



BLAND SHIRE COUNCIL
west wyalong



Annual Report 2019/20

OUR VISION, MISSION AND VALUES



Message from the Mayor and General Manager

It would be an understatement to say that the last 12 months has not been a challenging time and not just for the Bland Shire but for the entire country.

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

The Covid-19 Pandemic has had a major impact on local government within NSW with the September 2020 elections being postponed to September 2021. All current councillors have indicated their desire to stay on for the additional 12 months. However, there will need to be an election of mayor for the remaining 12 months and this will occur at the September 2020 Council meeting.

Over the past 12 months, there has been strong financial support from both state and federal governments that has allowed Bland Shire Council to identify and implement a range of projects to support all sectors of our community during these trying times.

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

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

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

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

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

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

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

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



Brian Monaghan
Mayor



Ray Smith PSM
General Manager

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2019/20 Highlights

OUR PEOPLE

Changes in NSW law came into effect on Monday 1 July 2019 lowering the minimum age to participate in organised paintball to 12 years. With a swell of interest from local youth, Council arranged to take a group to Project Paintball in Wagga on 19 July. A fun filled morning on the paintball field was followed by Oasis heated pool in Wagga.



As part of Adult Learners' Week, the library ran a "Creative Libraries" program for Kurralong Waratah Skills Centre. The session included a tour of the newly refurbished library, experience using new technology, soap making and paper craft. A light lunch was served and from all accounts, a wonderful day was had by all.

Over 400 students and teaching staff from schools across the Bland Shire visited the library during Children's Book Week 17 – 23 August to participate in a variety of activities aimed at promoting Australian children's literature and reading. Younger children enjoyed storytelling and craft activity, older children discussed the CBCA Book of the Year books and the importance of reading.



Council conducted a Tik Tok Challenge where individuals and families were encouraged to submit videos of themselves performing a dance or miming a song. Entries included a special submission from the staff at the West Wyalong Hospital performing a group dance.



OUR PLACES

West Wyalong TAFE campus received a \$6.6m state-of-the-art facility, which will significantly enhance learning opportunities in West Wyalong and deliver practical training in a range of areas critical to NSW and local economy. It's good for our people, our employers and for jobs.



The West Wyalong Rodeo and Rugby Club lighting and power upgrade were funded under round 2 of the NSW Government Stronger Country Communities Fund. New lighting has been installed at the rodeo grounds and the Rugby Club. Both facilities now have a reliable power supply enabling them to hold more events and activities.

Lockhart, Leeton, Narrandera and Bland shires worked together to create an outdoor art trail that will bring visitors to the Riverina by combining all the incredible artworks on permanent display throughout the parks and pavements of the Riverina. Stunning silos and wonderful water towers to vibrant back lanes.



Round 3 of the NSW Government Stronger Country Communities Fund allocated \$776,820 in funding for projects in the Bland Shire. The announcement followed consultations conducted by Steph Cooke MP and Mayor Brian Monaghan with local youth representatives last year at West Wyalong High School and Bland Shire Council.



OUR LEADERSHIP

With funding from the Murrumbidgee Primary Health Network, Council engaged motivational speaker Ben Pettingill to speak to students at West Wyalong High School and Ungarie Central School on Friday 28 June. Feedback received from Ben's talk was overwhelmingly positive and left a lasting impression on local youth.



Two new 12x3 metre 'Bland... Far from Dull and Boring' billboards have been installed, both located on the entry points to Bland Shire. One is situated just south of Mirrool and another north of West Wyalong near Marsden.

Steph Cooke MP visited Bland Preschool on 20 February to present a \$10,000 cheque from the Department of Education Community Grant. This grant will be utilised for staff development opportunities that promote Aboriginal cultural awareness and inclusion and the purchase of culturally appropriate resources.

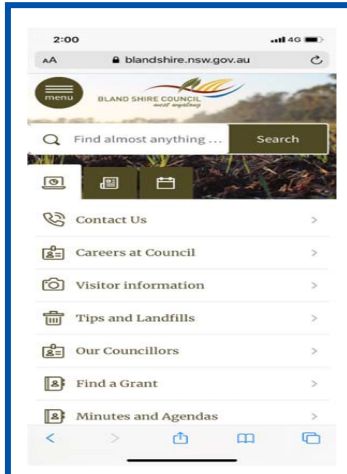


A successful Bust the Dust community event was held in Main Street on 29 June. The event was an initiative of Council under the Federal Government's Drought Communities Program with additional support from Evolution Mining and the Murrumbidgee Primary Health Network.



OUR PROSPERITY

Bland Shire Council launched the new Council website on the Open Cities platform. The new website provides an experience that is far more user friendly and easy to navigate whilst also possessing a number of components that will increase efficiencies, enabling Council to take online payments and conduct online consultation.



To complement the Library refurbishment the Visitors area also received a new and more inviting look. During the Building Better Regions Workshops held in West Wyalong during July, Charmaine Corcoran from Visual Experience provided advice on presentation and layout of the Visitors Centre to create a positive experience for our visitors.

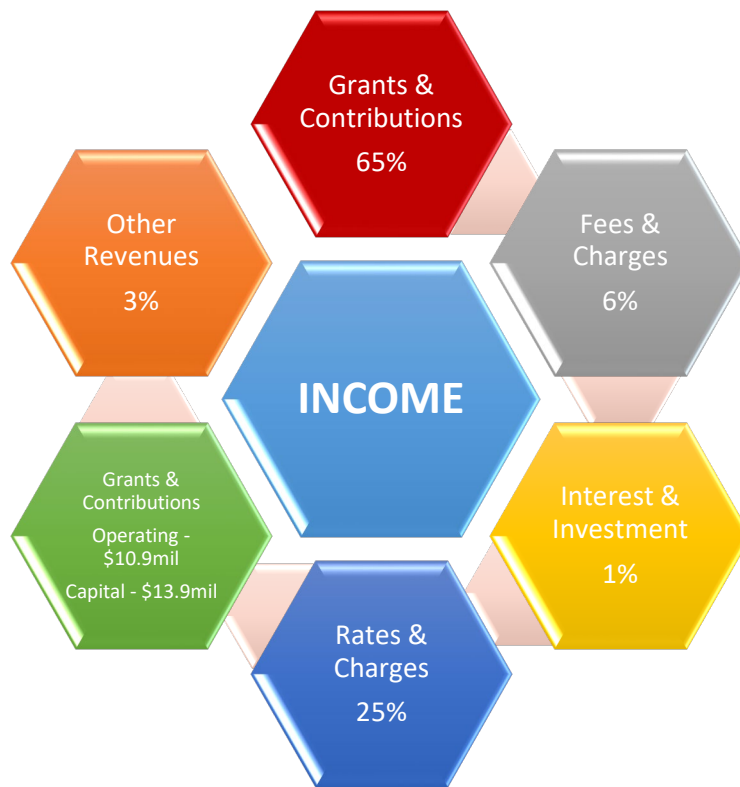
Zest International artists Zac Craig and Antony Pulvirenti completed work on two stunning 3D interactive murals in West Wyalong and Mirrool. Mr Pulvirenti painted "The Horse Has Bolted" on the Mirrool Rural Fire Service Shed. The image was developed in consultation with the Mirrool community and depicts a lively working farm with bolting horse, a squawking magpie and a blissfully unaware young child playing on a swing.



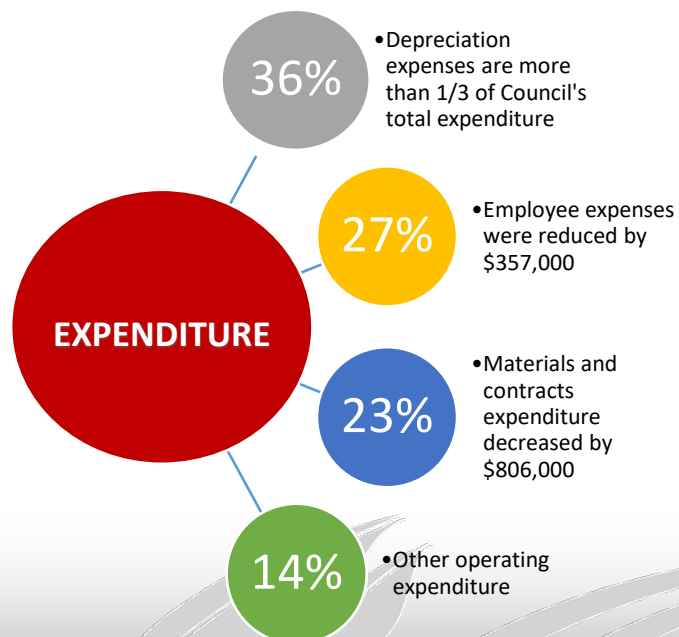
Another successful Christmas Carnival was held on 6 December 2019 in the main street of West Wyalong. Event sponsors were Bland Shire Council and Evolution Mining with many benefits to local businesses. Locals and visitors enjoyed free rides for the kids and late night Christmas shopping.



2019/20 Financial Snapshot



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



Local Government Planning and Reporting Framework



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

Our Planning Process



Community Engagement Strategy

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



Community Strategic Plan (10 Years)

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

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



Resourcing Strategy (10 Years)

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



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

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



Revenue Policy (1 Year)

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



Annual Report (1 Year)

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

Our Shire

Bland History

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

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

Bland Today

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

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

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

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

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

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

TOTAL POPULATION

5955

(Source: 2016 Census)

POPULATION—MALE

2971

POPULATION—FEMALE

2988

COUNCIL AREA (SQ KM)

8557.7

MEDIAN AGE

43 Years

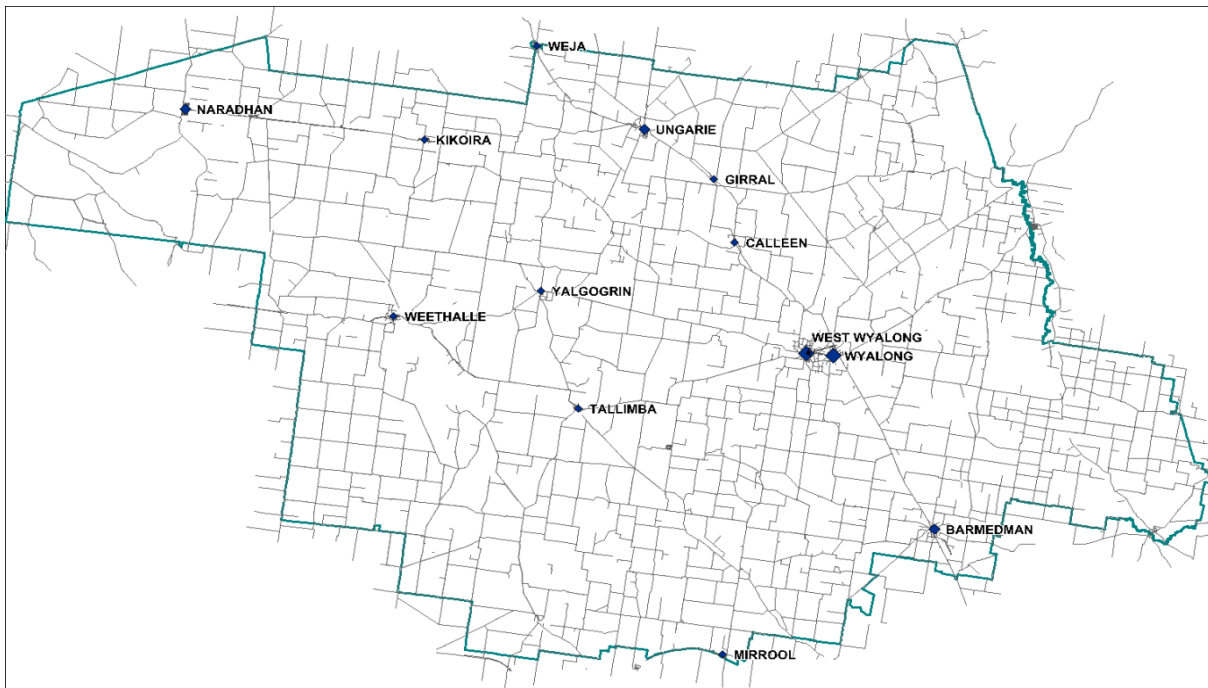
MEDIAN WEEKLY HOUSEHOLD T

INCOME- \$1100

POPULATION DENSITY

0.7 PERSONS per KM²

Bland Local Government Area (LGA)



Population Overview

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

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

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

Source: ABS Website

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

Council's road network comprises:

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

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

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

There are a total of 143 buildings and structures including:

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

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

Council provides:

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

In addition, Council operates and maintains:

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

Our Council

Councillors

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



Cr Brian Monaghan
Mayor & Councillor
Elected: 15 September 2012



Cr Liz McGlynn
Deputy Mayor & Councillor
Elected: 5 April 2004



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 Tony Lord
Elected: 5 April 2004



Cr Murray Thomas
Elected: 20 September 2016



Cr Jan Wyse
Elected: 20 September 2016

Councillor Attendance & Representation

Representatives on State/Regional Organisations and Council Committees

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

Council Meetings

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

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

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

Councillor Attendance	Council Meetings 2019/20										
	16 July 2019	20 August 2019	17 September 2019	22 October 2019	19 November 2019	17 December 2019	18 February 2020	17 March 2020	21 April 2020	19 May 2020	16 June 2020
Cr Bruce Baker	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Cr Rodney Crowe	✓	✓	✓	✓	✓	X	✓	✓	✓	✓	X
Cr Penny English	✓	✓	✓	✓	X	✓	✓	X	✓	✓	X
Cr Kerry Keatley	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Cr Tony Lord	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Cr Liz McGlynn	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Cr Brian Monaghan	✓	✓	✓	✓	✓	✓	X	✓	✓	✓	✓
Cr Murray Thomas	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Cr Jan Wyse	✓	✓	✓	X	✓	X	✓	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	2 July 2019	6 August 2019	3 September 2019	1 October 2019	5 November 2019	3 December 2019	4 February 2020	3 March 2020	31 March 2020	5 May 2020	2 June 2020
Cr Brian Monaghan	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Cr Liz McGlynn	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Cr Bruce Baker	✓	✓	✓	✓	X	✓	✓	✓	✓	✓	✓
Cr Rodney Crowe	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Cr Penny English	✓	✓	✓	X	✓	✓	✓	✓	✓	✓	✓
Cr Tony Lord	✓	✓	✓	✓	✓	✓	X	✓	✓	✓	✓
Cr Kerry Keatley	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Cr Murray Thomas	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Cr Jan Wyse	X	✓	✓	X	✓	✓	✓	✓	✓	✓	✓

Community Reference Group Meetings

Council provides opportunities for all interested members of the community to have input into a range of topics and issues through open Community Reference Group meetings.

The COVID-19 pandemic restrictions have impacted on the frequency of these meetings.

Councillor Attendance Community Reference Group Meetings 2019/20	13 August 2019	8 October 2019
Cr Bruce Baker	✓	✓
Cr Rodney Crowe	✓	✓
Cr Penny English	✓	✓
Cr Kerry Keatley	✓	✓
Cr Tony Lord	x	x
Cr Liz McGlynn	✓	✓
Cr Brian Monaghan	✓	✓
Cr Murray Thomas	✓	✓
Cr Jan Wyse	✓	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 \$164,519.

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

- i) Mayoral Fees \$ 25,880
- ii) Councillors Fees/Allowances \$ 105,752

Council reimburses all reasonable travelling expenses incurred in attending meetings of Council or its Committees and in attending to Council business inside and outside the area (with Council's prior approval). The total travelling cost provided for Councillors was \$5,611.

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 \$3,464.

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	\$ 3,255

Training of councillors and provision of skill development

Expenses incurred during 2019/20 in the training of councillors and provision of skill development:

Event	Cost
Councillor Training	\$ 3,371

Due to the COVID-19 pandemic, all non-essential training was suspended and a number of programs rescheduled.

