618)	–	–	1,181	–	1,181
Plant and equipment	12,649	6,646	6,003	–	1,969	(443)	(1,150)	–	–	–	3,521	19,899	9,999	9,900
Office equipment	1,663	963	700	–	12	–	(99)	–	–	–	–	1,675	1,062	613
Furniture and fittings	152	126	26	–	–	–	(4)	–	–	–	–	152	130	22
Land:														
– Operational land	1,708	–	1,708	–	–	–	–	–	–	–	–	1,708	–	1,708
– Community land	3,256	–	3,256	–	–	–	–	–	–	(625)	–	2,631	–	2,631
Land improvements – non-depreciable	1,013	–	1,013	–	–	–	–	–	–	–	–	1,013	–	1,013
Land improvements – depreciable	1,473	589	884	–	–	–	(51)	–	–	(65)	–	1,576	808	768
Infrastructure:														
– Buildings – non-specialised	33,556	8,190	25,366	–	78	–	(788)	–	–	–	2,570	39,928	12,702	27,226
– Other structures	1,923	658	1,265	–	–	–	(104)	–	–	–	2,277	5,586	2,148	3,438
– Roads	183,900	32,545	151,355	3,915	–	–	(4,305)	1,134	–	(35,667)	–	177,025	60,593	116,432
– Bridges	16,890	1,707	15,183	–	–	–	(266)	–	–	(178)	–	18,429	3,690	14,739
– Footpaths	4,669	1,323	3,346	–	–	–	(90)	–	–	–	2,282	9,201	3,663	5,538
– Bulk earthworks (non-depreciable)	78,933	–	78,933	–	–	–	–	–	–	(2,307)	–	76,626	–	76,626
– Stormwater drainage	21,875	2,864	19,011	–	–	–	(168)	–	–	–	4,099	32,124	9,182	22,942
– Sewerage network	23,085	7,809	15,276	–	–	–	(395)	–	–	–	–	23,085	8,204	14,881
– Swimming pools	2,561	621	1,940	–	–	–	(65)	–	–	–	1,811	5,085	1,399	3,686
– Other open space/recreational assets	19,563	2,381	17,182	–	13	–	(717)	–	–	–	1,800	31,068	12,790	18,278
– Other infrastructure	11,080	6,350	4,730	–	–	–	(182)	–	–	–	3,873	16,542	8,121	8,421
Other assets:														
– Library books	517	359	158	–	–	–	(26)	–	–	–	–	517	385	132
Reinstatement, rehabilitation and restoration assets (refer Note 11):														
– Tip assets	3	1	2	–	–	–	–	–	–	–	–	3	1	2
– Gravel pits	2,031	1,257	774	–	–	–	(97)	–	–	–	–	2,030	1,353	677
– Sewer treatment facilities	106	46	60	–	–	–	–	–	–	–	–	107	50	57
TOTAL INFRASTRUCTURE, PROPERTY, PLANT AND EQUIP.	423,224	74,435	348,789	3,915	3,253	(443)	(8,507)	1,134	(618)	(38,842)	22,233	467,191	136,280	330,911

Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

Bland Shire Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 9(a). Infrastructure, property, plant and equipment (continued)

Accounting policy for infrastructure, property, plant and equipment

Infrastructure, property, plant and equipment are held at fair value. Independent valuations are performed at least every 5 years, however the carrying amount of assets is assessed at each reporting date to confirm that it is not materially different from current fair value.

Sewerage network assets are indexed at each reporting period in accordance with the Rates Reference Manual issued by Crown Lands and Water (CLAW).

Increases in the carrying amounts arising on revaluation are credited to the asset revaluation reserve. To the extent that the increase reverses a decrease previously 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 revaluation reserves directly in equity to the extent of the remaining reserve attributable to the class; all other decreases are charged to the Income Statement.

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.

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
Sewer assets		Stormwater assets	
Dams and reservoirs	80 to 100	Drains	80 to 100
Bores	20 to 40	Culverts	50 to 80
Reticulation pipes: PVC	70 to 80	Flood control structures	80 to 100
Reticulation pipes: other	25 to 75		
Pumps and telemetry	15 to 20		
Transportation assets		Other infrastructure assets	
Sealed roads: surface	20	Bulk earthworks	20
Sealed roads: structure	50	Swimming pools	50
Unsealed roads	20	Unsealed roads	20
Bridge: concrete	100	Other open space/recreational assets	20
Bridge: other	50	Other infrastructure	20
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. Gains and losses on disposals are determined by comparing proceeds with carrying amount. These are included in the Income statement.

Bland Shire Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 9(a). Infrastructure, property, plant and equipment (continued)

Land under roads

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

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

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

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".

Until such time as discussions on this matter have concluded and the legislation changed, Council will/will not recognise rural fire service assets including land, buildings, plant and vehicles.

Note 9(b). Infrastructure, property, plant and equipment – current year impairments

\$ '000	2018	2017
(i) Reversals of impairment losses previously recognised direct to equity (ARR):		
Total impairment reversals	<u>1,134</u>	<u>–</u>
<u>IMPAIRMENT OF ASSETS – DIRECT to EQUITY (ARR)</u>	<u><u>1,134</u></u>	<u><u>–</u></u>

Bland Shire Council

Notes to the Financial Statements
for the year ended 30 June 2018

Note 10. Payables and borrowings

\$ '000	2018		2017	
	Current	Non-current	Current	Non-current
Payables				
Goods and services – operating expenditure	590	–	368	–
Accrued expenses:				
– Borrowings	–	–	15	–
– Salaries and wages	83	–	149	–
Security bonds, deposits and retentions	5	–	5	–
Other	36	39	36	–
Total payables	714	39	573	–
Income received in advance				
Payments received in advance	303	–	139	–
Total income received in advance	303	–	139	–
Borrowings				
Loans – secured ¹	100	1,100	100	1,225
Chattel mortgage	47	–	74	82
Total borrowings	147	1,100	174	1,307
TOTAL PAYABLES AND BORROWINGS	1,164	1,139	886	1,307

(a) Payables and borrowings relating to restricted assets

There are no restricted assets (external or internal) applicable to the above payables and borrowings

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 Note 16.

Bland Shire Council

Notes to the Financial Statements
for the year ended 30 June 2018

Note 10. Payables and borrowings (continued)

\$ '000

(b) Changes in liabilities arising from financing activities

Class of borrowings	2017		Non-cash changes			2018
	Opening balance as at 1/7/17	Cash flows	Acquisition	Fair value changes	Other non-cash movements	Closing balance as at 30/6/18
Loans – secured	1,325	(125)	–	–	–	1,200
Other (enter details...)	156	(109)	–	–	–	47
TOTAL	1,481	(234)	–	–	–	1,247

\$ '000

2018

2017

(c) Financing arrangements**(i) Unrestricted access was available at balance date to the following lines of credit:**

Bank overdraft facilities ⁽¹⁾	350	350
Credit cards/purchase cards	61	61
Total financing arrangements	411	411
Undrawn facilities as at balance date:		
– Bank overdraft facilities	350	350
– Credit cards/purchase cards	61	61
Total undrawn financing arrangements	411	411

1. The bank overdraft facility may be drawn at any time and may be terminated by the bank without notice.

Bland Shire Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 10. Payables and borrowings (continued)

Accounting policy for payables and borrowings

Payables

These amounts represent liabilities for goods and services provided to the Council prior to the end of financial year that are unpaid. The amounts are unsecured and are usually paid within 30 days of recognition.