- Enterprise Risk Management Foundations and Risk Appetite – April to October 2020
- Code of Conduct – March to July 2020
- LGNSW Annual Conference – October to November 2020

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

Program	Date & Location	Councillor
LGNSW Annual Conference	October 2019 Warwick Farm	Mayor Monaghan Cr Baker Cr Lord
Councillor Training Workshop – Road Safety Plan Update (LGNSW Annual Conference)	October 2019 Warwick Farm	Cr Baker
Councillor Training Workshop – Transport Workshop (LGNSW Annual Conference)	October 2019 Warwick Farm	Cr Baker Cr Lord
Phishing Awareness	July 2020	Councillors

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

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

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

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

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

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

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

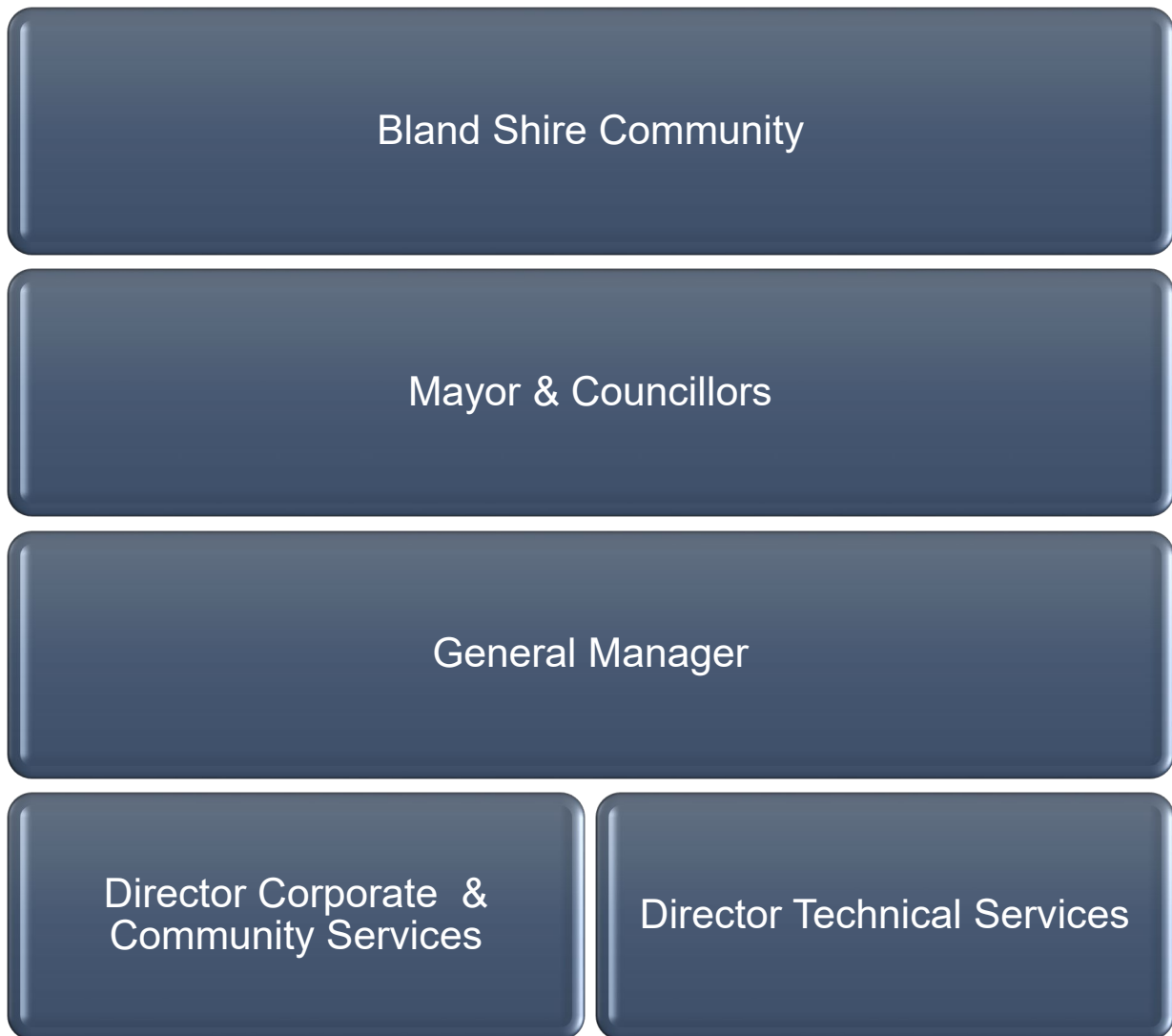
There were no expenses incurred during this reporting period.

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.

Our Organisation Structure

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



*Senior Staff Position – LG Act

Executive Remuneration Packages

The executive team consist of 2 senior staff and 1 General Manager.

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

General Manager's Total Remuneration

Total Remuneration Package – General Manager	
Component	Value
Total value of the salary component of the package	\$206 595.99
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	\$19 626.52
Total value of any non-cash benefits for which the general manager may elect under the package	\$18 000.00
Total amount payable by way of fringe benefits tax for any such non-cash benefits	0
Total Remuneration Package	\$244,222.51

Senior Staff Packages Total Remuneration

Total Remuneration – Senior Staff Packages (Directors)	
Component	Total Value
Total value of the salary component of their packages	355,290.57
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	\$33,752.60
Total value of any non-cash benefits for which any of them may elect under the package	\$36,000.00
Total amount payable by way of fringe benefits tax for any such non-cash benefits	\$29,287.72
Total Remuneration Packages	\$454,330.89

Office of the General Manager



General Manager

Ray Smith

Office of the General Manager Responsibility Areas:

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

Our Workforce

The total number of employees at Bland Shire Council as at 31 May 2020 is 135.

Year	Full time	Part time	Casual	Total
2015	102	15	26	143
2016	95	12	22	129
2017	93	16	16	125
2018	100	12	15	127
2019	106	15	14	135
2020	102	16	17	135

There is a slight increase in Part Time and Casual staff

Staff Turnover

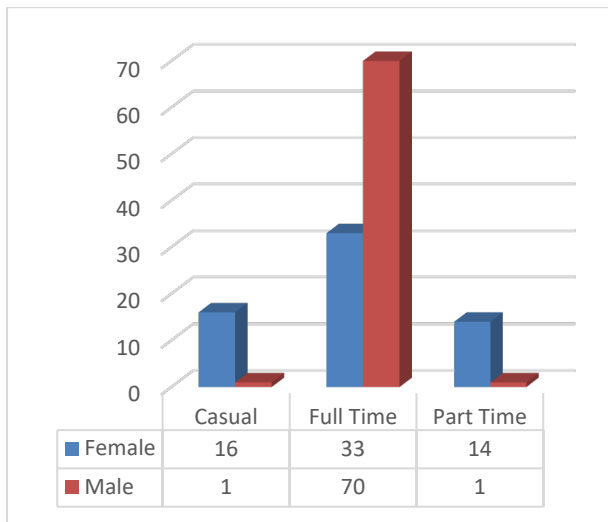
Statistics include all classifications, e.g. full time, part time, temporary, casual and contract

Year	Number	Turnover rate
2015/16	7	5.42%
2016/17	4	3.2%
2017/18	2	1.5%
2018/19	7	5.1%
2019/20	16	11%

Staff turnover has increased. The highest turnover in staff is due to retirement. The average period of employment at Bland Shire Council is 2.8 years.

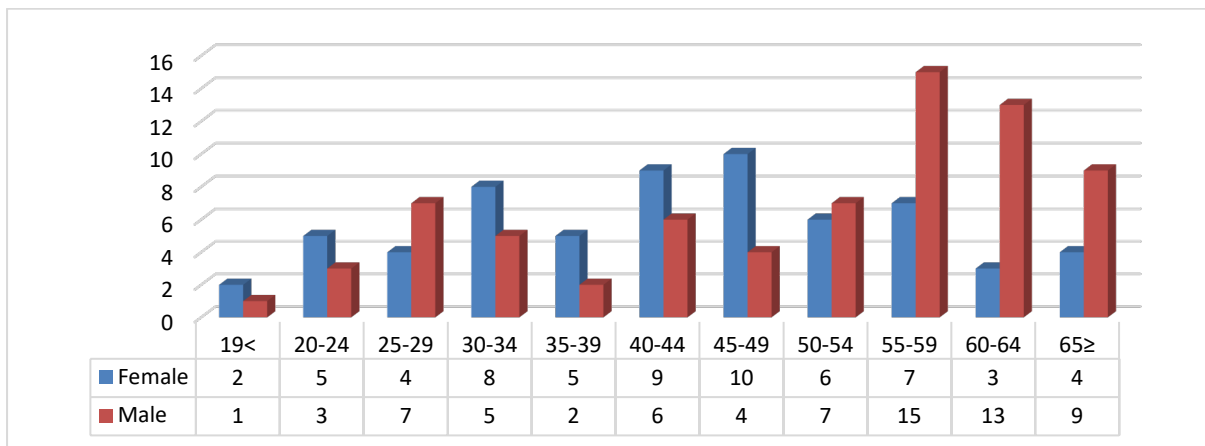
Reason	Male	Female
Retire	1	2
Resign	5	6
Casual Employment	0	3
Total	6	11

Staff by Gender and Employment Type



Council supports work-life balance, this is evident in the 47% 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, 21% 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 3 trainees to aid in closing the skills gap and for future succession plans.

Diversity

Number of Female Staff	63 (46%)
Number of Male Staff	72 (53%)

EEO and Employee Engagement Survey 2019

The EEO and Employee Engagement Survey 2019 was open from Monday 14th October to Wednesday 30th October 2019.

We received 72 responses out of 132 staff members (54%), which is more than the previous survey conducted in 2017 (53% response rate), and less than the 2015 survey (61% response rate).

Employee Engagement: Up or Down?



Career Opportunity
Fair pay and Employee Recognition
Opportunity for training



Transparency and Honesty
Inspiration
Communication within Council
Management - Working Relationship

Flexibility and Work-life balance remains important.

Equal Employment Opportunity

Bullying and Harassment is still happening, but more employees have reported it or spoken up against it. A majority of staff know how to report bullying and harassment incidents and to whom it should be reported.

Strategic Analysis

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

Communication

Respondents indicated communication was lacking, most notably within work groups. Poor information sharing may be due to poor management and planning, impression that co-workers aren't productive in their jobs and a lack of opportunity to communicate (i.e. staff meetings).

Leadership

Respondents indicated that hard work isn't recognised and they aren't trusted to complete the work. There are staff that aren't held accountable for poor work performance.

Better communication, consistency and accountability may improve leadership.

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

- Strong and collaborative team environments;
- Communication within directorates and work areas;
- Staff opportunities that encourage staff to do their best and continue working for Council.

Some suggested strategies or initiatives to improve Communication, Performance Management/Grievance and Dispute Resolution and Leadership include:

- Introduction of supervisory-level staff meetings from all directorates, to:
 - Encourage information sharing and collective planning
 - Encourage staff to think more collectively
 - Ensure all work areas are functioning efficiently, there are no double-ups, and resources and ideas can be shared
 - Minutes are taken and provided to all employees

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

Emerging Issues:

COVID-19 Pandemic

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

Council's Employee Assistance Program is promoted and employees encouraged to use it. Working from home or remotely has its own challenges. The IT infrastructure, internet accessibility and ergonomics are assessed. Employee efficiency is also a concern. Council needs to revisit what is expected from their employees during these trying times and determined if current performance goals are still appropriate.

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

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

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

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

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

Human Resources Activities

Human Resource Management activities undertaken by Council in 2019/2020.

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

Workplace Relations

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

Recruitment and selection

During 2019/2020, 34 positions were advertised. The 34 vacancies were filled by either new full time employees, promotions or casual employees. All appointments were merit based and in accordance with the Council's EEO policy.

Traineeships/Apprenticeships

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

Work Experience Placement

Council maintains its commitment to providing safe, challenging and enlightening work experience opportunities to students within the Shire. These placements provide students with an opportunity to gain valuable career insights across a variety of areas, along with promoting careers within Local Government. Council provided work experience to 2 students during 2019/2020.

Learning and Development

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

Workforce Management Action Plan

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

<i>Action</i>	<i>Timeframe</i>	<i>Strategy</i>
1.1 Assist in the management of workforce relations and provision of timely advice on workplace relations matters	2018/19 – 2020/21	CSP12 DP12.2 OP12.2.1
1.2 Use of cost effective recruitment services	2018/19 – 2020/21	CSP12 DP12.2 OP12.2.2
1.3 Review and monitor the implementation of the workforce plan	2018/19 – 2020/21	CSP12 DP12.2 OP12.2.3
1.5 Maintain register of delegations and issue authorities to relevant employees	2018/19 – 2020/21	CSP12 DP12.2 OP12.2.4
1.6 Develop, implement and monitor Learning and Development Plan	2018/19 – 2020/21	CSP12 DP12.2 OP12.2.5
1.7 Maintain and promote the Employee Assistance Program (EAP)	2018/19 – 2020/21	CSP12 DP12.2 OP12.2.6
1.8 Promote and encourage employee representation on workforce committees	2018/19 – 2020/21	CSP12 DP12.2 OP12.2.7
1.9 Implement the LGNSW Capability Framework including the review and update of Position Descriptions	2018/19 – 2020/21	CSP12 DP12.2 OP12.2.8

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

	<i>Action</i>	<i>Timeframe</i>	<i>Strategy</i>
2.1	Oversee the implementation and monitoring of the EEO Management Plan	2018/19 – 2020/21	CSP12 DP12.3 OP12.3.1
2.2	Identify and support opportunities for resource sharing arrangements with other Council's	2018/19 – 2020/21	CSP12 DP12.3 OP12.3.2
2.3	Implement workforce programs ensuring Council remains an employer of choice	2018/19 – 2020/21	CSP12 DP12.3 OP12.3.3
2.4	Review the performance management system and process	2018/19 – 2020/21	CSP12 DP12.3 OP12.3.4

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

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

	Action	Timeframe	Strategy
3.1	Ensure progressive upgrade of computers, phones and other IT and office equipment	2018/19 – 2020/21	CSP10 DP10.5 OP10.5.2
3.2	Maintain Council's traineeship and apprenticeship program	2018/19 – 2020/21	CSP16 DP16.2 OP16.2.1

Strategic Priorities

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

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

Council's key activities were identified within the four year Delivery Program (2017-2022) and one year Operational Plan (2018/2019) (DPOP) and are all linked to the main strategies and actions that have been established within the Community Strategic Plan – Your Vision, Our Future (CSP).

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

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

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

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

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

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

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

Theme Our Prosperity - Growing our population and jobs

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

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

Each action item is categorised through a "traffic light" system as, "completed", "on target", or "not progressed".

The complete 2019/20 Combined Delivery Program and Operational Plan Progress Report is included as Appendix 1.

2019/20 Operational Plan Actions	
as at 30/6/2020	
Total number of actions:	7
🟡 On target	41
🔴 Not progressed	5
🟢 Complete	171

Report on Capital Works Projects

Capital Works, Projects & Tasks – 2019/20	
Project	Progress & Status as at 30 June 2020
Mirrool Amenities	Completed
Cooinda Park Upgrade – Stage 1	Completed
Rugby & Rodeo Grounds Lighting	Completed
Weethalle Silo Seating	Completed
Cemetery Extension – West Wyalong Lawn	Completed
West Wyalong Public Toilets Upgrade	Completed
Ungarie Public Toilets Upgrade	Completed
Weethalle Public Toilets Upgrade	Completed
MR 57 North Widening	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 67 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 2019/20.

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	\$908,102	Nil

Section 355 Committees of Management

Annual assistance provided to Council Committees of Management as defined under S.355 during the 2019/20 year was \$8,103.

Contributions and Grants to Financially Assist Others

Contributions, Grants and Donations 2019/20		
Beneficiary	Purpose	Amount
Masonic Lodge Bland 337	Access Incentive Grant	\$4,000
Stadium Steps	Access Incentive Grant	\$2,360
Western Region Academy of Sports	WRAS Program Contribution	\$348
West Wyalong Town Band	Strengthening Communities	\$2,000
Carols by Candlelight - Hospital Auxiliary	Strengthening Communities	\$750
Nutrien Trade Fair	Strengthening Communities	\$950
Rodeo Sponsorship	Strengthening Communities	\$1,450
Royal Far West Healthy Kids Bus Stop Visit	Strengthening Communities	\$18,750
Country Hope - Hope Sign	Strengthening Communities	\$4,000
Whispering Pines - Relocation of Historic Aircraft	Strengthening Communities	\$4,000
Rose Garden	Strengthening Communities	\$2,000
WW Historical Society	Strengthening Communities	\$500
TOTAL		\$ 41,108

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.
- **Riverina Regional Library** – Cooperation between libraries in the Riverina Region to provide enhanced library services including the Shires of Bland, Coolamon, Cootamundra-Gundagai, Federation, Greater Hume, Lockhart, Snowy Valleys, Temora and Wagga Wagga City Council.

Council jointly participates in the:

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

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

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

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

Council was involved in the following organisations: -

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

Murrumbidgee Local Health District	To promote the availability of various allied health services within the Bland Shire in partnership with a locally established 'Community Health Committee'.
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Riverina Tourism	Promotion of Tourism to councils in The Riverina area which include the Shires of Bland, Carrathool, Coolamon, Cootamundra-Gundagai, Hay, Leeton Lockhart, Murrumbidgee, Narrandera, Snowy Valley and Temora.
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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)** – Since 2002 Council has held 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. In November 2019 Council resolved to enter into a Share Sales Agreement for the sale of the Southern Phone Company Ltd to AGL Energy Ltd. This sale was finalised on 13 December 2019 with the value of Council’s shares returning \$785,714.00.

Year	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Dividend Paid to Council	\$ 29,852.92	\$28,314.83	\$19,752.75	\$10,076.19	\$9,973.86	\$9,973.86

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 two (2) presentations during the 2019/20 year.

Council Meeting	Organisation
November 2019	Financial Statements and Audit Presentation – Crowe
June 2020	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)*

There were no legal proceedings to report during this period.

Contracts Awarded

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

Contractors Name	Nature of Goods or Services Supplied	Total Amount Payable
Cooper Civil & Crushing	Gravel crushing and supply	\$ 168,473.91
Rods Earthmoving	Plant hire, roadworks	\$ 178,288.09
Wagga Truck Hino	Plant purchases, vehicle parts and service	\$ 314,994.05
G & M Connellan Electrical	Capital works program	\$ 622,453.34
Cleary Earthworks & Civil	Plant hire, roadworks	\$1,623,273.30
BJ & VM Keys Earthmoving	Plant hire, roadworks	\$2,032,480.70
Dan Ford Fencing & Earthmoving	Plant hire, roadworks	\$2,270,803.14

Public Forum Sessions - 2019/20 Participation

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

There were a total of eight (8) attendees that addressed Council during the Public Forum session of its meetings held during the 2019/20 year.

Council Meeting	Participant	Issue
December 2019	Jill Funnell – Business West Wyalong	Council support at Christmas Carnival
February 2020	West Wyalong Men’s Shed	Presentation of new gavel
March 2020	Evelyn Withers	20 years service
March 2020	Paul Glennon	40 years service
April 2020	Cathlene Lange	30 years service
April 2020	Ray Smith	Public Service Medal presentation
June 2020	Colleen Dore	40 years service
June 2020	Jeff Lemon	Retirement presentation

Disability Inclusion Act 2014

Information on the implementation of Council's Disability Inclusion Plan

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

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

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

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

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

Corporate & Community Services Directorate



**Director Corporate &
Community Services**

Alison Balind

Director Corporate & Community Services Responsibility Areas:

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

Financial Statements

Council's audited 2019/20 Financial Statements and Special Schedules are attached as Appendix 3.

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

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

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

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

The flood damage grant received increased capital grants & contributions by over \$8million. Flood damage works are still continuing and are expected to be completed by next financial year, which will see a reduction in grant income for 21/22.

Employee benefits and on costs saw a reduction by \$357,000 as there were a number of vacant positions throughout the year. These positions have now been recruited for.

Rates

Rates & Charges Written Off

Rates & Annual Charges

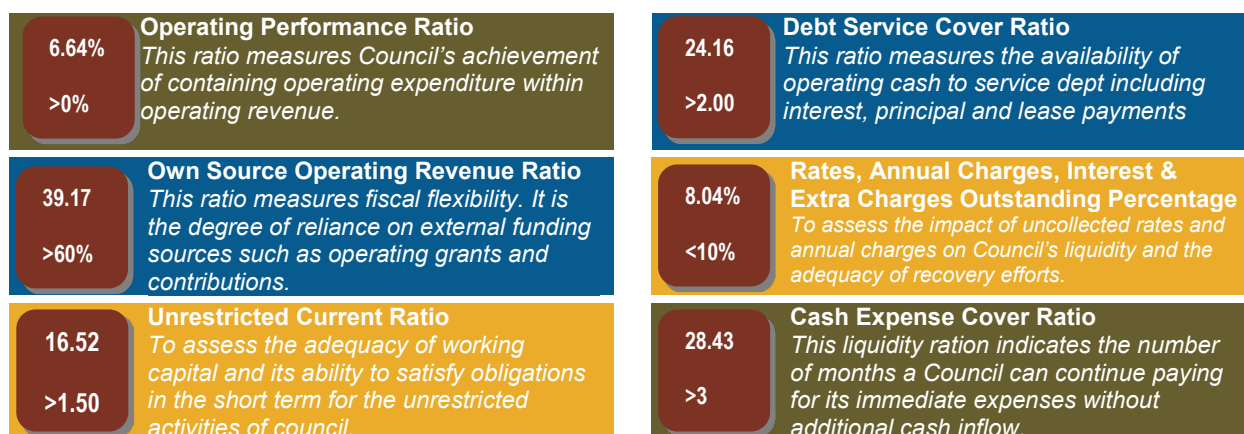
Rates	13,239
Sewer	349
Domestic Waste Management Charges	169
Trade Waste Charges	0
Pensioner Rebates	153,692
TOTAL	167,449

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.



2019/20 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 Information Guide. The review seeks to identify corporate information not contained in the Information Guide that could be proactively made available to the public without imposing unreasonable additional cost to Council.

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

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

- Council's policy documents;
- A Information Guide which contains information about Council's structure and functions, and lists the type of information that is publicly available;
- A disclosure log of formal access applications which includes release of information that Council believes may be of interest to other members of the public;
- A register of contracts worth more than \$150,000 which Council has with private sector bodies;
- A record of open access information that Council has not made publicly available on the basis that there is an overriding public interest against disclosure;
- Such other information that may be prescribed by the GIPA Regulation as open access information.

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

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

Documents held by Bland Shire Council

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

- Information about Council.
- Plans and Policies;
- Information about Development Applications;
- Approvals, Orders and other Documents

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

These documents are:

Information about Council

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

Plans and Policies

- Local Policies adopted by Council concerning approvals and orders
- Plans of Management for Community Land
- Environmental Planning Instruments, Development Control Plans and Contribution Plans

Information about Development Applications

Development Applications and any associated documents received in relation to a proposed development:

- Home Warranty Insurance documents
- Construction Certificates
- Occupation Certificates
- Structural Certification Documents
- Town Planner Reports
- Submissions received on Development Applications
- Heritage Consultant Reports
- Tree Inspections Consultant Reports
- Accoustic Consultant Reports
- Land contamination Consultant Reports
- Records of decisions on Development Applications including decisions on appeals
- Records describing general nature of documents that council decides to exclude from public view including internal specifications and configurations and commercially sensitive information.

Approvals, Orders and Other Documents

- Applications for approvals under part 7 of the LGA
- Applications for approvals under any other Act and any associated documents received
- Records of approval granted or refused, any variation from Council Policies and reasons for the variation, and decisions made on appeals concerning approvals
- Orders given under Part 2 of Chapter 7 of the LGA, and any reasons given under Section 136 of the LGA
- Orders given under the Authority of any other Act
- Records of Building Certificates under the Environmental Planning and Assessment Act 1979
- Plans of land proposed to be compulsorily acquired by Council
- Compulsory Acquisition Notices
- Leases and Licenses for use of Public Land classified as Community Land

2. *Number of formal 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 formal 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 in Schedule 1 and the Act (information for which there is conclusive presumption of overriding public interest against disclosure).

Number of formal 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	0	0	0
Total	0	0	0
% of Total	0%	0%	

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

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review	% of Total
Applications by access applicants	0	0%
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0	0%

Table I: Applications transferred to other agencies

	Number of applications for review	% of Total
Agency-Initiated Transfers	0	0%
Applicant – Initiated Transfers	0	0%
Total	0	

Public Interest Disclosures Report

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

1. Statistical information on PIDs

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

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

2. Commentary on PID obligations

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

Carers Recognition Act 2010

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

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

Technical Services Directorate



Director Technical Services

Will Marsh

Technical Services Responsibility Areas:

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

Asset Reporting

Assets acquired during 2019/20 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 2019/20 for each of Council's principal activities

The assets held by Council at the end of year 2019/20 are presented in the Financial Statements which is part of this Annual Report.

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

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

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

1. Roads and Bridges

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

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

- Gravel Resheeting
- Wet Grading
- Maintenance

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

2. Stormwater Drainage

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

Council continues to investigate the Humbug Creek at Ungarie.

3. Footpaths, kerb and gutter and street trees

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

4. Buildings and Public Amenities

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

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

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

5. Aerodrome

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

6. Saleyards

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

7. Parks, Gardens and Sporting Fields

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

8. Sewerage Works

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

The sewage treatment plants supply a reticulation system. Overall, the two reticulation systems are in a satisfactory condition 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. Two new storage tanks have been constructed in 2019/20.

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 has recently been refurbished.

The pools are operated by a contractor.

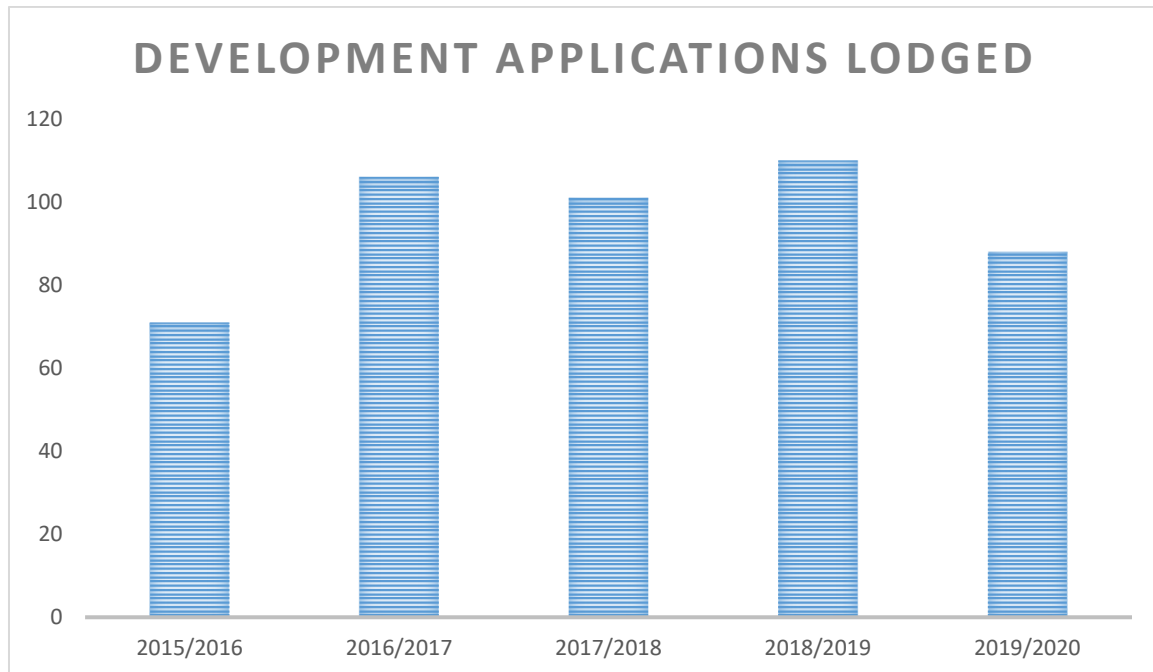
12. Landfill Sites

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

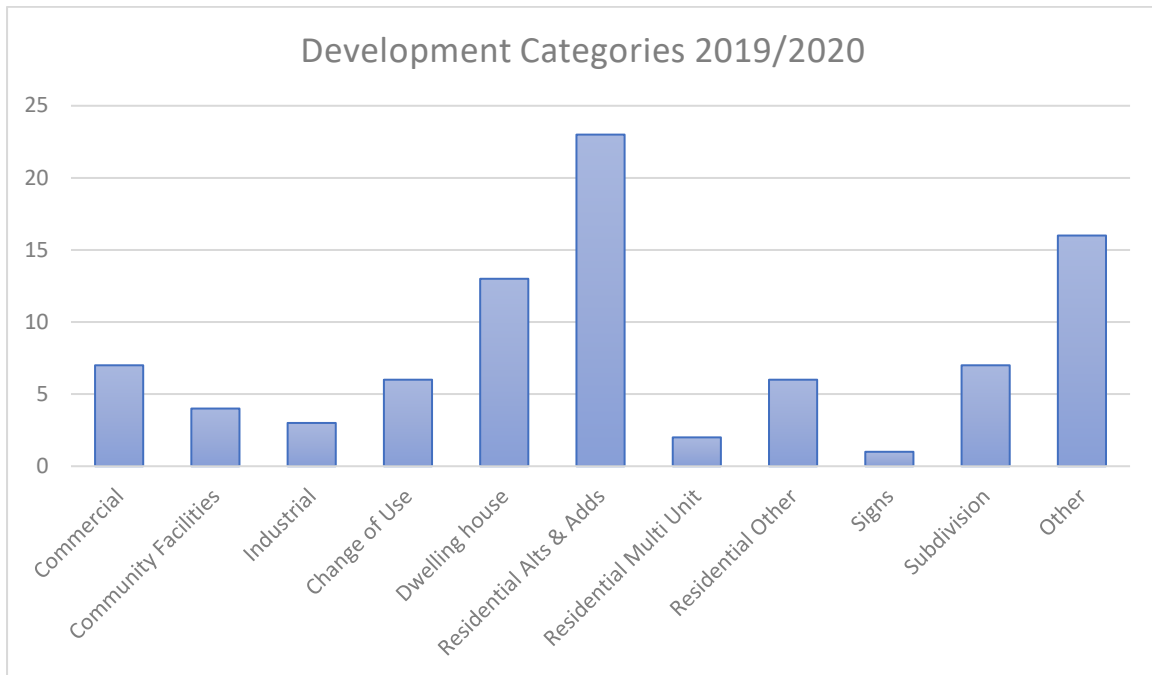


Development Statistics

Development Applications



Development Categories



Swimming Pool Inspections

Details of inspections of private swimming pools.

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

There are 10 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 9 pools that require inspection during 2020.

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 eight (8) 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 \$178,000 which includes employee 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. Dogs and cats that are sold from the pound are subsidised with a sale price that includes desexing, microchipping and registration.

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 56 per cent, however, there has been an increase in the number of dogs released to their owner. Only three (3) dogs were euthanased during the reporting period with this due to them being unsuitable to rehome. The rate of rehoming of cats has increased significantly during this reporting period. This rate now stands at 81 per cent. Despite this, the rehoming of cats remains difficult.