Borrowings

Borrowings are initially recognised at fair value, net of transaction costs incurred. Borrowings are subsequently measured at amortised cost. Any difference between the proceeds (net of transaction costs) and the redemption amount is recognised in the income statement over the period of the borrowings using the effective interest 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. In this case, the fee is deferred until the draw down occurs. To the extent there is no evidence that it is probable that some or all of the facility will be drawn down, the fee is capitalised as a prepayment for liquidity services and amortised over the period of the facility to which it relates.

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 finance cost.

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

Finance leases

Leases of property, plant and equipment where Council, as lessee, has substantially all the risks and rewards of ownership are classified as finance leases. Finance leases are capitalised at the lease's inception at the fair value of the leased property or, if lower, the present value of the minimum lease payments. The corresponding rental obligations, net of finance charges, are included in other short-term and long-term payables. Each lease payment is allocated between the liability and finance cost. The finance cost is charged to the income statement over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

The property, plant and equipment acquired under finance leases is depreciated over the asset's useful life or over the shorter of the asset's useful life and the lease term if there is no reasonable certainty that Council will obtain ownership at the end of the lease term.

Bland Shire Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 11. Provisions

\$ '000	2018		2017	
	Current	Non-current	Current	Non-current
Provisions				
Employee benefits:				
Annual leave	883	–	816	–
Long service leave	2,027	64	2,009	42
Other leave	13	–	14	–
Sub-total – aggregate employee benefits	2,923	64	2,839	42
Asset remediation/restoration:				
Asset remediation/restoration (future works)	4,431	–	–	4,203
Sub-total – asset remediation/restoration	4,431	–	–	4,203
<u>TOTAL PROVISIONS</u>	<u>7,354</u>	<u>64</u>	<u>2,839</u>	<u>4,245</u>

(a) Provisions relating to restricted assets

	2018		2017	
	Current	Non-current	Current	Non-current
Externally restricted assets				
Sewer	179	–	163	–
Provisions relating to externally restricted assets	179	–	163	–
Total provisions relating to restricted assets	179	–	163	–
Total provisions relating to unrestricted assets	7,175	64	2,676	4,245
<u>TOTAL PROVISIONS</u>	<u>7,354</u>	<u>64</u>	<u>2,839</u>	<u>4,245</u>

\$ '000	2018	2017
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(b) 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.

Provisions – employees benefits	1,849	1,804
	1,849	1,804

Bland Shire Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 11. Provisions (continued)

\$ '000

(c) Description of and movements in provisions

	Other provisions	
	Asset remediation	Total
2018		
At beginning of year	4,203	4,203
Changes to provision:		
Unwinding of discount	228	228
Total other provisions at end of year	4,431	4,431
2017		
At beginning of year	3,987	3,987
Changes to provision:		
Unwinding of discount	216	216
Total other provisions at end of year	4,203	4,203

Nature and purpose of non-employee benefit provisions

Asset remediation

Council has a legal/public obligation to make, restore, rehabilitate and reinstate the council tip and quarry.

Accounting policy for provisions

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.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the reporting date. The discount rate used to determine the present value reflects current market assessments of the time value of money and the risks specific to the liability. The increase in the provision due to the passage of time is recognised as interest expense.

Bland Shire Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 11. Provisions (continued)

Employee benefits

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.

The obligations are presented as current liabilities in the Statement of Financial Position if the 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.

Provisions for close-down and restoration, and environmental clean-up costs – 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, eg updated cost estimates and revisions to the estimated lives of operations, and are subject to formal review at regular intervals

Bland Shire Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 11. 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.

Close down and restoration costs are a normal consequence of tip and quarry operations, and the majority of close down and restoration expenditure is incurred at the end of the life of the operations. Although the ultimate cost to be incurred is uncertain, Council estimates the respective costs based on feasibility and engineering studies using current restoration standards and techniques.

Bland Shire Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 12. Accumulated surplus, revaluation reserves, changes in accounting policies, changes in accounting estimates and errors

(a) 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.

(b) Correction of errors relating to a previous reporting period

Nature of prior-period error

A revaluation of all Council Roads was conducted in 2017/18 with a review on methodology for valuing assets and the depreciation methodology. The review identified Road Assets as having residual values. Council removed the residual values for roads to bring the accounting treatment in line with AASB116.

The adjustment has been treated as a prior period error in the 30 June 2018 financial statements, based on the fact the previous valuation had residual values for roads.

The correction of a prior period error will result in a decrement of \$32,734,000.

The above error has been corrected by restating the beginning balances of the relevant affected line items in the Statement of Financial Position for the earliest prior period presented. The review determined that the straight line pattern of consumption was used in the previous valuation. Depreciation has been adjusted, with a total increase of \$1,015,000 by adopting the straight line method of depreciation.

A revaluation of all Council buildings was conducted in 2018 with a review on methodology for valuing assets and the depreciation methodology. A comparison of the asset registers identified that previous building valuations were undertaken on an asset stock comprising of 132 structures. The review identified Building Asset stock comprising of 200 structures.

The additional 68 building assets identified in the 2017/18 revaluation affects the written down value of the building asset class by increasing it by \$6,051,000.

These assets impact Council's financial position for periods prior to the earliest period presented in Council's financial statements.

The opening beginning balances of relevant line items in the financial statements have been restated to reflect these additional assets.

Valuation records pre-2017 were analysed and a straight line pattern of consumption was applied. Depreciation has been adjusted, with a total increase of \$61,000

A revaluation of all Other Open Spaces/Recreational Assets was conducted in 2018 with a review on methodology for valuing assets and the depreciation methodology.

The nature of this financial class has been difficult to reconcile between historical asset registers that were used to determine previous valuations compared to current asset register used to develop 2018 valuations. However a contractor was engaged to undertake visual inspections of this financial class. This has resulted in a current and improved asset register.

The adjustment has been treated as a prior period error in the 30 June 2018 financial statements, based on the fact the previous valuation was done without a visual inspection of assets.

The correction of a prior period error will result in a revaluation increase of \$12,800,000 as at 30 June 2017, with an additional revaluation amount of \$763,000 included in the 2017/18 statements.

These assets were not previously recognised and valued and hence this is the reason for this positive movement. No residual values were applied to this class. Depreciation has been adjusted, with a total increase of \$512,000.

Bland Shire Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 12. Accumulated surplus, revaluation reserves, changes in accounting policies, changes in accounting estimates and errors (continued)

\$ '000

(b) Correction of errors relating to a previous reporting period (continued)

The errors identified above have been corrected by restating the balances at the beginning of the earliest period presented (1 July 2016) and taking the adjustment through to accumulated surplus at that date.

Comparatives have been changed to reflect the correction of errors. The impact on each line item is shown in the tables below.