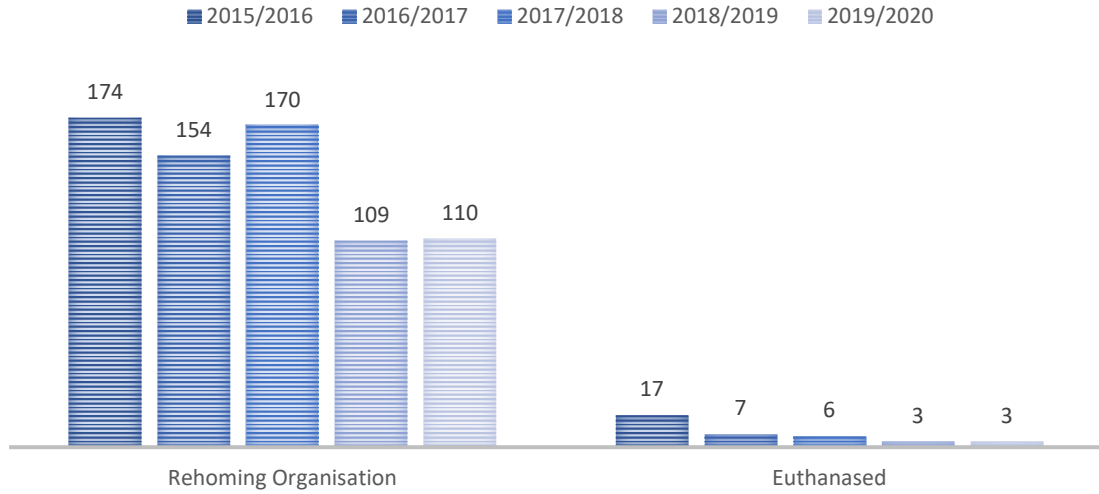
Off leash areas provided by the council area

An off leash area is provided at Coinda Bushland Reserve which is located between Wyalong and West Wyalong. Council has recently received a Stronger Country Communities Grant for the establishment of a dedicated dog park with work due to be completed by the end of 2020.

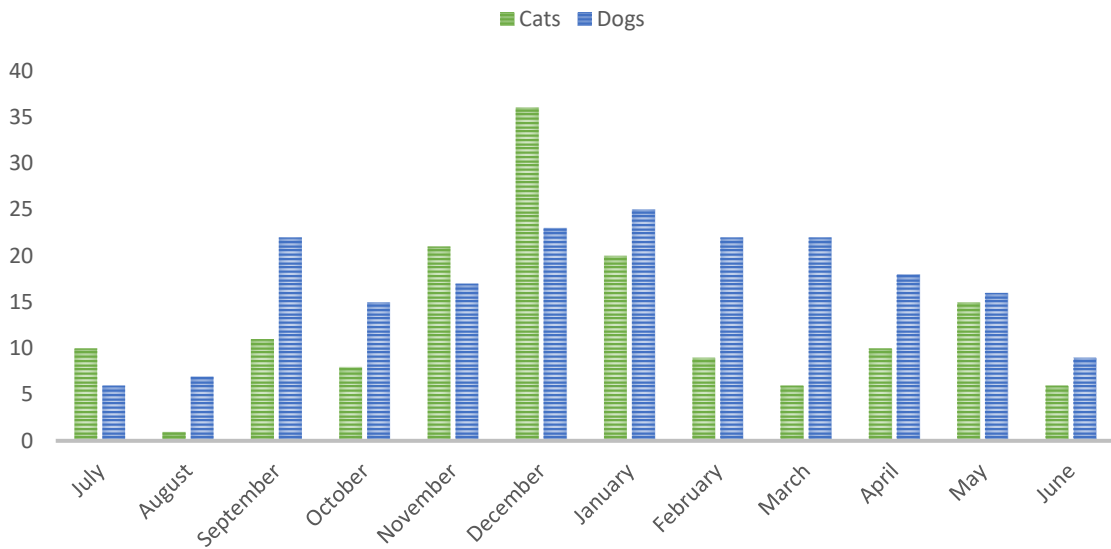
Detailed information of fund money used for managing and controlling companion animals.

During 2019/20 expenditure for Companion Animal management was \$184,658.74 which includes employee costs, plant hire, provision of veterinary supplies and care and impounding activities. Council received \$5405.60 from OLG for companion animal management during 2019/20.

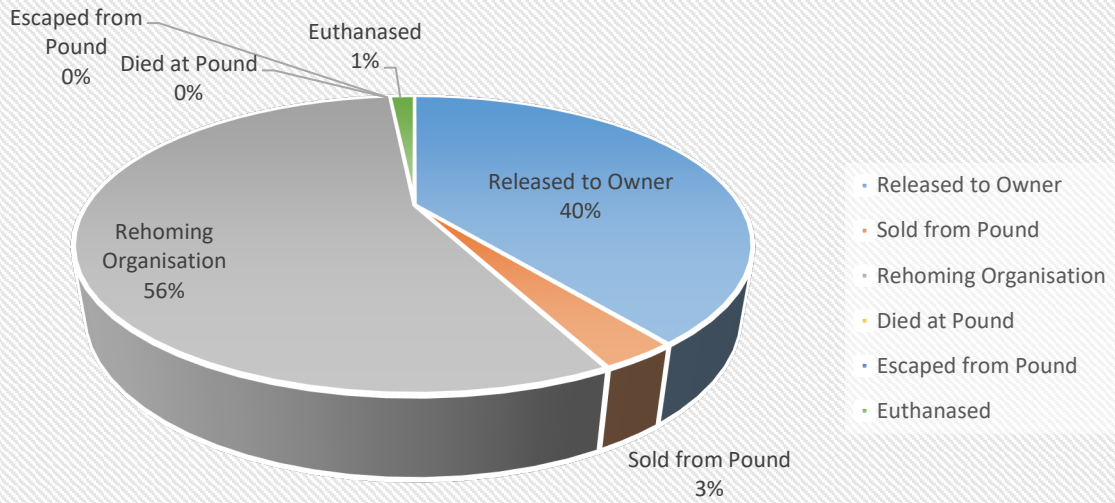
REHOUSING V EUTHANASIA OF DOGS 2015 TO 2020



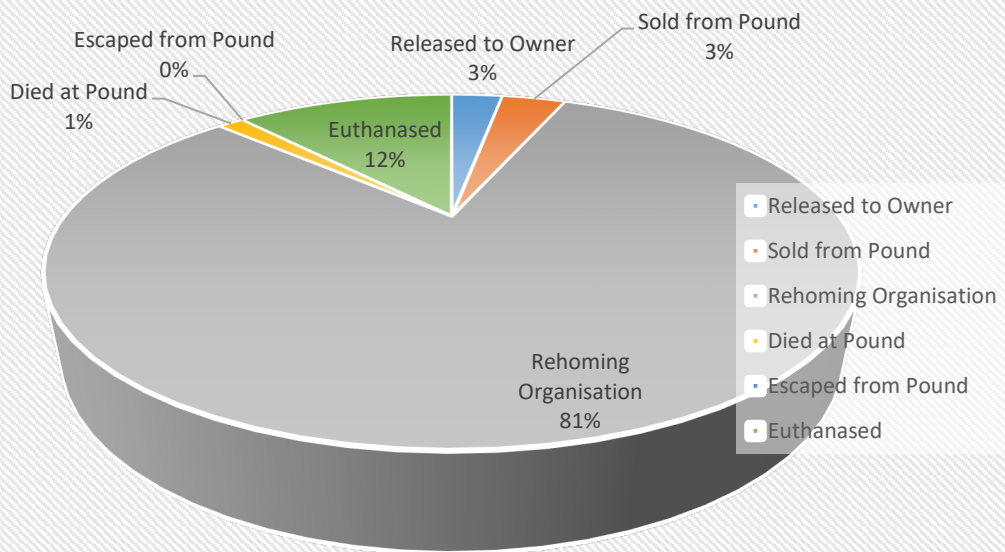
ANIMALS IMPOUNDED 2019/2020



Dogs - Exit from Pound Method 2019/2020



Cats - Exit from Pound Method 2019/2020



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) - Bland Temora Zone (BTZ)

2019/2020 Annual Council report

Management

- BTZ staff continue to manage the Zone with staff short falls. Subject to staff movements & availability Bland Fire Control Centre is open Mondays, Tuesday, Thursday & Fridays.
- ALL 34 Brigade AGM's were held with 145 elected field officers appointed & authorized in accordance with NSWRFS Service Standards.
- The Liaison Committee, Senior Management team, Pre Season Captains & Bush Fire Management Committee (BFMC) meetings were held in September/October 2019.
- 2019/20 fire season was quiet in the BTZ due to the drought, this was a blessing given the unprecedented fire season that occurred.
- 17 Long Service Medals were presented.
- Ongoing: Code of Conduct & Ethics, Conflict of interest training for staff & volunteers.
- Ongoing: WH&S reporting.
- NSW Bush Fire Coordination Committee returned BTZ Bush Fire Risk Management plan again with further amendments to be made.
- 2019/20 Estimates were submitted for approval.
- 2019/20 Station construction & Council hazard reduction claims were submitted for reimbursement.
- South Western Area Command based in Albury commenced in May 2020, the Area Command covers the following fire districts: South Board (Albury area), Eastern Riverina (Wagga area), Northern Riverina (Griffith area), Southern Riverina (Deniliquin area) and South West (Wentworth area) & Bland Temora.
- Weather districts are still under review with BTZ to be considered in the Northern Riverina fire district area.

Administration

- Brigade membership list was updated & disseminated to Brigades.
- New membership applications continue to be processed.
- National Parks & Wildfire pass continued to be issued to volunteers.
- 2019/20 Brigade call out books were updated & distributed to Brigades.
- Maintenance & repair financial 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)

- Due to Operational Services staff shortfalls in Community Safety area minimal proposed programs were undertaken.
- Barmedman village proposed Community Protection Plan has been put on hold until further notice.
- Strategic slashing of Bland & Temora Councils roads & villages was undertaken with Bland Shire completing all their programmed works.
- Section 63 Duty of care inspections in all villages across the Zone occurred.
- 2019/20 Fire season commenced 1st October 2019 & ended on the 31st March 2020.
- 1 Fire permit was issued in Bland LGA.
- 8 Fire Permits were issued in Temora LGA.

Membership Services: (Learning and Development)

- Due to a staff vacancy no volunteer training occurred in 2019/20.
- 1 Multi Agency incident management exercise held.
- The Zones Communication Group continued to conduct weekly radio & paging checks every Sunday during the fire season.
- To date West Wyalong Hot Fire Training Centre has not been used.
- Ongoing promotion of volunteer for West Wyalong Airbase is still a high priority.

Infrastructure: (Operations)

- 2 volunteers assisted in the Zones annual equipment & Brigade station inspections.
- All NSWRFs & Brigade maintained trailers have been RMS inspected.
- 82 annual inspections & servicing tankers completed & recorded.
- 21 Private tankers RMS inspections received were recorded.
- 2019/20 Out of area assistance plan reviewed & updated.
- 2019/20 Communications & Logistic plans reviewed & updated.
- 2019/20 Section 52 plan of operation reviewed & updated.
- All Brigade Stations & Fire Control Centres were sprayed for spiders.
- Ongoing WH&S corrective actions completed & recorded.
- Bland Creek Brigade double bay station construction commenced in February 2020.
- Tallimba Brigade station new disabled toilet was installed
- Annual tanker servicing & inspection carried out by Barmedman Motors & Temora Truck & tractor is working well.

During the 2019/20 fire season BTZ provided the following out of area assistance

- 1 staff to Dorrigo, 1 staff to Grafton, 2 staff to Glen Innes, 2 volunteers to Northern Rivers, 1 volunteer to Narrabri, 4 volunteers 2 tankers & 1 staff to Moonbi Range, 22 volunteers 7 tankers to Mudgee, 1 volunteer 2 staff to Kempsey, 211 volunteers 76 tankers & 1 staff to Snowy Valley (**Some of these volunteers attended this fire multiple times**), 1 staff to Batemans Bay, 4 volunteers & 2 tankers to Greater Hume, 1 staff to Cooma.
- Any damage that occurred to BTZ tankers has been repaired & claimed against each respective Section 44's.

Due to COVID19

March Liaison/Senior Management team & our BFMC Post Season meetings were held in July 2020.

Unfortunately the 2019/20 Group Captains/Captains Post Season, appreciation dinner meeting was cancelled. The intent of the Post Season meeting was to carry out an After Action Review on the fires BTZ attended & hold an appreciation dinner for our Group Captains/Captains & **ALL volunteers** that went out of area during the unprecedented fire season.

2019/2020 INCIDENTS

Bland LGA: 39 Temora LGA: 18

*Steve Holden
Zone Manager
Bland Temora Zone*

Appendix 1

Bland Shire Council Progress Report 2019/20 – Combined Delivery Program & Operational Plan August 2020





BLAND SHIRE COUNCIL
west wyalong

2019/20 Progress Report Combined Delivery Program & Operational Plan

1 July 2019 – 30 June 2020

Reporting Our Progress

Performance Measures

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

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

Monitoring and Reporting

It is important to track and report on our progress in delivering our Community Strategic Plan over the ten year period. Council will report to the community at regular intervals on what 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 into the future. The survey will be undertaken in the fourth year of the Council term.

2019/2020 Operational Plan Actions	
as at 30/06/2020	
Total number of actions:	217
⚠ On target	41
✘ Not progressed	5
✔ Complete	171



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

2019/2020 Operational Plan Actions	
as at 30/06/2020	
Total number of actions:	67
⚠ On target	15
✘ Not progressed	2
✔ Complete	50

1.

Ensure health and support services address the needs of the community

Delivery Program (4 years) 2018 - 2022

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) 2019/2020

Action		Responsibility
1.1.1	Maintain active relationships and communication with health services, relevant allied health providers and medical practices within the Shire <i>KPI: Quarterly Contact</i>	Director Corporate & Community Services
Progress update to 30/09/2019	Relationships maintained.	!
Progress update to 31/12/2019	Relationships maintained, active participation from Council services at the quarterly health network meetings.	!
Progress update to 31/03/2020	Council actively participated in the Community-led Health Service Planning sessions held in February conducted by MLHD. Ongoing relationships maintained through Local Health Advisory Committee representation.	!
Progress update to 30/06/2020	Council supported information distribution to staff and community in response to the COVID-19 pandemic using traditional and social media platforms.	✓
1.1.2	Partner with local health services to implement workshops and provide resources to the community <i>KPI: Quarterly Contact</i>	Community Development Officer
Progress update to 30/09/2019	Council partnered with numerous local health services including Temora MHDA, Wellways, The Murrumbidgee PHN and the Local Rural Aid Counsellor in the delivery of Bust the Dust. Council partnered with Temora MHDA in the delivery of Youth Mental Health First Aid Training in July.	!

Progress
update to
31/12/2019

Council assisted TMHDA in the delivery of a mental health awareness event during mental health month. Council is currently working with rural Aid in establishing a community drought hub at one of the local schools which will include counselling on a month basis for residents. Council has developed a proposal for a Youth Mental Health and Wellbeing program to be delivered to students commencing in 2020 providing grant funding is successfully obtained. Council has sought advice from service providers who are involved with the Interagency committee and partnered with The Butterfly Foundation, Batyr, The Resilience Project, to develop a suitable youth program.



Progress
update to
31/03/2020



Progress
update to
30/06/2020

Partnered with Murrumbidgee Primary Health Network to bring the COVID testing clinic to West Wyalong and Ungarie to ensure local residents have access to testing facilities. Utilised council channels to promote the vans attendance.



1.

Ensure health and support services address the needs of the community

Delivery Program (4 years) 2018 - 2022

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) 2019/2020

Action		Responsibility
1.2.1	Review existing services to ensure service model is in line with government requirements <i>KPI: Annual review as per funding requirements</i>	Community Care Coordinator
Progress update to 30/09/2019	All services currently under review.	!
Progress update to 31/12/2019	Currently all services are being audited internally to ensure they meet requirements.	!
Progress update to 31/03/2020	As above.	!
Progress update to 30/06/2020	Internal audit complete, services being updated to ensure government requirements are met.	✓
1.2.2	Develop and implement programs to ensure need is being met <i>KPI: Annual Review</i>	Community Care Coordinator
Progress update to 30/09/2019	All services currently under review.	!
Progress update to 31/12/2019	Internal audit currently being conducted, once finalised a review of programs will be completed.	!
Progress update to 31/03/2020	As above.	!
Progress update to 30/06/2020	Due to COVID-19 all group programs have been put on hold.	✓

1.2.3	Network with aged care and disability service providers to strengthen relationships within community <i>KPI: Quarterly Contact</i>	Community Care Coordinator
Progress update to 30/09/2019	Ongoing.	!
Progress update to 31/12/2019	Ongoing.	!
Progress update to 31/03/2020	Ongoing.	!
Progress update to 30/06/2020	Networking continuing with aged care and disabled service providers.	✓
1.2.4	Provide aged care services to towns and villages in the Shire <i>KPI: As identified</i>	Community Care Coordinator
Progress update to 30/09/2019	Continuing.	!
Progress update to 31/12/2019	Services are continuing throughout the Shire including towns and villages.	!
Progress update to 31/03/2020	Services are continuing throughout the Shire including towns and villages.	!
Progress update to 30/06/2020	Services are continuing throughout the Shire including towns and villages.	✓
1.2.5	Undertake a service survey for Aged Care Services <i>KPI: Annual service survey undertaken</i>	Community Care Coordinator
Progress update to 30/09/2019	Complete.	✓
Progress update to 31/12/2019	As above.	✓
Progress update to 31/03/2020	As above.	✓
Progress update to 30/06/2020	As above.	✓

1.2.6	Investigate alternative funding and collaborative initiatives to maximise opportunities for the community in the areas of Childrens Services and HACC <i>KPI: As identified</i>	Director Corporate & Community Services
Progress update to 30/09/2019	Under review.	!
Progress update to 31/12/2019	Under review.	!
Progress update to 31/03/2020	Review undertaken of funded projects.	!
Progress update to 30/06/2020	Changes to funding streams for Children's Services as a direct result of COVID-19 pandemic. Additional funding provided by State Government to support pre-school operations. Support provided to Family Day Care providers to transition to Job Keeper payments.	✓

2.

Partner with organisations to strengthen community health and safety

Delivery Program (4 years) 2018 - 2022

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) 2019/2020

Action	Responsibility
2.1.1 Provide education programs on road safety, in line with RMS funding <i>KPI: Minimum of two programs per year</i>	Road Safety Officer
Progress update to 30/09/2019	Two programs completed in the first quarter. ✓
Progress update to 31/12/2019	RSO position vacant. ✓
Progress update to 31/03/2020	RSO position vacant. ✓
Progress update to 30/06/2020	RSO position filled June - programs being prepared for 2020 - 2021 financial year. ✓
2.1.2 Remove offensive graffiti from Council infrastructure as soon as practical dependant on location and degree of offensiveness and report to Police <i>KPI: Removed within two days</i>	Coordinator Urban
Progress update to 30/09/2019	When reported to council or noticed by staff. ✓
Progress update to 31/12/2019	When reported to council or noticed by staff. ✓
Progress update to 31/03/2020	When reported to council or noticed by staff. ✓
Progress update to 30/06/2020	When reported to council or noticed by staff. ✓





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 30/09/2019	Contractors provided with WHS / risk information.	!
Progress update to 31/12/2019	Contractors provided with WHS / risk information.	!
Progress update to 31/03/2020	Contractors provided with WHS / risk information.	!
Progress update to 30/06/2020	Contractors provided with WHS / risk information.	!
2.1.4	Support and promote young driver educational programs <i>KPI: Two programs per year</i>	Community Development Officer
Progress update to 30/09/2019	Highly successful NRMA Driving lessons held on 9 and 10 July 2019.	!
Progress update to 31/12/2019	Highly successful NRMA Safer Driving program held on 1 and 2 October 2019.	✓
Progress update to 31/03/2020	NRMA Driving school was planned for 15 and 16 April however this has been cancelled due to the COVID-19 pandemic.	✓
Progress update to 30/06/2020	NRMA Safer Driving Program scheduled for end of July 2020.	✓
2.1.5	Continue partnerships with NSW Food Authority and continue to promote the Scores on Doors program <i>KPI: As required</i>	Manager Development & Regulatory Services
Progress update to 30/09/2019	0	!
Progress update to 31/12/2019	Partnership has continued. Food premises inspection program has commenced.	!
Progress update to 31/03/2020	Food premises inspection program is continuing.	!
Progress update to 30/06/2020	Food premises inspection program was suspended due to COVID-19.	✓

2.1.6	Inspect all High and Medium Risk Food Premises <i>KPI: Yearly inspections</i>	Manager Development & Regulatory Services
Progress update to 30/09/2019	0	!
Progress update to 31/12/2019	Inspection program has commenced.	!
Progress update to 31/03/2020	Food premises inspection program is continuing.	!
Progress update to 30/06/2020	Food premises program was suspended due to COVID-19.	✓
2.1.7	Continue partnership with NSW Public Health <i>KPI: As required</i>	Manager Development & Regulatory Services
Progress update to 30/09/2019	0	!
Progress update to 31/12/2019	0	!
Progress update to 31/03/2020	0	!
Progress update to 30/06/2020	Partnership has continued during 2020	✓
2.1.8	Inspect all Skin Penetration Premises and Mortuaries <i>KPI: Yearly Inspections</i>	Manager Development & Regulatory Services
Progress update to 30/09/2019	0	!
Progress update to 31/12/2019	Review of skin penetration and mortuary inspection program to be undertaken.	!
Progress update to 31/03/2020	Review of skin penetration and mortuary inspection program to be undertaken.	!
Progress update to 30/06/2020	Inspection program was suspended due to COVID-19.	✓



2.1.9 Implement Councils on site waste management system inspection program **Manager Development & Regulatory Services**
KPI: Ungarie (non-sewered area), Tallimba, Barmedman (non-sewered area), Mirrool, Weethalle, Rural Properties, non-sewered parts of Wyalong and West Wyalong

Progress update to 30/09/2019	0	
Progress update to 31/12/2019	Ongoing. Policy to be reviewed in 2020.	
Progress update to 31/03/2020	0	
Progress update to 30/06/2020	Ongoing. Policy to be reviewed in 2020.	

2.1.10 Promote the continued use of online training program for Food Safety **Manager Development & Regulatory Services**
KPI: Social media, Council notices and community noticeboard twice per year

Progress update to 30/09/2019	0	
Progress update to 31/12/2019	0	
Progress update to 31/03/2020	Online training program continues to be available.	
Progress update to 30/06/2020	Online training program continues to be available.	

2.1.11 Promote Mental Health Month **Community Development Officer**
KPI: Support and conduct one event per year

Progress update to 30/09/2019	Mental health month to be promoted with information regarding where and how to access services locally provided to the community across Council's social media. Council has further developed a proposal for consideration under round 3 of the Stronger Country Communities Program for the delivery of a comprehensive Youth Mental Health program in 2020/21.	
Progress update to 31/12/2019	Council assisted TMHDA in the delivery of a mental health awareness event during mental health month and posted a multitude of information on Council's social media regarding mental health and drought supports and services. Bland Shire Council submitted a MPHN youth and community grant application to allow for the delivery of 3 full day mindfulness and mental well being days to be held at three village schools in early 2020.	

Progress update to 31/03/2020	Completed for this financial year.	✓
Progress update to 30/06/2020	As above.	✓
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 30/09/2019	0	!
Progress update to 31/12/2019	Ongoing. Policy to be reviewed in 2020.	!
Progress update to 31/03/2020	Ongoing. Policy to be reviewed in 2020.	!
Progress update to 30/06/2020	Ongoing. Policy to be reviewed in 2020.	✓

3.

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

Delivery Program (4 years) 2018 - 2022

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) 2019/2020

Action	Responsibility
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3.1.1 Actively work for the community to identify additional funding to achieve community goals by promoting and assisting with external grant applications <i>KPI: Assisting at least four community groups each year</i>	Community Relations Officer
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Progress update to 30/09/2019 Applications lodged for Business West Wyalong for the West Wyalong Christmas carnival and dual projects from the Ungarie RSL sub-branch. Advice provided to numerous other groups and organisations.	!
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Progress update to 31/12/2019 Stronger Country Community Fund submissions lodged. Grant Guru portal launched to provide residents and staff with easy access and information regarding the latest grant opportunities.	!
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Progress update to 31/03/2020 Ungarie RSL park project fully funded and completed. Stronger Country Communities Fund recipients announced. Assistance provided to Ungarie Sport and Recreation Committee in submitting successful Clubs NSW Infrastructure grant.	!
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Progress update to 30/06/2020 Assistance provided to a number of community groups with preparing and applying for external grant applications	✓
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3.1.2 Investigate new initiatives to promote and engage volunteers and seek to strengthen relationships <i>KPI: One volunteer event/workshop per year</i>	Community Development Officer
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Progress update to 30/09/2019 Community Development staff are currently working with staff at West Wyalong High School on a community groups and volunteering initiative which involves an introduction to volunteering and inducting students to enable them to be Council volunteers.	!
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Progress update to 31/12/2019 Council held two volunteering education sessions with year 9 students from West Wyalong High School in November and December touching on the importance of volunteering within the community and noted the contributions and services that community groups provide to the Bland Shire.	✓
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Progress update to 31/03/2020	Item completed as noted above.	✓
Progress update to 30/06/2020	As above.	✓
3.1.3	Recognise and celebrate volunteers for National Volunteer Week <i>KPI: Hold one event per year. Link volunteers with local events</i>	Community Development Officer
Progress update to 30/09/2019	Event to be held in May 2020.	!
Progress update to 31/12/2019	As above.	!
Progress update to 31/03/2020	Event was scheduled for May 2020, however this has been cancelled due to the COVID-19 pandemic. Investigations underway into other initiatives that can be implemented to recognise and celebrate volunteers.	!
Progress update to 30/06/2020	As above.	!
3.1.4	Facilitate Community Reference Group and report through Manex to Council <i>KPI: Call for agenda items at least five times a year</i>	Community Relations Officer
Progress update to 30/09/2019	Successful CRG meeting held in August 2019 with minutes referred to Manex.	!
Progress update to 31/12/2019	Community Reference Group meeting held in November 2019 and referred to Manex.	!
Progress update to 31/03/2020	February meeting not held due to lack of agenda items	!
Progress update to 30/06/2020	Community Reference Group suspended due to COVID-19.	✓
3.1.5	Administer Council's Strengthening Communities Grant Programs <i>KPI: 100% applications considered</i>	Community Relations Officer
Progress update to 30/09/2019	Strengthening Communities grants provided to Whispering Pines Aviation and Country Hope West Wyalong.	!
Progress update to 31/12/2019	Strengthening Communities grant provided to West Wyalong Town Band.	!
Progress update to 31/03/2020	Strengthening Communities grant awarded to Barmedman Sport and Recreation Committee.	!
Progress update to 30/06/2020	Strengthening Communities grants provided to Royal Far West	✓

3.1.6	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 30/09/2019	Free community Youth Mental Health First Aid (YMHFA) Training held in July 2019.	!
Progress update to 31/12/2019	Assistance provided to members of OMNI (Older Men New Ideas) in hosting a meeting and presentation with the goal of establishing an older men's support group in West Wyalong. Support provided to the West Wyalong garden club in seeking grant funding and information regarding the installation of a community clock. Support provided to Country Hope West Wyalong in the establishment of the HOPE sign in McCann Park.	!
Progress update to 31/03/2020	Completed as noted above.	✓
Progress update to 30/06/2020	As above.	✓
3.1.7	Apply for external grant funding to implement Tourism and Business programs and projects <i>KPI: Two grant applications per year with appropriate matched funding</i>	General Manager
Progress update to 30/09/2019	Grant applications are prepared and submitted as and when appropriate.	!
Progress update to 31/12/2019	Grant applications are prepared and submitted as and when appropriate.	!
Progress update to 31/03/2020	Grant applications are prepared and submitted as and when appropriate.	!
Progress update to 30/06/2020	Grant applications are prepared and submitted as and when appropriate.	✓
3.1.8	Facilitate and progress implementation of the successful SCCF grant for the Community Cinema project <i>KPI: Project completion in accordance with funding agreement and milestones</i>	Manager Development & Regulatory Services
Progress update to 30/09/2019	0	!
Progress update to 31/12/2019	Stage one works to commence early 2020.	!
Progress update to 31/03/2020	Stage one works have commenced.	!
Progress update to 30/06/2020	Stage one works have been completed. Stage two tender is being prepared	!

3.1.9 Monitor and progress applications for funding under proposed Round 3 of the SCCF **General Manager**

KPI: Successful projects identified and progressed in accordance with funding agreement and milestones

Progress update to 30/09/2019 The projects under Round 3 of the SCCF have been identified by Council and have been submitted to the NSW Government for determination. ✔

Progress update to 31/12/2019 Council has been advised that the announcement of the successful projects will occur in early 2020. ✔

Progress update to 31/03/2020 Council has been advised of the successful projects and will confirm acceptance of those projects following the Draft 20/21 Budget Workshop. ✔

Progress update to 30/06/2020 The Deeds of Agreement have been completed and work on each project has commenced. !

3.1.10 Facilitate and progress implementation of the successful SCCF grant for power and sports lighting to West Wyalong Rugby and Rodeo Clubs **Director Technical Services**

KPI: Project completion in accordance with funding agreement and milestones

Progress update to 30/09/2019 Ongoing project. !

Progress update to 31/12/2019 Ongoing project. !

Progress update to 31/03/2020 Ongoing project. !

Progress update to 30/06/2020 Ongoing project. !

3.1.11 Facilitate and progress implementation of the successful SCCF grant for the Kikoira Hall amenities block and kitchen upgrade **Engineering Services Manager**

KPI: Project completion in accordance with funding agreement and milestones

Progress update to 30/09/2019 Ongoing project. !

Progress update to 31/12/2019 Ongoing project. !

Progress update to 31/03/2020 Ongoing project. !

Progress update to 30/06/2020 Ongoing project. !

3.

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

Delivery Program (4 years) 2018 - 2022

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) 2019/2020

Action		Responsibility
3.2.1	Continue membership and participation with Eastern Riverina Arts Inc <i>KPI: Annual Membership</i>	Community Development Officer
Progress update to 30/09/2019	2019-2020 fees have been processed to ensure continued membership.	✓
Progress update to 31/12/2019	As above.	✓
Progress update to 31/03/2020	As above.	✓
Progress update to 30/06/2020	As above.	✓
3.2.2	Facilitate visiting artist/exhibition/performance <i>KPI: One annually</i>	Community Relations Officer
Progress update to 30/09/2019	Fawly Towers Dining Experience held and sold out in September 2019.	✓
Progress update to 31/12/2019	Visiting Zest International artists painted public murals in West Wyalong and Mirrool.	✓
Progress update to 31/03/2020	0	✓
Progress update to 30/06/2020	0	✓

3.2.3	Provide a range of community programs and activities for children and seniors <i>KPI: Four activities per year</i>	Director Corporate & Community Services
Progress update to 30/09/2019	0	!
Progress update to 31/12/2019	0	!
Progress update to 31/03/2020	Council support of and involvement with Family Fun Day to promote community wellbeing during severe drought period. Council also represented on RivJO Drought Committee.	!
Progress update to 30/06/2020	No face-to-face activity this quarter due to COVID-19 restrictions. Library and Children's Services maintained engagement with target groups through the provision of home delivery services and utilisation of social media platforms. Direct service provision to existing clients continued with Community Care services.	✓
3.2.4	Facilitate a Bland Flavour Festival <i>KPI: Successful event within budget allocation</i>	Community Relations Officer
Progress update to 30/09/2019	Concept design developed.	!
Progress update to 31/12/2019	Save the date sent out for March 20-22.	!
Progress update to 31/03/2020	Chickenstock 2020 was postponed on 13 March 2020 due to the COVID-19 outbreak and legislation which prevented large public gatherings. Festival to be held later in 2020 once allowable.	!
Progress update to 30/06/2020	Alternative date post COVID-19 being sought. All arrangements were finalised for festival as per Operational Plan with delivery to occur in near future.	✓

3.