Changes to the opening Statement of Financial Position at 1 July 2016

Statement of Financial Position	Original Balance 1 July, 2016	Impact Increase/ (decrease)	Restated Balance 1 July, 2016
Roads	191,040	(32,734)	158,306
Buildings	17,309	6,051	23,360
Recreational Assets	5,076	12,800	17,876
Total Assets	384,182	(13,883)	370,299
Retained Earnings	124,420	–	124,420
Revaluation Reserves	250,391	(13,883)	236,508
Total equity	374,811	(13,883)	360,928

Adjustments to the comparative figures for the year ended 30 June 2017

Statement of Financial Position	Original Balance 30 June, 2017	Impact Increase/ (decrease)	Restated Balance 30 June, 2017
Roads	185,104	(33,749)	151,355
Buildings	19,376	5,990	25,366
Recreational Assets	4,894	12,288	17,182
Total assets	393,636	(15,471)	378,165
Total liabilities	9,277	–	9,277
Retained Earnings	134,577	(1,588)	132,989
Revaluation Reserves	249,782	(13,883)	235,899
Total equity	384,359	(15,471)	368,888

Bland Shire Council

Notes to the Financial Statements
for the year ended 30 June 2018

Note 12. Accumulated surplus, revaluation reserves, changes in accounting policies, changes in accounting estimates and errors (continued)

 \$ '000

(b) Correction of errors relating to a previous reporting period (continued)

	Original Balance 30 June, 2017	Impact Increase/ (decrease)	Restated Balance 30 June, 2017
Income Statement			
Depreciation	5,262	1,588	6,850
Total expenses from continuing operations	19,280	1,588	20,868
Net operating result for the year	10,157	(1,588)	8,569
	Original Balance 30 June, 2017	Impact Increase/ (decrease)	Restated Balance 30 June, 2017
Statement of Comprehensive Income			
Total comprehensive income for the year	10,157	(1,588)	8,569

Bland Shire Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 13. Statement of cash flows – additional information

\$ '000	Notes	2018	2017
(a) Reconciliation of cash assets			
Total cash and cash equivalent assets	6a	3,551	8,567
Balance as per the Statement of Cash Flows		3,551	8,567
(b) Reconciliation of net operating result to cash provided from operating activities			
Net operating result from Income Statement		1,563	8,569
Adjust for non-cash items:			
Depreciation and amortisation		8,507	6,850
Net losses/(gains) on disposal of assets		(143)	(111)
Unwinding of discount rates on reinstatement provisions		228	216
+/- Movement in operating assets and liabilities and other cash items:			
Decrease/(increase) in receivables		(100)	(302)
Increase/(decrease) in provision for doubtful debts		–	62
Decrease/(increase) in inventories		141	(64)
Decrease/(increase) in other assets		18	(120)
Increase/(decrease) in payables		222	(269)
Increase/(decrease) in accrued interest payable		(15)	–
Increase/(decrease) in other accrued expenses payable		(66)	39
Increase/(decrease) in other liabilities		203	54
Increase/(decrease) in employee leave entitlements		106	10
Increase/(decrease) in other provisions		–	1
Net cash provided from/(used in) operating activities from the Statement of Cash Flows		10,664	14,935

Note 14. Commitments for expenditure

(a) Capital commitments (exclusive of GST)

Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:

Property, plant and equipment			
Buildings		64	88
Road construction		–	970
Other infrastructure		358	22
Total commitments		422	1,080
These expenditures are payable as follows:			
Within the next year		422	1,080
Total payable		422	1,080
Sources for funding of capital commitments:			
Unrestricted general funds		9	710
Externally restricted reserves		281	370
Internally restricted reserves		132	–
Total sources of funding		422	1,080

Bland Shire Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 15. Contingencies and other liabilities/assets not recognised

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 participates in an employer-sponsored defined benefit superannuation scheme, and makes contributions as determined by the superannuation scheme's trustees.

Member councils bear responsibility of ensuring there are sufficient funds available to pay out the required benefits as they fall due.

The schemes most recent full actuarial review indicated that the net assets of the scheme were not sufficient to meet the accrued benefits of the schemes defined benefit member category with member councils required to make significantly higher contributions in future years.

The Local Government Superannuation Scheme however is unable to provide Council with an accurate estimate of its share of the net deficit and accordingly Council has not recorded any net liability from its defined benefit scheme obligations in accordance with AASB 119.

Future contributions made to the defined benefit scheme to rectify the net deficit position will be recognised as an expense when they become payable – similar to the accounting for defined contributions plans.

(ii) Statewide Limited

Council is a member of Statewide Mutual, a mutual pool scheme providing liability insurance to local government.

Membership includes the potential to share in either the net assets or liabilities of the fund depending on its past performance. Council's share of the net assets or liabilities reflects Council's contributions to the pool and the result of insurance claims within each of the fund years.

The future realisation and finalisation of claims incurred but not reported to 30/6 this year may result in future liabilities or benefits as a result of past events that Council will be required to fund or share in respectively.

(iii) StateCover Limited

Council is a member of StateCover Mutual Limited and holds a partly paid share in the entity.

StateCover is a company providing workers compensation insurance cover to the NSW local government industry and specifically Council.

Bland Shire Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 15. Contingencies and other liabilities/assets not recognised (continued)

LIABILITIES NOT RECOGNISED (continued):

1. Guarantees (continued)

(iii) StateCover Limited (continued)

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.

(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) 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.

Bland Shire Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 16. Financial risk management

\$ '000

Risk management

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

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

Council does not engage in transactions expressed in foreign currencies and is therefore not subject to foreign currency risk.

Financial risk management is carried out by Council's finance section under policies approved by the Council.

A comparison by category of the carrying amounts and fair values of Council's financial assets and financial liabilities recognised in the financial statements is presented below.

	Carrying value		Fair value	
	2018	2017	2018	2017
Financial assets				
Cash and cash equivalents	3,551	8,567	3,551	8,567
Investments				
– 'Loans and receivables'	27,736	18,236	27,736	18,236
Receivables	1,495	1,395	1,495	1,395
Total financial assets	32,782	28,198	32,782	28,198
Financial liabilities				
Payables	753	573	598	573
Loans/advances	1,247	1,481	1,247	1,481
Total financial liabilities	2,000	2,054	1,845	2,054

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 held-to-maturity** investments – are based upon estimated future cash flows discounted by the current mkt 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) '**available-for-sale**' – are based upon quoted market prices (in active markets for identical investments) at the reporting date or independent valuation.

Bland Shire Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 16. Financial risk management (continued)

\$ '000

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 Ministerial Investment Order 625. This policy is regularly reviewed by Council and its staff and a monthly Investment report is provided to Council setting out the make-up and performance of the portfolio as required by Local Government regulations.

The risks associated with the investments held are:

- **Price risk** – the risk that the capital value of Investments may fluctuate due to changes in market prices, whether there changes are caused by factors specific to individual financial instruments or their issuers or are caused by factors affecting similar instruments traded in a market.
- **Interest rate risk** – the risk that movements in interest rates could affect returns and income.
- **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.

Council also seeks advice from independent advisers before placing any funds in cash equivalents and investments.

(a) Market risk – price risk and interest rate risk

The following represents a summary of the sensitivity of Council's Income Statement and accumulated surplus (for the reporting period) due to a change in either the price of a financial asset or the interest rates applicable.

It is assumed that the change in interest rates would have been constant throughout the reporting period.

	Increase of values/rates		Decrease of values/rates	
	Profit	Equity	Profit	Equity
2018				
Possible impact of a 1% movement in interest rates	290	290	290	290
2017				
Possible impact of a 1% movement in interest rates	226	226	226	226

Bland Shire Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 16. Financial risk management (continued)

\$ '000

(b) Credit risk

Council's major receivables comprise (i) rates and annual charges and (ii) user charges and fees.

The major risk associated with these receivables is credit risk – the risk that debts due and payable to Council may not be repaid in full.

Council manages this risk by monitoring outstanding debt and employing stringent debt recovery procedures. It also encourages ratepayers to pay their rates by the due date through incentives.