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

Delivery Program (4 years) 2018 - 2022

Strategy 3.3

Support and strengthen our indigenous culture and history

Performance Measure

- Increased number of engagement opportunities

Operational Plan (1 year) 2019/2020

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 30/09/2019 Council is working closely with the WWLALC to assist in the development of portable housing for the staff at the LCGM.	!
Progress update to 31/12/2019 Council will be meeting with all regional LALC's sometime in February 2020 to discuss the formation of a reference group.	✓
Progress update to 31/03/2020 The Mayor and General Manager met with the new ALC Director, Ms. Leeanne Hampton for a general discussion with no major issues identified.	✓
Progress update to 30/06/2020 Council is currently in negotiations with the WWLALC for the withdrawal of a claim on Lot 1327 Neeld Street.	!
3.3.2 Fly the Aboriginal Flag at Council on days of Aboriginal significance <i>KPI: Flag flown on National Reconciliation Week, NAIDOC Week and other special occasions and events where it is deemed appropriate, including the anniversary of the Apology (whether permitting)</i>	Community Relations Officer
Progress update to 30/09/2019 Flag flown throughout NAIDOC Week.	!
Progress update to 31/12/2019 Ongoing.	!
Progress update to 31/03/2020 Ongoing.	!
Progress update to 30/06/2020 Ongoing.	✓

3.

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

Delivery Program (4 years) 2018 - 2022




Strategy 3.4

Foster a community learning culture optimising our physical and virtual spaces

Performance Measure

- Increased number of community members accessing and utilising our library services

Operational Plan (1 year) 2019/2020

Action	Responsibility
<p>3.4.1 Continue to promote the library as a community hub being utilised by all community members <i>KPI: Membership remains stable, 5% increase library visits</i></p>	<p>Library Services Coordinator</p>
<p>Progress update to 30/09/2019</p> <p>Baby Bounce (for babies up to 24 months) held every second Friday during school term. Storytime (for preschool aged children) held every Storytime for Bland Family Day Care educators held once a month. Storytime for Bland Preschool (various class groups) held each school term. Storytime for Ungarie Preschool held each school term. Regular school visits (various class groups). Day Book Club held first Monday of each month. Knit and Knatter (knitting group) meet every second Tuesday. Pals of the Pen (writers' group) meet every second Friday. Home delivery service provided every second Monday. Book Deposit Stations maintained in the villages of Barmedman and Weethalle - changeover of library items every 10 weeks. Continuous support of West Wyalong High School's work placement and student volunteer programs during the school year. Membership drive undertaken during September. Programs and services promoted via library webpage, social media, community noticeboard, newsletters & local newspaper. 60 new members this quarter. Current membership stands at 1875. 9707 people through the door this quarter.</p>	
<p>Progress update to 31/12/2019</p> <p>As above. Refurbishment of library completed. 30 new members this quarter. 90 new members since July 1. 8484 people through the door this quarter. 18191 people through the door since July 1.</p>	
<p>Progress update to 31/03/2020</p> <p>As above. 30 new members this quarter. 120 new members since July 1. 7579 people through the door this quarter. 25,770 people through the door since July 1.</p>	

Progress update to 30/06/2020	<p>Due to COVID-19 all face-to-face programs were suspended until further notice. New LEGO Club moved online. Virtual story times provided by RRL. Writers Group continue to meet at another venue supported by the library. Knitters Group suspended, but library continues to take knitting for charitable causes. The library reopened June 1 with restricted hours, but all services available. A StorytimePOD providing digital storytelling and other educational activities for children aged 2 - 9+ years has been purchased for the library as well as a Smartboard for training purposes and library programs (Local Priority Grant). The Barmedman book deposit station is being relocated to the Barmedman Arts Cafe due to Australia Post no longer being available. Total of 135 new members have registered since July 1. 32 per cent of Bland LGA population is a registered member of Bland Shire Library. Total of 27435 people through the door since July 1.</p>	✓
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3.4.2	Foster lifelong learning through the provision of community programs <i>KPI: Six programs per year</i>	Library Services Coordinator
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Progress update to 30/09/2019	<p>Emergency CPR for Babies and Toddlers. Children's Book Week 17 - 23 August. A competition was circulated to all 9 schools within the Bland Shire. 18 school groups from 4 schools visited the library and participated in a variety of activities promoting Australian literature, reading and literacy. Science in VR - Livestream Talk "Astronomy for all Australians" held 17 August. Participants received a set of virtual reality glasses to use with a VR app on their smartphones. Adult Learners Week event held 5 September. Kurrajong clients and their carers were invited to explore the world of virtual reality and participate in a soap-making activity. Visit by illustrator Ben Wood 16 - 20 September. The visit encompassed all 9 schools within the Bland Shire with 650 students Kinder to Year 10 participating. Australian Reading Hour event held 19 September. A communal reading hour was held to promote reading for all ages within the community.</p>	!
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Progress update to 31/12/2019	<p>Tech Savvy Seniors -- Introduction to smartphones. Launched Summer Reading Club program -- annual library program that encourages sustained literacy, access to literature, and involvement with local libraries by children, young people and their families during the summer holidays, and aims to assist public libraries in stimulating a love of reading and building a lifelong library habit. Food For Fines -- supports the local St Vincent de Paul Society's Christmas Appeal.</p>	!
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Progress update to 31/03/2020	<p>New monthly Lego Club program for children aged 5 - 14 years was to be launched, but due to the COVID-19 virus outbreak this has been postponed. HSC Lock-in postponed due to COVID-19 virus outbreak.</p>	✓
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Progress update to 30/06/2020	Due to COVID-19 and the subsequent postponement of the Library's face-to-face Lego Club, the Library took the initiative and moved it online. The program which caters for all ages has a STEM component and has proved extremely successful. Tech Savvy Seniors Grant application submitted.	✓
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3.4.3	Ensure Library content and services are available to the community in various platforms	Library Services Coordinator
	<i>KPI: Usage increase of 5%</i>	

Progress update to 30/09/2019	The library maintains a core collection of library materials including books, magazines, audiobooks and DVDs. A large range of free apps, electronic resources and digital collections are available to all Bland Shire Library members via Riverina Regional Library. Daisy players for the visually impaired available. The library receives a weekly delivery of new library books, DVDs, etc. The library receives a weekly delivery from RRL - includes reservations, story time kits, promotional material, etc. 5614 library items issues this quarter.	!
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Progress update to 31/12/2019	As above. 7769 library items issues this quarter. 13383 library items issues since July 1.	!
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Progress update to 31/03/2020	As above. 4915 library items issued this quarter. 18,298 library items issued since July 1.	!
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Progress update to 30/06/2020	Due to COVID-19, the library closed to the public for 10 weeks. The library offered a home delivery / pick-up service from May 4 to June 1 (library reopened). 48 deliveries and 6 pick-ups were recorded in that period. A large range of free apps, electronic resources and digital collections are continuously available to all Bland Shire Library members via Riverina Regional Library (these were heavily promoted to the community during shutdown). Weeding undertaken as part of Collection Management. Standing order lists reviewed and submitted for 2020-21.	✓
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4.

Ensure services are accessible for all residents

Delivery Program (4 years) 2018 - 2022

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) 2019/2020

Action	Responsibility
4.1.1 Coordinate annual Australia Day celebrations and Awards <i>KPI: Annual event</i>	Community Relations Officer
Progress update to 30/09/2019 Report to Council's August meeting with changes to the Awards Committee structure adopted.	!
Progress update to 31/12/2019 Australia Day Award Committee meet held in December 2019.	!
Progress update to 31/03/2020 Successful Australia Day celebrataions held on 26 January.	✓
Progress update to 30/06/2020 0	!
4.1.2 Coordinate Youth Week Activities <i>KPI: Annual event</i>	Community Development Officer
Progress update to 30/09/2019 Plans in place to host Youth Week Program in April 2020.	!
Progress update to 31/12/2019 Funding has been received for the delivery of Youth Week 2020.	!
Progress update to 31/03/2020 Youth week initiatives to be delivered in an online format this year due to the current COVID-19 pandemic. Plans to host virtual gym classes, a TikTok competition, and access to other online technologies and phone applications.	!
Progress update to 30/06/2020 As part of youth week 2020, Council held virtual fitness classes in partnership with Seek Fitness and also held a highly successful Tiktok competition which engages a significant portion of the youth community and was featured in "The Land" newspaper.	✓

4.1.3 Coordinate Aged Care Expo		Community Care Coordinator
<i>KPI: Bi-annual event - 2017 & 2019</i>		
Progress update to 30/09/2019	Not progressed.	✘
Progress update to 31/12/2019	Due to the resignation of the Community Care Coordinator this event was unable to proceed, currently considering holding late 2020.	✘
Progress update to 31/03/2020	As above.	✘
Progress update to 30/06/2020	Due to restrictions relating to COVID-19 this event is unable to take place.	✘
4.1.4 Coordinate Seniors Week Activities		Community Care Coordinator
<i>KPI: Annual event</i>		
Progress update to 30/09/2019	Grant funding applied for.	!
Progress update to 31/12/2019	Grant funding application unsuccessful. Continuing to put together activities to be conducted throughout Seniors Week.	!
Progress update to 31/03/2020	As above.	!
Progress update to 30/06/2020	Due to COVID-19 restrictions on large events, this no activities were able to take place.	✘
4.1.5 Coordinate Community Expo/Event		Children's Services Coordinator
<i>KPI: Bi-Annual - 2019</i>		
Progress update to 30/09/2019	0	!
Progress update to 31/12/2019	On 27.09.19 a community Outdoor Movie Night was held in Barnardo Park. The evening commenced with a sausage sizzle, jumping castle, giant bubble display, laser tag and ice-cream van along with a Toy Library interactive play area. Preceding the movie was a CSU slide show advertising all CSU services and popcorn. A movie then played on a large outdoor screen. This event was free for the community.	✓
Progress update to 31/03/2020	Event held last quarter	!
Progress update to 30/06/2020	Event held 27.09.19	!

4.1.6	Conduct Library school holiday activities	Library Services Coordinator
Progress update to 30/09/2019	July school holiday program included Circuit Bugs (children created bugs out of pipe cleaners, pegs, etc. then made them light up using a battery operated circuit). Virtual Reality with OzGrav (children explored space using VR technology and participated in physic experiments). Travel Bugs (a "minibeasts" mobile exhibition).	!
Progress update to 31/12/2019	October school holiday program included Crocodile Encounters (a travelling reptile show). Christmas themed biscuit decorating with Dagmar McIntyre. Spook-tacular games (fun games day with a Halloween theme).	!
Progress update to 31/03/2020	A variety of activities including slime making and Minute-to-win-it (easy fun challenges / games using common household items) were held during the January school holidays for Summer Reading Club participants and their families. Beading and Lego building workstations were provided throughout January for all library members to utilise.	!
Progress update to 30/06/2020	Due to COVID-19 the library organised (in conjunction with RRL) school holiday activity packs (eg. Pom Pom Monsters and Chinese Tangrams) which children can register for and collect from the library. There will also be online videos available for each activity.	✓
4.1.7	Conduct school holiday Activities	Community Development Officer
Progress update to 30/09/2019	Successful school holiday program held in July 2019 including NRMA Driving lessons, Project Paintball/Oasis trip and a movie and bowling trip.	!
Progress update to 31/12/2019	Successful Holiday program held in October 2019 including the NRMA Safer Driving Program and Movie and Bowling excursion to Griffith. End of year pool parties held in Ungarie and West Wyalong in December 2019.	!
Progress update to 31/03/2020	School holiday activities to be delivered in an online format this year due to the current COVID-19 pandemic. Plans to host virtual gym classes, a TikTok competition, and access to other online technologies and phone applications.	!
Progress update to 30/06/2020	As part of April school holidays 2020, Council held virtual fitness classes in partnership with Seek Fitness and also held a highly successful Tiktok competition which engages a significant portion of the youth community and was featured in "The Land" newspaper.	✓

4.1.8 Conduct Vacation Care program		Children's Services Coordinator
Progress update to 30/09/2019	0	!
Progress update to 31/12/2019	The Vacation Care program operated from 30.09.2019 to 04.10.2019. Attendance numbers were Monday 18, Tuesday 10, Wednesday 22, Thursday 21, and Friday 6. A program has been set and distributed to local schools for the upcoming Vacation Care period operating 13.01.2020 to 24.01.2020.	!
Progress update to 31/03/2020	The Vacation Care program operated from 13.01.2020 to 23.01.2020. Attendance numbers were Week 1 - Monday 5, Tuesday 12, Wednesday 15, Thursday 14, and Friday 9 - Week 2 - Monday 8, Tuesday 9, Wednesday 9 and Thursday 15.. A program has been set and distributed to local schools for the upcoming Vacation Care period operating in April.	✓
Progress update to 30/06/2020	The Vacation Care program operated from 14.04.2020 to 23.04.2020. Attendance numbers were low due to Covid-19. Week 1 - Tuesday 4, Wednesday 4, Thursday 4, and Friday 2 - Week 2 - Monday 3, Tuesday 5, Wednesday 10 and Thursday 7. A program has been set and distributed to local schools for the upcoming Vacation Care period operating in July.	✓
4.1.9 Facilitate Bland Shire Interagency Meetings		Community Development Officer
Progress update to 30/09/2019	Interagency Meeting held 27 August 2019.	!
Progress update to 31/12/2019	Interagency meeting held Tuesday 26 November 2019.	✓
Progress update to 31/03/2020	Completed as noted above.	✓
Progress update to 30/06/2020	As above.	✓

4.

Ensure services are accessible for all residents

Delivery Program (4 years) 2018 - 2022








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) 2019/2020

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 30/09/2019	0 
Progress update to 31/12/2019	A service survey has been distributed through the Local Aboriginal Lands Council in regards to the 'It takes a Village' program. 
Progress update to 31/03/2020	An enrolment survey has been distributed to Preschool families regarding class days and hours. Preferences in preparation for 2021 planning. To date 11 surveys have been returned. 
Progress update to 30/06/2020	No survey undertaken this quarter 
4.2.2 Implement and update annual Quality Improvement Action Plans - All Children's Services areas <i>KPI: Annually</i>	Children's Services Coordinator
Progress update to 30/09/2019	0 
Progress update to 31/12/2019	Current QIP's have been reviewed for all services. An updated set of goals have been drafted for all services in preparation for new QIP's to be written in January 2020. 
Progress update to 31/03/2020	The Coordinator and individual Service Leaders are in the process of transitioning from a QIP document to the Self-Assessment Tool as part of the new regulatory documentation recommendations. This is a detailed document requiring collaboration from all stakeholders. 

Progress update to 30/06/2020	Coordinator and Service Leaders have participated in training regarding the self-assessment tool. The document has been started for all four services.	✓
4.2.3	Meet licensing, regulation and quality standards as set by state and federal government - all Children's services areas <i>KPI: As required by Department/s</i>	Children's Services Coordinator
Progress update to 30/09/2019	0	!
Progress update to 31/12/2019	Recruitment is being undertaken to ensure regulations are being met in regards to staff qualification and ratio. A Venue Management Plan has been submitted to NSW Early Childhood Education and Care Directorate to seek a waiver for non-compliance of the Ungarie CWA Hall for Mobile Resource Unit use. Safety film has been added to The Ungarie CWA hall to meet building code. Risk Assessment templates have been updated across all services to meet regulatory requirements.	!
Progress update to 31/03/2020	On Wednesday 12 February 2020, two Children's Services Officers from the NSW Department of Education and Communities visited our Children Services Unit, focusing on Mobile Resource Unit, in preparation for Assessment and Rating.	!
Progress update to 30/06/2020	In April, FDC submitted documents as requested by the Early Childhood Education Directorate, including qualifications and WWCC. Due to COVID-19, operations regarding revenue and operational requirements have been altered and all requirements have been met.	✓
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 30/09/2019	0	!
Progress update to 31/12/2019	The Interactions with Children, Complaints, and Supervision policies have been reviewed and updated in preparation for Manex adoption.	!
Progress update to 31/03/2020	The Transport Policy and Child Protection Policy has been reviewed and updated to include legislative changes in preparation for Manex adoption.	!
Progress update to 30/06/2020	The Enrolment and Orientation Policy and Excursion, Health and Safety-Sun Protection Policy and Regular Outing Policy have been updated and sent to Manex.	!

4.2.5	Undertake toy library stock take <i>KPI: Annually</i>	Children's Services Coordinator
Progress update to 30/09/2019	0	!
Progress update to 31/12/2019	Users of the Toy Library were requested to return all resources to the Toy Library by 11.12.2019 in preparation for January 2020 clean and stocktake.	!
Progress update to 31/03/2020	During January 2020 all toys were cleaned, stocktake completed and an e-catalogue of all resources commenced. Borrowing from Toy Library has been suspended until further notice due to COVID-19.	!
Progress update to 30/06/2020	A catalogue with description and pictures has been collated for Toy Library.	!
4.2.6	Provide access to Toy Library resources to residents via Mobile Resources Unit Playgroups, Family Day Care and ITAV sessions <i>KPI: Minimum 10 opportunities each year</i>	Children's Services Coordinator
Progress update to 30/09/2019	0	!
Progress update to 31/12/2019	ITAV has taken the Toy Library van to all ITAV sessions for access to participants. Temora Family Day Care has been given access via playgroup and West Wyalong Family Day Care has been given access to additional excess resources.	!
Progress update to 31/03/2020	Borrowing from Toy Library was available throughout February 2020, however was suspended until further notice in March 2020 due to COVID-19. Borrowers were able to continue borrowing items already on loan.	!
Progress update to 30/06/2020	Due to COVID-19 restrictions Toy Library was closed during April and May. Borrowing commenced in June with changes to procedures and precautions put in place.	!

4.

Ensure services are accessible for all residents

Delivery Program (4 years) 2018 - 2022

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) 2019/2020

Action		Responsibility
4.3.1	In liaison with relevant staff, establish, maintain and regularly update a relevant online presence by ensuring that Council's website is engaging, up to date and rich in easily accessible content <i>KPI: Annual review of content</i>	Community Relations Officer
Progress update to 30/09/2019	Ongoing. Work commenced on populating new Council website.	!
Progress update to 31/12/2019	Ongoing.	!
Progress update to 31/03/2020	Ongoing	!
Progress update to 30/06/2020	User friendly new Council website launched with additional online interactive features.	✓
4.3.2	Coordinate Council notices page in the West Wyalong Advocate <i>KPI: Weekly notices</i>	Community Relations Officer
Progress update to 30/09/2019	Ongoing.	!
Progress update to 31/12/2019	Ongoing.	!
Progress update to 31/03/2020	Ongoing	!
Progress update to 30/06/2020	Ongoing	✓

4.3.3	Update the community noticeboard in West Wyalong <i>KPI: Weekly</i>	Community Relations Officer
Progress update to 30/09/2019	Ongoing.	!
Progress update to 31/12/2019	Ongoing.	!
Progress update to 31/03/2020	Ongoing	!
Progress update to 30/06/2020	Ongoing	✓
4.3.4	Maintain and promote community email list <i>KPI: Quarterly update</i>	Community Relations Officer
Progress update to 30/09/2019	Ongoing.	!
Progress update to 31/12/2019	Ongoing.	!
Progress update to 31/03/2020	Ongoing	!
Progress update to 30/06/2020	Ongoing	✓
4.3.5	Produce media releases to inform the community about Council updates, programs, events and initiatives <i>KPI: As and when required</i>	Community Relations Officer
Progress update to 30/09/2019	Media releases issued as and when required on various subjects.	!
Progress update to 31/12/2019	As above.	!
Progress update to 31/03/2020	Ongoing	!
Progress update to 30/06/2020	Ongoing	✓
4.3.6	Showcase Council services and role in the community <i>KPI: Celebrate Local Government Week, Promote services at West Wyalong Show</i>	Community Relations Officer
Progress update to 30/09/2019	Display held in the Industrial Hall at West Wyalong Show.	!
Progress update to 31/12/2019	Ongoing.	!

Progress update to 31/03/2020	Ongoing		!
Progress update to 30/06/2020	Ongoing		✓
4.3.7	Maintain and update an Events Calendar promoting all local events/workshops/programs <i>KPI: Weekly</i>		Tourism Administration Officer
Progress update to 30/09/2019	Events calendar on Bland Shire Website and TV in Visitors Centre update with current events/workshops and programs.		!
Progress update to 31/12/2019	Events calendar on Bland Shire Website and TV in Visitors Centre update with current events/workshops and programs.		!
Progress update to 31/03/2020	Events calendar on Bland Shire Website and TV in Visitors Centre update with current events/workshops and programs.		!
Progress update to 30/06/2020	All events have been cancelled during COVID-19 lockdown.		!
4.3.8	Monitor and update Council's social media accounts <i>KPI: 40 posts per year</i>		Community Relations Officer
Progress update to 30/09/2019	Social media presence growing. New Instagram page launched.		!
Progress update to 31/12/2019	Geofilters developed. Facebook and Instagram presence growing.		!
Progress update to 31/03/2020	Ongoing		!
Progress update to 30/06/2020	Ongoing		✓
4.3.9	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 30/09/2019	Ongoing.		!
Progress update to 31/12/2019	Ongoing.		!
Progress update to 31/03/2020	Social media engagement continues to grow with over 3200 followers on Facebook.		!
Progress update to 30/06/2020	Ongoing		✓

4.

Ensure services are accessible for all residents

Delivery Program (4 years) 2018 - 2022

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) 2019/2020

Action	Responsibility
<p>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</p> <p><i>KPI: Engage with all local schools annually</i></p>	Community Development Officer
<p>Progress update to 30/09/2019 Youth consultation session held in August at West Wyalong High School seeking feedback from young people around desired future projects and initiatives. Plans in place to partner with West Wyalong High School in the delivery of volunteering education and initiatives.</p>	!
<p>Progress update to 31/12/2019 Council is currently working with Rural Aid in establishing a community drought hub at one of the local schools which will include counselling on a month basis for residents. Council has developed a proposal for a Youth Mental Health and Wellbeing program to be delivered to students commencing in 2020 providing grant funding is successfully obtained. Council has sought advice from service providers who are involved with the Interagency committee and partnered with The Butterfly Foundation, Batyr, The Resilience Project, to develop a suitable youth program. Council has submitted a funding application to cover the cost of a mindfulness/student wellbeing full day program to be delivered at three village schools in early 2010. Council partnered with the L&R Group parties held in Ungarie and West Wyalong in December 2019.</p>	!
<p>Progress update to 31/03/2020 Council has been successful in acquiring grant funding for the youth wellbeing program as noted above. This program will begin to be rolled out following the COVID-19 pandemic and once students are back at school safely.</p>	!
<p>Progress update to 30/06/2020 Council has plans to deliver the BAMB program to village schools following COVID-19 restrictions being lifted and will commence delivery of the Youth wellbeing and resilience program at both Ungarie Central School and the West Wyalong High School once safe to do so.</p>	✓

4.4.2 Attend regional youth focused meetings		Community Development Officer
	<i>KPI: Two meetings attended per year</i>	
Progress update to 30/09/2019	Plans in place to attend October REROC Youth Meeting.	!
Progress update to 31/12/2019	October REROC meeting attended in Coolamon.	!
Progress update to 31/03/2020	0	!
Progress update to 30/06/2020	No meetings held due to COVID-19	!
4.4.3 Engage young people through a youth group to jointly identify areas of need/improvement and the most effective methods for engaging with youth in the community		Community Development Officer
	<i>KPI: Two interactions per year</i>	
Progress update to 30/09/2019	Youth consultation session held in August at West Wyalong High School seeking feedback from young people around desired future projects and initiatives. Plans in place to partner with West Wyalong High School in the delivery of volunteering education and initiatives.	!
Progress update to 31/12/2019	As above.	!
Progress update to 31/03/2020	As above.	!
Progress update to 30/06/2020	As above. No further interactions as a result of COVID-19 restrictions.	!



Our Places

Maintain and improve the Shire's assets and infrastructure

Our Objectives

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

2019/2020 Operational Plan Actions	
as at 30/06/2020	
Total number of actions:	57
⚠ On target	9
✘ Not progressed	1
✔ Complete	47

5.

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

Delivery Program (4 years) 2018 - 2022

Strategy 5.1

Facilitate the delivery of accessible services and infrastructure

Performance Measure

- Increase in accessible infrastructure within the Shire

Operational Plan (1 year) 2019/2020

Action		Responsibility
5.1.1	Update and promote Access Mobility Map <i>KPI: Update every two years (2019), promote annually</i>	Community Development Officer
Progress update to 30/09/2019	Plans in place to review and update map later in the year.	⚠
Progress update to 31/12/2019	The Bland Shire Mobility Access map has been updated with the revised version published on Council's website page.	✓
Progress update to 31/03/2020	As above.	✓
Progress update to 30/06/2020	As above.	✓
5.1.2	Monitor and review the Disability Inclusion Action Plan <i>KPI: Review Annually</i>	Community Development Officer
Progress update to 30/09/2019	Plan to be reviewed later in the year.	⚠
Progress update to 31/12/2019	Council's Disability Inclusion Action Plan has been updated as required with the revised version published on Council's website and compiled as part of Council's annual report.	✓
Progress update to 31/03/2020	As above.	✓
Progress update to 30/06/2020	As above.	✓

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 30/09/2019	A \$13,000 allocation has been included in the budget with the Access Incentive Scheme promoted in the Advocate in July 2019.	!
Progress update to 31/12/2019	As above.	!
Progress update to 31/03/2020	As above.	!
Progress update to 30/06/2020	Access Incentive Scheme promoted on Councils social media. Discussions held with Wyalong Hall Committee regarding the possibility of access upgrades at Wyalong Hall.	✓

5.

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

Delivery Program (4 years) 2018 - 2022

Strategy 5.2

Work with 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) 2019/2020

Action	Responsibility
5.2.1 Process heavy vehicle road usage applications <i>KPI: 100% processed</i>	Asset & Engineering Services Officer
Progress update to 30/09/2019 All applications processed within required timeframes.	✓
Progress update to 31/12/2019 All applications processed within required timeframes.	✓
Progress update to 31/03/2020 All applications processed within required timeframes.	✓
Progress update to 30/06/2020 All applications processed within required timeframes.	✓
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 Technical Services
Progress update to 30/09/2019 Applied for the Crown Lands Grant and Regional Road Repair Grant. Other available grants analysed for appropriateness.	✓
Progress update to 31/12/2019 Applied for Environmental Grant and others from the Commonwealth. Other available grants analysed for appropriateness.	✓
Progress update to 31/03/2020 Applied for Environmental Grant and others from the Commonwealth. Other available grants analysed for appropriateness.	✓
Progress update to 30/06/2020 Applied for Environmental Grant and others from the Commonwealth. Other available grants analysed for appropriateness.	✓

5.2.3	Maintain active representation on the Newell Highway Taskforce	General Manager
<i>KPI: 75% meetings attended</i>		
Progress update to 30/09/2019	Councillor Tony Lord was recently re-elected as the Deputy Chair of this Taskforce and continues to attend the Taskforce meetings.	✓
Progress update to 31/12/2019	Councillor Tony Lord was recently re-elected as the Deputy Chair of this Taskforce and continues to attend the Taskforce meetings.	✓
Progress update to 31/03/2020	Councillor Tony Lord was recently re-elected as the Deputy Chair of this Taskforce and continues to attend the Taskforce meetings.	✓
Progress update to 30/06/2020	Councillor Tony Lord was recently re-elected as the Deputy Chair of this Taskforce and continues to attend the Taskforce meetings.	✓

5.2.4 Maintain membership of the Australian Rural Roads Group **General Manager**
KPI: Budget allocation for membership

Progress update to 30/09/2019	Council has renewed its membership of the ARRG for 2019/20.	✓
Progress update to 31/12/2019	Council has not received any meeting invitations in this quarter.	✓
Progress update to 31/03/2020	Given the current COVID-19 situation there has been no meetings of this Group.	✓
Progress update to 30/06/2020	Given the current COVID-19 situation there has been no meetings of this Group.	✓

6.

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

Delivery Program (4 years) 2018 - 2022

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) 2019/2020

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>	Engineering Services Manager
Progress update to 30/09/2019 Completed for first quarter . No viable new options.	⚠
Progress update to 31/12/2019 Completed for second quarter . No viable new options.	✓
Progress update to 31/03/2020 Completed for third quarter . No viable new options.	✓
Progress update to 30/06/2020 Completed for fourth quarter . Looking at options for tyre reuse.	✓
6.1.2 Provide education to community to promote and support waste avoidance and resource recovery <i>KPI: Four education opportunities provided</i>	Engineering Services Manager
Progress update to 30/09/2019 Reinforce the need for recycling, especially PET bottles and glass.	⚠
Progress update to 31/12/2019 Reinforce the need for recycling, especially PET bottles and glass.	⚠
Progress update to 31/03/2020 MES position vacant. Discussion with REROC re recycling	⚠
Progress update to 30/06/2020 Only two completed this year due to COVID-19	✓

6.

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

Delivery Program (4 years) 2018 - 2022

Strategy 6.2

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

Performance Measure

- Reduction in waste to landfill

Operational Plan (1 year) 2019/2020

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 Technical Services
Progress update to 30/09/2019 Operations in line with waste strategy for first quarter.	✓
Progress update to 31/12/2019 Operations in line with waste strategy for second quarter.	✓
Progress update to 31/03/2020 Operations in line with waste strategy for third quarter.	✓
Progress update to 30/06/2020 Operations in line with waste strategy for fourth quarter.	✓
6.2.2 Work in partnership with neighbouring Councils to implement waste programs <i>KPI: Two contacts with neighbouring Councils per year</i>	Engineering Services Manager
Progress update to 30/09/2019 Working with REROC councils re employment of an authorised asbestos person.	!
Progress update to 31/12/2019 Working with REROC councils re employment of an authorised asbestos person.	!
Progress update to 31/03/2020 Working with REROC councils re employment of an authorised asbestos person.	!
Progress update to 30/06/2020 Worked through REROC all year.	✓

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>	Engineering Services Manager
Progress update to 30/09/2019	Completed for first quarter.	✓
Progress update to 31/12/2019	Completed for second quarter.	✓
Progress update to 31/03/2020	Completed for third quarter.	✓
Progress update to 30/06/2020	Completed for the fourth quarter	✓
6.2.4	Provide waste collection and management services to community <i>KPI: 50 kerbside collections per year</i>	Engineering Services Manager
Progress update to 30/09/2019	Provided in first quarter.	✓
Progress update to 31/12/2019	Provided in second quarter.	✓
Progress update to 31/03/2020	Provided in third quarter.	✓
Progress update to 30/06/2020	Complete	✓
6.2.5	Investigate new innovations in waste management <i>KPI: Annual review</i>	Engineering Services Manager
Progress update to 30/09/2019	Investigated.	!
Progress update to 31/12/2019	Investigated.	!
Progress update to 31/03/2020	Investigated.	!
Progress update to 30/06/2020	Investigated.	✓

**6.2.6 Implement littering and illegal dumping avoidance strategies in liaison with Director Technical
Manager Development & Regulatory Services Services**

KPI: Review, when needed. Minimum once every four years

Progress update to 30/09/2019	Working on as needed. Currently trying to get EPA to drop its landfill charges on asbestos to encourage more people to use the landfill.	✓
Progress update to 31/12/2019	Working on as needed. Currently trying to get EPA to drop its landfill charges on asbestos to encourage more people to use the landfill.	✓
Progress update to 31/03/2020	Working on as needed. Currently trying to get EPA to drop its landfill charges on asbestos to encourage more people to use the landfill.	✓
Progress update to 30/06/2020	Working on as needed. Currently trying to get EPA to drop its landfill charges on asbestos to encourage more people to use the landfill.	✓

7.