Credit risk on rates and annual charges is minimised by the ability of Council to secure a charge over the land relating to the debts – that is, the land can be sold to recover the debt. Council is also able to charge interest on overdue rates and annual charges at higher than market rates which further encourages the payment of debt.

There are no significant concentrations of credit risk, whether through exposure to individual customers, specific industry sectors and/or regions.

The level of outstanding receivables is reported to Council monthly and benchmarks are set and monitored for acceptable collection performance.

Council makes suitable provision for doubtful receivables as required and carries out credit checks on most non-rate debtors.

There are no material receivables that have been subjected to a re-negotiation of repayment terms.

A profile of Council's receivables credit risk at balance date follows:

	2018 Rates and annual charges	2018 Other receivables	2017 Rates and annual charges	2017 Other receivables
(i) Ageing of receivables – %				
Current (not yet overdue)	57%	98%	0%	74%
Overdue	43%	2%	100%	26%
	<u>100%</u>	<u>100%</u>	<u>100%</u>	<u>100%</u>

(ii) Ageing of receivables – value

Rates and annual charges

	2018	2017
Current	350	–
< 1 year overdue	117	344
1 – 2 years overdue	50	107
2 – 5 years overdue	43	82
> 5 years overdue	49	85
	<u>609</u>	<u>618</u>

Other receivables

Current	965	766
61 – 90 days overdue	21	111
	<u>986</u>	<u>877</u>

Bland Shire Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 16. Financial risk management (continued)

\$ '000

(c) Liquidity risk

Payables and borrowings are both subject to liquidity risk – the risk that insufficient funds may be on hand to meet payment obligations as and when they fall due.

Council manages this risk by monitoring its cash flow requirements and liquidity levels and maintaining an adequate cash buffer.

Payment terms can (in extenuating circumstances) also be extended and overdraft facilities utilised as required.

Borrowings are also subject to interest rate risk – the risk that movements in interest rates could adversely affect funding costs and debt servicing requirements. Council manages this risk by borrowing long term and fixing the interest rate on a 4-year renewal basis. The Finance Section regularly reviews interest rate movements to determine if it would be advantageous to refinance or renegotiate part or all of the loan portfolio.

The contractual undiscounted cash outflows (ie. principal and interest) of Council's payables and borrowings are set out in the maturity table below:

\$ '000	Weighted average interest rate	Subject to no maturity	payable in:			Total cash outflows	Actual carrying values
			≤ 1 Year	1 – 5 Years	> 5 Years		
2018							
Trade/other payables		5	518	75	–	598	753
Loans and advances		–	203	574	821	1,598	1,247
Total financial liabilities		5	721	649	821	2,196	2,000
2017							
Trade/other payables		5	568	–	–	573	573
Loans and advances		–	237	674	698	1,609	1,481
Total financial liabilities		5	805	674	698	2,182	2,054

Bland Shire Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 17. Material budget variations

\$ '000

Council's original financial budget for 17/18 was adopted by the Council on 20 June 2017 and is not required to be audited.

While the Income Statement included in this General Purpose Financial Report must disclose the original budget adopted by Council, the *Local Government Act 1993* requires Council to review its financial budget on a quarterly basis, so that it is able to manage the various variations between actuals versus budget that invariably occur throughout the year.

This note sets out the details of **material variations** between Council's original budget and its actual results for the year as per the Income Statement – even though such variations may have been adjusted for during each quarterly budget review.

Note that for variations* of budget to actual :

Material variations represent those variances that amount to **10%** or more of the original budgeted figure.

F = Favourable budget variation, **U** = Unfavourable budget variation

\$ '000	2018 Budget	2018 Actual	2018 ----- Variance* -----		
REVENUES					
Rates and annual charges	8,507	8,604	97	1%	F
User charges and fees	1,320	1,440	120	9%	F
Interest and investment revenue	290	704	414	143%	F
Funds invested was more than expected producing a higher than budgeted interest return					
Other revenues	230	412	182	79%	F
Donations of \$50k received for Tourism construction at Ungarie. \$28k extra due to Sale of Land for unpaid rates					
Operating grants and contributions	10,017	12,137	2,120	21%	F
Extra funding received due to Flood damage event in 2016. Unbudgeted funding for Strengthening communities program					
Capital grants and contributions	1,034	1,664	630	61%	F
Received addition block grant funding in 2018. Unbudgeted Library Grant \$200k for refurbishment					
Net gains from disposal of assets	374	143	(231)	(62%)	U
Disposals did not net what was expected from Trade-ins and sales of plant for the year					

Bland Shire Council

Notes to the Financial Statements
for the year ended 30 June 2018

Note 17. Material budget variations (continued)

\$ '000	2018 Budget	2018 Actual	2018 ----- Variance* -----		
EXPENSES					
Employee benefits and on-costs	6,512	6,573	(61)	(1%)	U
Borrowing costs	179	293	(114)	(64%)	U
Budget did not take in to account remediation liabilities					
Materials and contracts	5,037	5,954	(917)	(18%)	U
Road works activities included Flood damage works and addition R2R works resulted in increases in M&C					
Depreciation and amortisation	5,211	8,507	(3,296)	(63%)	U
Other expenses	2,084	2,214	(130)	(6%)	U

Budget variations relating to Council's Cash Flow Statement include:

Cash flows from operating activities	7,586	10,664	3,078	40.6%	F
Increase in R2R fund of \$1.3M, Strengthening Communities 503k, Addit \$500k in FAG funding					
Cash flows from investing activities	-	(15,446)	(15,446)	0.0%	U
High level of turnover in Investment activity led to this result					
Cash flows from financing activities	-	(234)	(234)	0.0%	U
Is consistent with borrowing costs for loan and Chattel mortgage					

Bland Shire Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 18. Fair value measurement

\$ '000

The Council measures the following asset and liability classes at fair value on a recurring basis:

- Infrastructure, property, plant and equipment
- Financial assets and liabilities

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).

(1) The following table presents all assets and liabilities that have been measured and recognised at fair values:

2018	Date of latest valuation	Fair value measurement hierarchy			Total
		Level 1 Quoted prices in active mkts	Level 2 Significant observable inputs	Level 3 Significant unobservable inputs	
Recurring fair value measurements					
Financial assets					
Investments					
– 'Held to maturity'	30/06/18	–	27,736	–	27,736
Total financial assets		–	27,736	–	27,736
Financial liabilities					
Loans/advances	30/06/18	–	1,247	–	1,247
Payables	30/06/18	–	598	–	598
Total financial liabilities		–	1,845	–	1,845

Bland Shire Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 18. Fair value measurement (continued)

\$ '000

(1) The following table presents all assets and liabilities that have been measured and recognised at fair values (continued):

2018	Date of latest valuation	Fair value measurement hierarchy			Total
		Level 1 Quoted prices in active mkts	Level 2 Significant observable inputs	Level 3 Significant unobservable inputs	
Recurring fair value measurements					
Infrastructure, property, plant and equipment					
Plant and equipment	30/06/18	–	9,900	–	9,900
Office equipment	30/06/18	–	613	–	613
Furniture and fittings	30/06/18	–	22	–	22
Operational land	30/06/18	–	1,708	–	1,708
Community land	30/06/18	–	2,631	–	2,631
Land improvement – non-depreciable	30/06/18	–	–	1,013	1,013
Land improvement – depreciable	30/06/18	–	–	768	768
Buildings	30/06/18	–	–	27,226	27,226
Other structure	30/06/18	–	–	3,438	3,438
Roads – surface	30/06/18	–	–	45,851	45,851
Roads – pavement	30/06/18	–	–	67,030	67,030
Street lights	30/06/18	–	–	103	103
Aerodrome	30/06/18	–	–	3,448	3,448
Bridges	30/06/18	–	–	14,217	14,217
Traffic facilities	30/06/18	–	–	522	522
Footpath	30/06/18	–	–	5,538	5,538
Road – formation	30/06/18	–	–	76,626	76,626
Stormwater	30/06/18	–	–	14,444	14,444
Kerb and gutter	30/06/18	–	–	8,498	8,498
Sewer	30/06/18	–	–	14,881	14,881
Library	30/06/18	–	–	132	132
Work in progress	30/06/18	–	–	1,181	1,181
Gravel restoration asset	30/06/18	–	–	677	677
Sewer restoration asset	30/06/18	–	–	57	57
Tip restoration asset	30/06/18	–	–	2	2
Open Space/Recreational Assets	30/06/18	–	–	18,278	18,278
Swimming Pools	30/06/18	–	–	3,686	3,686
Other Infrastructure	30/06/18	–	–	8,421	8,421
Total infrastructure, property, plant and equipment		–	14,874	316,037	330,911

Bland Shire Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 18. Fair value measurement (continued)

\$ '000

(1) The following table presents all assets and liabilities that have been measured and recognised at fair values (continued):

2017	Date of latest valuation	Fair value measurement hierarchy			Total
		Level 1 Quoted prices in active mkts	Level 2 Significant observable inputs	Level 3 Significant unobservable inputs	
Recurring fair value measurements					
Financial assets					
Investments – 'Held to maturity'	30/06/17	–	18,236	–	18,236
Total financial assets		–	18,236	–	18,236
Financial liabilities					
Loans/advances	30/06/17	–	1,481	–	1,481
Payables	30/06/17	–	573	–	573
Total financial liabilities		–	2,054	–	2,054
Infrastructure, property, plant and equipment					
Plant and equipment	30/06/17	–	6,003	–	6,003
Office equipment	30/06/17	–	700	–	700
Furniture and fittings	30/06/17	–	26	–	26
Operational land	30/06/17	–	1,708	–	1,708
Community land	30/06/17	–	3,256	–	3,256
Land improvement – non-depreciable	30/06/17	–	–	1,013	1,013
Land improvement – depreciable	30/06/17	–	–	884	884
Buildings	30/06/17	–	–	19,376	19,376
Other structure	30/06/17	–	–	9,788	9,788
Roads – surface	30/06/17	–	–	86,661	86,661
Roads – pavement	30/06/17	–	–	103,510	103,510
Street lights	30/06/17	–	–	105	105
Aerodrome	30/06/17	–	–	3,040	3,040
Bridges	30/06/17	–	–	15,183	15,183
Traffic facilities	30/06/17	–	–	553	553
Footpath	30/06/17	–	–	3,346	3,346
Road – formation	30/06/17	–	–	78,933	78,933
Stormwater	30/06/17	–	–	19,011	19,011
Kerb and gutter	30/06/17	–	–	6	6
Sewer	30/06/17	–	–	15,276	15,276
Library	30/06/17	–	–	158	158
Work in progress	30/06/17	–	–	618	618
Gravel restoration asset	30/06/17	–	–	774	774
Sewer restoration asset	30/06/17	–	–	60	60
Tip restoration asset	330/6/17	–	–	2	2
Total infrastructure, property, plant and equipment		–	11,693	358,297	369,990

(2) Transfers between level 1 and level 2 fair value hierarchies

During the year, there were no transfers between level 1 and level 2 fair value hierarchies for recurring fair value measurements.

Bland Shire Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 18. Fair value measurement (continued)

(3) Valuation techniques used to derive level 2 and level 3 fair values

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:

Financial assets

Financial Assets are Cash and Cash Equivalents and Investments. The most significant inputs are face value of the investments and effective interest rate. These are pre determined at the time of investment (initial recognition) and subsequently measured at amortised cost using effective interest rate method less any impairment.

Financial liabilities

Financial Liabilities are Accounts payable, Loan and Chattel Mortgage. The most significant inputs are value of the Loan and Chattel Mortgage and effective interest rate. These are pre determined at the time the loan and Chattel mortgage obtained and interest expenses as at 30 June 2015 is accrued.

Accounts payable is recognised the cost of payable. The Council doesn't have any overdue payable at the balance sheet date.

Infrastructure, property, plant and equipment (IPP&E)

Level 2 Inputs

Plant and Equipment

Plant and Equipment have a secondary market based on its condition and age, which is captured by the depreciation council account for and the WDV reflect the expected price to sell on secondary market with little variance. So the plant and equipment are classified as level 2 input category.

Office Equipment, Furniture and Fittings and Library

Office Equipment and Furniture have a secondary market based on its condition and age, which is captured by the depreciation council account for and the WDV reflect the actual price it could be sold in the secondary market. So the plant and equipment are classified as level 2 input categories.

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.

Level 3 Inputs

Land improvements- Depreciable and non 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. The input factors further discussed in note 18(4) b

Bland Shire Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 18. Fair value measurement (continued)

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.

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.

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. These were revalued by an external valuer as per the OLG schedule for valuations.

Work in progress

Capital works in progress were considered as level 3 input categories in line with the asset classes. The input will be cost.

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.

Bland Shire Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 18. Fair value measurement (continued)

\$ '000

(4). Fair value measurements using significant unobservable inputs (level 3)

a. The following tables present the changes in level 3 fair value asset classes.

	Land impro- -vement non depreciable	Land impro- -vement depreciable	Buildings	Other structure	Total
Opening balance – 1/7/16	1,013	961	17,309	1,100	20,383
Transfers from/(to) another asset class	–	–	(146)	–	(146)
Purchases (GBV)	–	–	2,489	214	2,703
Depreciation and impairment	–	(77)	(276)	(50)	(403)
Closing balance – 30/6/17	1,013	884	19,376	1,264	22,537
Adoption of AASB 13	–	(41)	–	2,288	2,247
Transfers from/(to) another asset class	–	–	8,070	–	8,070
Purchases (GBV)	–	–	78	–	78
Depreciation and impairment	–	(75)	(298)	(114)	(487)
Closing balance – 30/6/18	1,013	768	27,226	3,438	32,445

	Roads- surface	Roads- pavement	Street lights	Aerodrome	Total
Opening balance – 1/7/16	86,754	103,622	107	3,103	193,586
Purchases (GBV)	2,806	–	–	–	2,806
Depreciation and impairment	(2,909)	(88)	–	(30)	(3,027)
FV gains – other comprehensive income	–	–	(3)	–	(3)
Closing balance – 30/6/17	86,651	103,534	104	3,073	193,362
Adoption of AASB 13	(38,648)	(38,466)	–	408	(76,706)
Purchases (GBV)	1,791	2,123	–	–	3,914
Depreciation and impairment	(5,077)	(161)	(1)	(33)	(5,272)
Impairment Reversal	1,134	–	–	–	1,134
Closing balance – 30/6/18	45,851	67,030	103	3,448	116,432

Bland Shire Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 18. Fair value measurement (continued)

\$ '000

(4). Fair value measurements using significant unobservable inputs (level 3) (continued)**a. The following tables present the changes in level 3 fair value asset classes.** (continued)

	Bridges	Traffic facilities	Footpath	Road-formation (earthwork)	Total
Opening balance – 1/7/16	15,244	557	3,424	78,933	98,158
Purchases (GBV)	–	–	11	–	11
Depreciation and impairment	(61)	(11)	(89)	–	(161)
Closing balance – 30/6/17	15,183	546	3,346	78,933	98,008
Adoption of AASB 13	(382)	–	2,282	(2,308)	(408)
Transfers from/(to) another asset class	(545)	–	–	–	(545)
Depreciation and impairment	(39)	(24)	(90)	–	(153)
Closing balance – 30/6/18	14,217	522	5,538	76,625	96,902

	Stormwater pipes, pits and drain	Kerb and gutter	Sewer	Library	Total
Opening balance – 1/7/16	10,563	8,539	10,403	183	29,688
Purchases (GBV)	23	–	64	–	87
Depreciation and impairment	(73)	(41)	(313)	(25)	(452)
Revaluation Decrement to Equity	–	–	(559)	–	(559)
Revaluation Increments to Equity	–	–	5,681	–	5,681
Closing balance – 30/6/17	10,513	8,498	15,276	158	34,445
Adoption of AASB 13	4,099	–	–	–	4,099
Depreciation and impairment	(168)	–	(395)	(26)	(589)
Closing balance – 30/6/18	14,444	8,498	14,881	132	37,955

Bland Shire Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 18. Fair value measurement (continued)

\$ '000

(4). Fair value measurements using significant unobservable inputs (level 3) (continued)

a. The following tables present the changes in level 3 fair value asset classes. (continued)

	WIP	Gravel restoration asset	Sewer restoration asset	Tip restoration asset	Total
Opening balance – 1/7/16	868	870	63	2	1,803
Transfers from/(to) another asset class	(868)	–	–	–	(868)
Purchases (GBV)	618	–	–	–	618
Depreciation and impairment	–	(96)	(3)	–	(99)
Closing balance – 30/6/17	618	774	60	2	1,454
Transfers from/(to) another asset class	(618)	–	–	–	(618)
Purchases (GBV)	1,181	–	–	–	1,181
Depreciation and impairment	–	(97)	(3)	–	(100)
Closing balance – 30/6/18	1,181	677	57	2	1,917

	Other infrastructure	Recreation asset	Swimming pool	Total
Opening balance – 1/7/16	1,809	5,076	2,005	8,890
Purchases (GBV)	–	10	–	10
Depreciation and impairment	(152)	(192)	(65)	(409)
Closing balance – 30/6/17	1,657	4,894	1,940	8,491
Adoption of AASB 13	3,873	13,562	1,811	19,246
Transfers from/(to) another asset class	3,073	–	–	3,073
Disposals (WDV)	–	13	–	13
Depreciation and impairment	(182)	(191)	(65)	(438)
Closing balance – 30/6/18	8,421	18,278	3,686	30,385

Bland Shire Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 18. Fair value measurement (continued)

\$ '000

(4). Fair value measurements using significant unobservable inputs (level 3) (continued)

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.

Class	Fair value (30/6/18) \$'000	Valuation technique/s	Unobservable inputs
IPP&E			
Land improvement – non-depreciable	1,013	Written down current replacement cost	Gross replacement cost Asset condition
Land improvement – depreciable	768	Written down current replacement cost	Gross replacement cost Asset condition Useful life
Buildings	27,226	Written down current replacement cost	Gross replacement cost Asset condition Useful life Residual value
Other structure	3,438	Written down current replacement cost	Gross replacement cost Asset condition Useful life
Roads – surface	45,851	Written down current replacement cost	Gross replacement cost Asset condition Useful life Residual value
Roads – pavement	67,030	Written down current replacement cost	Gross replacement cost Asset condition Useful life Residual value
Street lights	103	Written down current replacement cost	Gross replacement cost Asset condition Useful life
Aerodrome	3,448	Written down current replacement cost	Gross replacement cost Asset condition Useful life Residual value
Bridges	14,217	Written down current replacement cost	Gross replacement cost Asset condition Useful life Residual value
Traffic facilities	522	Written down current replacement cost	Gross replacement cost Asset condition Useful life
Footpath	5,538	Written down current replacement cost	Gross replacement cost Asset condition Useful life Residual value

Bland Shire Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 18. Fair value measurement (continued)

\$ '000

(4). Fair value measurements using significant unobservable inputs (level 3) (continued)

b. Significant unobservable valuation inputs used (for level 3 asset classes) and their relationship to fair value (continued).

Class	Fair value (30/6/18) \$'000	Valuation technique/s	Unobservable inputs
IPP&E (continued)			
Road – formation	76,626	Current replacement cost	Gross replacement cost
Stormwater	14,444	Written down current replacement cost	Gross replacement cost Asset condition Useful life Residual value
Kerb and gutter	8,498	Written down current replacement cost	Gross replacement cost Asset condition Useful life Residual value
Sewer	14,881	Written down current replacement cost	Gross replacement cost Asset condition Useful life Residual value
Library	132	Written down current replacement cost	Gross replacement cost Useful life
Work in progress	1,181	Current replacement cost	Gross replacement cost
Gravel restoration asset	677	Written down current replacement cost	Restoration cost – historic Discount rate
Sewer restoration asset	57	Gross replacement cost	Restoration cost – historic Discount rate
Tip restoration asset	2	Written down current replacement cost	Restoration cost – historic Discount rate
Other Infrastructure	8,421	Written down current replacement cost	Gross replacement cost Asset condition Useful life
Recreational Assets	18,278	Written down current replacement cost	Gross replacement cost Asset condition Useful life
Swimming Pools	3,686	Written down current replacement cost	Gross replacement cost Asset condition Useful life

(5). Highest and best use

All of Council's non-financial assets are considered as being utilised for their highest and best use.

Bland Shire Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 19. Related party transactions

\$' 000

a. Key management personnel

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:

Compensation:	2018	2017
Short-term benefits	669	669
Total	669	669

Bland Shire Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 19. Related party transactions (continued)

b. 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		Value of transactions during year	Outstanding balance	Terms and conditions	Provisions for doubtful debts outstanding	Doubtful debts expense recognised
	Ref	Actual \$	(incl. loans and commitments) Actual \$		Actual \$	Actual \$
2018						
Employee expenses relating to close family of KMP	1	83,000	–	Council Staff award	–	–
2017						
Employee expenses relating to close family of KMP	1	81,000	–	Council Staff award	–	–
Supply of Electrical Services	2	14,000	–	30 day terms on Invoices	–	–

1 Employee was employed by Council under the relevant pay award on an arms length basis

2 Council utilised the services of contractor for electrical work based on submitted quote and availability to carry out the work when required where the total cost of electrical work done for council by various contractors totalled \$67K

Bland Shire Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 20. Statement of developer contributions

\$ '000

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.

SUMMARY OF CONTRIBUTIONS AND LEVIES

PURPOSE	Opening balance	Contributions received during the year		Interest earned in year	Expenditure during year	Internal borrowing (to)/from	Held as restricted asset	Cumulative internal borrowings due/(payable)
		Cash	Non-cash					
Drainage	3	–	–	–	–	–	3	–
Roads	3	–	–	–	–	–	3	–
Parking	7	–	–	–	–	–	7	–
Open space	1	–	–	–	–	–	1	–
Community facilities	81	14	–	–	–	–	95	–
Other	3	–	–	–	–	–	3	–
S7.11 contributions – under a plan	98	14	–	–	–	–	112	–
Total S7.11 and S7.12 revenue under plans	98	14	–	–	–	–	112	–
S64 contributions	27	68	–	–	–	–	95	–
Total contributions	125	82	–	–	–	–	207	–

Bland Shire Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 20. Statement of developer contributions (continued)

\$ '000

S7.11 CONTRIBUTIONS – UNDER A PLAN

CONTRIBUTION PLAN

PURPOSE	Opening balance	Contributions received during the year		Interest earned in year	Expenditure during year	Internal borrowing (to)/from	Held as restricted asset	Cumulative internal borrowings due/(payable)
		Cash	Non-cash					
Drainage	3	–	–	–	–	–	3	–
Roads	3	–	–	–	–	–	3	–
Parking	7	–	–	–	–	–	7	–
Open space	1	–	–	–	–	–	1	–
Community facilities	81	14	–	–	–	–	95	–
Other	3	–	–	–	–	–	3	–
Total	98	14	–	–	–	–	112	–

Bland Shire Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 21. Financial result and financial position by fund

Income Statement by fund	2018	2018
\$ '000		
Continuing operations	Sewer	General¹
Income from continuing operations		
Rates and annual charges	1,394	7,210
User charges and fees	82	1,358
Interest and investment revenue	12	692
Other revenues	–	412
Grants and contributions provided for operating purposes	–	12,137
Grants and contributions provided for capital purposes	–	1,664
Other income		
Net gains from disposal of assets	–	143
Total income from continuing operations	1,488	23,616
Expenses from continuing operations		
Employee benefits and on-costs	168	6,405
Borrowing costs	–	293
Materials and contracts	951	5,003
Depreciation and amortisation	420	8,087
Other expenses	–	2,214
Total expenses from continuing operations	1,539	22,002
Operating result from continuing operations	(51)	1,614
 Net operating result attributable to each council fund	 (51)	 1,614
 Net operating result for the year before grants and contributions provided for capital purposes	 (51)	 (50)

¹ General fund refers to all Council's activities other than Sewer.

NB. All amounts disclosed above are gross – that is, they include internal charges and recoveries made between the funds.

Bland Shire Council

Notes to the Financial Statements

as at 30 June 2018

Note 21. Financial result and financial position by fund (continued)

Statement of Financial Position by fund		
\$ '000	2018	2018
ASSETS	Sewer	General¹
Current assets		
Cash and cash equivalents	3,301	250
Investments	1,308	23,392
Receivables	142	1,245
Inventories	–	704
Other	–	102
Total current assets	4,751	25,693
Non-current assets		
Investments	–	3,036
Receivables	–	108
Infrastructure, property, plant and equipment	15,628	315,283
Other	–	198
Total non-current assets	15,628	318,625
TOTAL ASSETS	20,379	344,318
LIABILITIES		
Current liabilities		
Payables	–	714
Income received in advance	–	303
Borrowings	–	147
Provisions	–	7,354
Total current liabilities	–	8,518
Non-current liabilities		
Payables	7	32
Borrowings	–	1,100
Provisions	172	(108)
Total non-current liabilities	179	1,024
TOTAL LIABILITIES	179	9,542
Net assets	20,200	334,776
EQUITY		
Accumulated surplus	14,016	118,948
Revaluation reserves	6,184	215,828
Total equity	20,200	334,776

¹ General Fund refers to all Council's activities other than Sewer.

NB. All amounts disclosed above are gross – that is, they include internal receivables and payables between the funds.

Bland Shire Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 22(a). Statement of performance measures – consolidated results

\$ '000	Amounts 2018	Indicator 2018	Prior periods		Benchmark
			2017	2016	
Local government industry indicators – consolidated					
1. Operating performance ratio					
Total continuing operating revenue ⁽¹⁾ excluding capital grants and contributions less operating expenses	<u>(244)</u>	-1.05%	25.02%	15.05%	> 0.00%
Total continuing operating revenue ⁽¹⁾ excluding capital grants and contributions	23,297				
2. Own source operating revenue ratio					
Total continuing operating revenue ⁽¹⁾ excluding all grants and contributions	<u>11,160</u>	44.71%	37.80%	43.79%	> 60.00%
Total continuing operating revenue ⁽¹⁾	24,961				
3. Unrestricted current ratio					
Current assets less all external restrictions ⁽²⁾	<u>29,442</u>	4.54x	14.36x	9.10x	> 1.5x
Current liabilities less specific purpose liabilities ^(3, 4)	6,490				
4. Debt service cover ratio					
Operating result ⁽¹⁾ before capital excluding interest and depreciation/impairment/amortisation	<u>8,556</u>	16.24x	32.35x	19.85x	> 2x
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)	527				
5. Rates, annual charges, interest and extra charges outstanding percentage					
Rates, annual and extra charges outstanding	<u>640</u>	6.93%	6.60%	7.43%	< 10% regional & rural
Rates, annual and extra charges collectible	9,241				
6. Cash expense cover ratio					
Current year's cash and cash equivalents plus all term deposits	<u>31,287</u>	25.72 mths	20.9 mths	14.9 mths	> 3 mths
Monthly payments from cash flow of operating and financing activities	1,216				

Notes

⁽¹⁾ Excludes fair value adjustments and reversal of revaluation decrements, net gain/(loss) on sale of assets and the net share of interests in joint ventures and associates.

⁽²⁾ Refer Notes 6-8 inclusive.

Also excludes any real estate and land for resale not expected to be sold in the next 12 months.

⁽³⁾ Refer to Notes 10 and 11.

⁽⁴⁾ Refer to Note 10(b) and 11(b) – excludes all payables and provisions not expected to be paid in the next 12 months (incl. ELE).

Bland Shire Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 22(b). Statement of performance measures – by fund

\$ '000	General indicators ⁵		Sewer indicators		Benchmark
	2018	2017	2018	2017	
Local government industry indicators – by fund					
1. Operating performance ratio					
Total continuing operating revenue ⁽¹⁾ excluding capital grants and contributions less operating expenses	-0.88%	26.37%	-3.43%	-0.14%	> 0.00%
Total continuing operating revenue ⁽¹⁾ excluding capital grants and contributions					
2. Own source operating revenue ratio					
Total continuing operating revenue ⁽¹⁾ excluding capital grants and contributions	41.20%	34.66%	100.00%	100.00%	> 60.00%
Total continuing operating revenue ⁽¹⁾					
3. Unrestricted current ratio					
Current assets less all external restrictions ⁽²⁾	2.13x	14.36x	113.32x	27.44x	> 1.5x
Current liabilities less specific purpose liabilities ^(3, 4)					

Notes

(1) - (4) Refer to Notes at Note 22a above.

(5) General fund refers to all of Council's activities except for its sewer activity which is listed separately.

Bland Shire Council

Notes to the Financial Statements

for the year ended 30 June 2018

Note 22(b). Statement of performance measures – by fund (continued)

\$ '000	General indicators ⁵		Sewer indicators		Benchmark
	2018	2017	2018	2017	
Local government industry indicators – by fund (continued)					
4. Debt service cover ratio					
Operating result ⁽¹⁾ before capital excluding interest and depreciation/impairment/amortisation	15.54x	31.59x	0.00x	0.00x	> 2x
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)					
5. Rates, annual charges, interest and extra charges outstanding percentage					
Rates, annual and extra charges outstanding	8.02%	7.60%	0.79%	0.83%	< 10% regional & rural
Rates, annual and extra charges collectible					
6. Cash expense cover ratio					
Current year's cash and cash equivalents plus all term deposits	23.01	18.49	0.00	0.00	> 3 months
Monthly payments from cash flow of operating and financing activities	months	months	months	months	

Notes

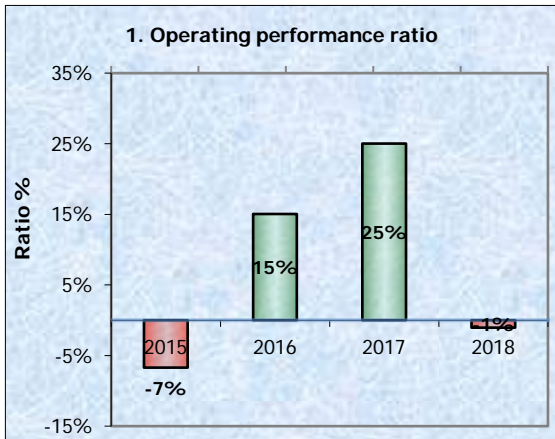
(1) Refer to Notes at Note 22a above.

(5) General fund refers to all of Council's activities except for its sewer activity which is listed separately.

Bland Shire Council

Notes to the Financial Statements for the year ended 30 June 2018

Note 22(c). Statement of performance measures – consolidated results (graphs)



Purpose of operating performance ratio

This ratio measures Council's achievement of containing operating expenditure within operating revenue.

Commentary on 2017/18 result

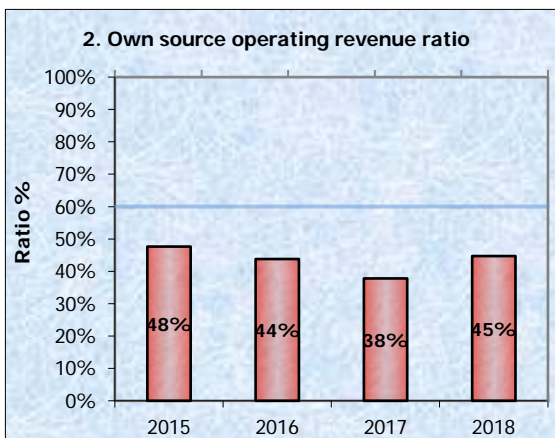
2017/18 ratio -1.05%

Provide some commentary of the ratio here...

Benchmark: ——— Minimum $\geq 0.00\%$

Source for benchmark: Code of Accounting Practice and Financial Reporting #26

Ratio achieves benchmark
 Ratio is outside benchmark



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 2017/18 result

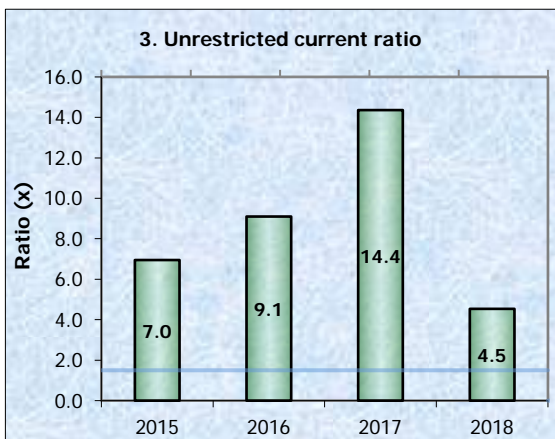
2017/18 ratio 44.71%

Provide some commentary of the ratio here...

Benchmark: ——— Minimum $\geq 60.00\%$

Source for benchmark: Code of Accounting Practice and Financial Reporting #26

Ratio achieves benchmark
 Ratio is outside benchmark



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 2017/18 result

2017/18 ratio 4.54x

Provide some commentary of the ratio here...

Benchmark: ——— Minimum ≥ 1.50

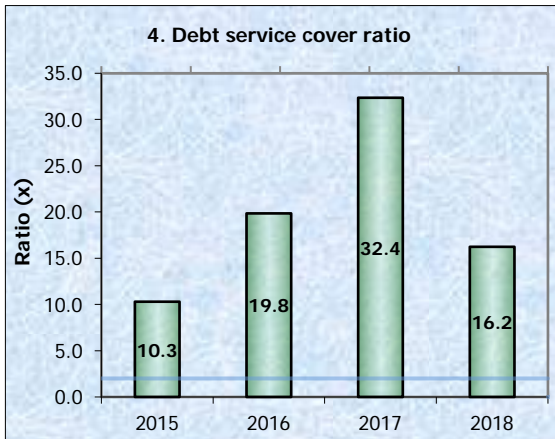
Source for benchmark: Code of Accounting Practice and Financial Reporting #26

Ratio achieves benchmark
 Ratio is outside benchmark

Bland Shire Council

Notes to the Financial Statements for the year ended 30 June 2018

Note 22(c). Statement of performance measures – consolidated results (graphs)



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 2017/18 result

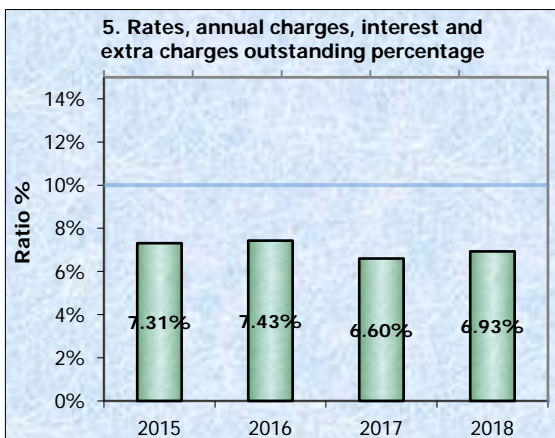
2017/18 ratio 16.24x

Provide some commentary of the ratio here...

Benchmark: Minimum ≥ 2.00

Source for benchmark: Code of Accounting Practice and Financial Reporting #26

Ratio achieves benchmark
 Ratio is outside benchmark



Purpose of rates and annual charges outstanding ratio

To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.

Commentary on 2017/18 result

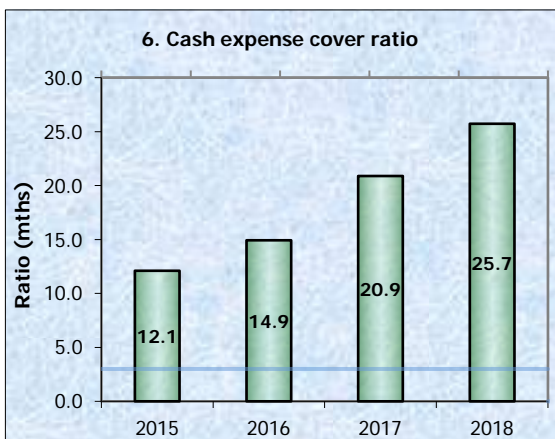
2017/18 ratio 6.93%

Provide some commentary of the ratio here...

Benchmark: Maximum $< 10.00\%$

Source for Benchmark: Code of Accounting Practice and Financial Reporting #26

Ratio is within Benchmark
 Ratio is outside Benchmark



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 2017/18 result

2017/18 ratio 25.72 mths

Provide some commentary of the ratio here...

Benchmark: Minimum ≥ 3.00

Source for benchmark: Code of Accounting Practice and Financial Reporting #26

Ratio achieves benchmark
 Ratio is outside benchmark



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Annual Report

2017/18



Your Vision, Our Future – Bland Shire
Annual Report 2017/18
Adopted: 20 November 2018