Manage water and sewerage resources

Delivery Program (4 years) 2018 - 2022

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) 2019/2020

Action	Responsibility
7.1.1 Maximise water storage within budgetary constraints <i>KPI: Increase storage capacity as funding permits</i>	Director Technical Services
Progress update to 30/09/2019: More water storage allowed for in 2019 - 2020 budget.	!
Progress update to 31/12/2019: More water storage allowed for in 2019 - 2020 budget.	!
Progress update to 31/03/2020: Planning for water storage construction as per budget allocation	!
Progress update to 30/06/2020: Budgeted water storage for 2019 - 2020 completed	✓
7.1.2 Monitor irrigation system performance <i>KPI: Regular inspections per year</i>	Coordinator Urban
Progress update to 30/09/2019: Repairs and maintenance carried out as needed.	✓
Progress update to 31/12/2019: Repairs and maintenance carried out as needed.	✓
Progress update to 31/03/2020: repairs and maintenance carried out as needed.	✓
Progress update to 30/06/2020: Repairs and maintenance carried out as needed.	✓

7.1.3	Incorporate in the annual works program, ideas to streamline stormwater flow if budget allows <i>KPI: Prepare/design works cost works and present to budget workshop if required</i>	Director Technical Services
Progress update to 30/09/2019	No budget 2019 - 2020.	✓
Progress update to 31/12/2019	Preparing 2020 - 2021 budget.	✓
Progress update to 31/03/2020	Some measures approved for in draft 2020 - 2021 budget. Won NSW Government grant to look at overland flow in West Wyalong - Wyalong.	✓
Progress update to 30/06/2020	2020 - 2021 budget approved by Council. Overland flow in West Wyalong - Wyalong - start date put back to 1 August, 2020, due to COVID-19.	✓
7.1.4	Investigate external funding opportunities to maximise future water storage options <i>KPI: Apply at every opportunity</i>	Engineering Services Manager
Progress update to 30/09/2019	Investigated.	✓
Progress update to 31/12/2019	Investigated.	✓
Progress update to 31/03/2020	Investigated.	✓
Progress update to 30/06/2020	Investigated.	✓
7.1.5	Reduce reliance on potable water supply <i>KPI: Decrease usage on Council infrastructure</i>	Engineering Services Manager
Progress update to 30/09/2019	More storage to be provided.	!
Progress update to 31/12/2019	More storage to be provided.	!
Progress update to 31/03/2020	Quotes on new tanks being acquired.	!
Progress update to 30/06/2020	New tanks constructed.	✓

7.

Manage water and sewerage resources

Delivery Program (4 years) 2018 - 2022







Strategy 7.2

Effectively manage and maintain existing stormwater and sewerage infrastructure

Performance Measure

- Review plans
- Undertake Sewerage Inspections

Operational Plan (1 year) 2019/2020

Action	Responsibility
7.2.1 Review the Stormwater Management Plan <i>KPI: Every two years (2018, 2020)</i>	Director Technical Services
Progress update to 30/09/2019	Proposed to be rewritten 2020 - 2021. 
Progress update to 31/12/2019	Proposed to be rewritten 2020 - 2021. 
Progress update to 31/03/2020	Proposed to be rewritten 2020 - 2021. 
Progress update to 30/06/2020	Proposed to be rewritten 2020 - 2021. 
7.2.2 Review the Sewerage Management Plan <i>KPI: Every two years (2019, 2021)</i>	Director Technical Services
Progress update to 30/09/2019	Proposed to be rewritten 2021 - 2022. 
Progress update to 31/12/2019	Proposed to be rewritten 2021 - 2022. 
Progress update to 31/03/2020	Proposed to be rewritten 2021 - 2022. 
Progress update to 30/06/2020	Proposed to be rewritten 2021 - 2022. Awaiting independent IWCM Plan from consultants. 

7.2.3	Undertake Sewerage System Inspections	Engineering Services Manager
Progress update to 30/09/2019	First quarter completed.	✓
Progress update to 31/12/2019	Second quarter completed.	✓
Progress update to 31/03/2020	Third quarter completed.	✓
Progress update to 30/06/2020	Fourth quarter completed.	✓

8.

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

Delivery Program (4 years) 2018 - 2022

Strategy 8.1

Ensure users of Council's facilities comply with agreements

Performance Measure

- Increase in consultation with user groups

Operational Plan (1 year) 2019/2020

Action	Responsibility
8.1.1 Liaise with User Groups regarding Memorandum of Understandings <i>KPI: Annual review of agreements</i>	Director Technical Services

Progress update to 30/09/2019	Investigating use with s355 committees.	!
Progress update to 31/12/2019	Investigating use with s355 committees. Liaised with other groups.	✓
Progress update to 31/03/2020	MOU signed with Weethalle S355 committee. Looking at similar with other villages. Liaised with other groups.	✓
Progress update to 30/06/2020	Liaising continuing.	✓
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 30/09/2019	When needed.	✓
Progress update to 31/12/2019	When needed.	✓
Progress update to 31/03/2020	When needed.	✓
Progress update to 30/06/2020	When needed.	✓

8.

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

Delivery Program (4 years) 2018 - 2022

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) 2019/2020

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 30/09/2019 0	⚠
Progress update to 31/12/2019 Advice provided upon request.	⚠
Progress update to 31/03/2020 Advice provided upon request.	⚠
Progress update to 30/06/2020 Advice provided upon request.	✅
8.2.2 Undertake work health and safety audits including external sites and facilities <i>KPI: Minimum of 12 inspections per year</i>	Contract Compliance & WHS Officer
Progress update to 30/09/2019 Ongoing.	⚠
Progress update to 31/12/2019 Ongoing using Vault.	⚠
Progress update to 31/03/2020 Ongoing using Vault.	⚠
Progress update to 30/06/2020 Ongoing using Vault.	⚠

8.2.3	Implement signs as remote supervision	Contract Compliance & WHS Officer
Progress update to 30/09/2019	Foreman Assets working on upgrading and reviewing signs as needed.	!
Progress update to 31/12/2019	As above.	!
Progress update to 31/03/2020	Foreman Assets working on upgrading and reviewing signs as needed.	!
Progress update to 30/06/2020	Foreman Assets working on upgrading and reviewing signs as needed.	!

8.

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

Delivery Program (4 years) 2018 - 2022

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) 2019/2020

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 30/09/2019	Council is continuing its negotiations with Train Link NSW for a public transport opportunity from West Wyalong to Wagga.	!
Progress update to 31/12/2019	Unfortunately, there has been no progress with this initiative and follow up will occur in early 2020.	!
Progress update to 31/03/2020	Further contact was made with Train Link NSW in early March but Council is still waiting on a further update.	!
Progress update to 30/06/2020	The lack of response from TrainLink NSW has been referred to the local State Member Steph Cooke.	!

8.3.2 Lobby Government to improve transport options <i>KPI: Twice per year</i>	General Manager
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Progress update to 30/09/2019	Council has been active in lobbying the NSW Government in respect to access to council roads by the heavy vehicle transport industry.	✓
Progress update to 31/12/2019	Council has issued an invitation to Mr. Scott Bulcholz, Assistant Minister for Road Safety and Freight Transport, to visit the Bland Shire in 2020.	✓
Progress update to 31/03/2020	Given the current COVID-19 situation Council is not expecting a visit from the Assistant Minister anytime soon.	✓
Progress update to 30/06/2020	There has been no response from Mr. Bucholz's office so the invitation has been withdrawn.	✓

8.

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

Delivery Program (4 years) 2018 - 2022

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) 2019/2020

Action	Responsibility
8.4.1 Review Heritage Policies <i>KPI: Annual policy review</i>	Manager Development & Regulatory Services
Progress update to 30/09/2019: 0	⚠
Progress update to 31/12/2019: Review to commence after appointment of Planning and Compliance Officer.	⚠
Progress update to 31/03/2020: Planning and Compliance Officer completed.	⚠
Progress update to 30/06/2020: Policy reviewed. No changes recommended	✓
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 30/09/2019: 0	⚠
Progress update to 31/12/2019: Ongoing.	⚠
Progress update to 31/03/2020: Ongoing.	⚠
Progress update to 30/06/2020: Ongoing.	✓

8.4.3 Review Development Control Plan		Manager Development & Regulatory Services
Progress update to 30/09/2019	0	!
Progress update to 31/12/2019	Waiting for standard template to be released by the Department of Planning.	!
Progress update to 31/03/2020	Advice received from Department of Planning that template will not be available in 2020. Review to be commenced without reference to standard template.	!
Progress update to 30/06/2020	Review has commenced.	!
8.4.4 Administer and promote Council Local Heritage Grants and funding programs		Manager Development & Regulatory Services
<i>KPI: 100% grant applications processed</i>		
Progress update to 30/09/2019	0	!
Progress update to 31/12/2019	0	!
Progress update to 31/03/2020	Heritage grant applications are processed when received.	!
Progress update to 30/06/2020	Heritage grant applications are processed when received.	✓
8.4.5 Undertake a review of heritage items across the Shire		Manager Development & Regulatory Services
<i>KPI: Review completed by 2018/2019</i>		
Progress update to 30/09/2019	0	!
Progress update to 31/12/2019	Heritage Advisor is currently undertaking a review of Heritage Items.	!
Progress update to 31/03/2020	Heritage Advisor is currently undertaking a review of Heritage Items.	!
Progress update to 30/06/2020	Heritage Advisor is currently undertaking a review of Heritage Items.	!

8.4.6	Promote and implement the Verandah upgrade program	Manager Development & Regulatory Services
Progress update to 30/09/2019	0 <i>KPI: Two communications per year</i>	⚠
Progress update to 31/12/2019	To be reviewed by Director Technical Services.	⚠
Progress update to 31/03/2020	To be reviewed by Director Technical Services.	⚠
Progress update to 30/06/2020	Funds have be allocated in 20/21 Budget.	✅

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) 2018 - 2022

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) 2019/2020

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.</i> <i>Maintain Council's buildings in accordance with maintenance program and budget. Complete the review of Council's building assets</i>	Foreman Assets
Progress update to 30/09/2019 Waiting for finalisation of the Assetic database.	✗
Progress update to 31/12/2019 Waiting for finalisation of the Assetic database.	✗
Progress update to 31/03/2020 Waiting for finalisation of the Assetic database.	✗
Progress update to 30/06/2020 Waiting for finalisation of the Assetic database.	✗
9.1.2 Monitor and implement the Annual Works Program <i>KPI: Monitor and implement within budget</i>	Director Technical Services
Progress update to 30/09/2019 On target in first quarter.	✓
Progress update to 31/12/2019 On target in second quarter.	✓
Progress update to 31/03/2020 On target in third quarter.	✓
Progress update to 30/06/2020 On target in fourth quarter.	✓

9.1.3	Develop, review and implement works programs in accordance with Council's road hierarchy and Asset Management Plan <i>KPI: 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 Technical Services
Progress update to 30/09/2019	On target first quarter.	✓
Progress update to 31/12/2019	On target second quarter.	✓
Progress update to 31/03/2020	On target in third quarter.	✓
Progress update to 30/06/2020	On target in fourth quarter.	✓
9.1.4	Review Asset Management Policy and Strategy <i>KPI: Annual review</i>	Director Technical Services
Progress update to 30/09/2019	Reviewed for the development of the 2019 - 2020 Resourcing Strategy.	✓
Progress update to 31/12/2019	Reviewed.	✓
Progress update to 31/03/2020	Reviewed.	✓
Progress update to 30/06/2020	Reviewed.	✓
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 30/09/2019	Complete.	✓
Progress update to 31/12/2019	Complete.	✓
Progress update to 31/03/2020	Complete.	✓
Progress update to 30/06/2020	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) 2018 - 2022

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) 2019/2020

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 30/09/2019	Maintenance work carried out as required with consultation .	✓
Progress update to 31/12/2019	Maintenance work carried out as required with consultation .	✓
Progress update to 31/03/2020	Maintenance work carried out as required with consultation .	✓
Progress update to 30/06/2020	Maintenance work carried out as required with consultation .	✓

9.2.2 Develop master plan for future renewal and upgrade of pool facilities <i>KPI: Master plan developed 2020</i>	Coordinator Urban
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Progress update to 30/09/2019	To be developed.	!
Progress update to 31/12/2019	To be developed.	!
Progress update to 31/03/2020	To be developed.	!
Progress update to 30/06/2020	To be developed.	!

9.2.3 Facilitate and progress implementation of the successful SCCF grant for Barmedman Pool Upgrade **Engineering Services Manager**

KPI: Project completion in accordance with funding agreement and milestones

Progress update to 30/09/2019 Completed. 

Progress update to 31/12/2019 Completed. 

Progress update to 31/03/2020 Completed. 

Progress update to 30/06/2020 Completed. 

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) 2018 - 2022

Strategy 9.3

Maintain street trees

Performance Measure

- Maintain or increase number of street trees

Operational Plan (1 year) 2019/2020

Action	Responsibility
9.3.1 Manage street tree planting in accordance with Preferred Street Tree Species List <i>KPI: 100% trees planted are from preferred list</i>	Coordinator Urban
Progress update to 30/09/2019 Street tree preferred species list needs adjusting.	!
Progress update to 31/12/2019 Street tree preferred species list needs adjusting.	!
Progress update to 31/03/2020 Street tree preferred species list needs adjusting.	!
Progress update to 30/06/2020 Street tree preferred species list needs adjusting.	!
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 30/09/2019 As required.	✓
Progress update to 31/12/2019 As required.	✓
Progress update to 31/03/2020 As required.	✓
Progress update to 30/06/2020 As required.	✓

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) 2018 - 2022

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) 2019/2020

Action	Responsibility
9.4.1 Inspect parks, ovals and recreational facilities <i>KPI: 26 inspections per year</i>	Coordinator Urban
Progress update to 30/09/2019 Weekly.	✓
Progress update to 31/12/2019 Weekly.	✓
Progress update to 31/03/2020 Weekly.	✓
Progress update to 30/06/2020 Weekly.	✓
9.4.2 Conduct playground inspections for all playgrounds within the Shire <i>KPI: Minimum 12 inspections per year</i>	Coordinator Urban
Progress update to 30/09/2019 0	✓
Progress update to 31/12/2019 0	✓
Progress update to 31/03/2020 Inspections carried out and repaired as needed	✓
Progress update to 30/06/2020 Inspections carried out and repaired as needed	✓

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 30/09/2019	Council's booking system monitored.	✓
Progress update to 31/12/2019	Council's booking system monitored.	✓
Progress update to 31/03/2020	Council's booking system monitored	✓
Progress update to 30/06/2020	Council's booking system monitored	✓
9.4.4	Review the Open Space Management Plan <i>KPI: Annual review</i>	Director Technical Services
Progress update to 30/09/2019	Proposed to be reviewed after the compulsory preparation of the Crown Land Management Plan due by mid 2021.	✓
Progress update to 31/12/2019	Proposed to be reviewed after the compulsory preparation of the Crown Land Management Plan due by mid 2021.	✓
Progress update to 31/03/2020	Proposed to be reviewed after the compulsory preparation of the Crown Land Management Plan due by mid 2021.	✓
Progress update to 30/06/2020	Proposed to be reviewed after the compulsory preparation of the Crown Land Management Plan due by mid 2021.	✓
9.4.5	Carry out maintenance in Wyalong Cemetery <i>KPI: 52 inspections per year</i>	Coordinator Urban
Progress update to 30/09/2019	Regular weekly visual inspections carried out.	✓
Progress update to 31/12/2019	Regular weekly visual inspections carried out.	✓
Progress update to 31/03/2020	Regular weekly visual inspections carried out.	✓
Progress update to 30/06/2020	Regular weekly visual inspections carried out.	✓

9.4.6	Inspect and maintain village cemeteries regularly <i>KPI: 12 inspections per year</i>	Coordinator Urban
Progress update to 30/09/2019	Inspections conducted.	✓
Progress update to 31/12/2019	Inspections conducted.	✓
Progress update to 31/03/2020	Inspections conducted.	✓
Progress update to 30/06/2020	Inspections conducted.	✓
9.4.7	Extension and installation of additional beams at Wyalong Lawn Cemetery <i>KPI: Installation on time and within budget allocation</i>	Coordinator Urban
Progress update to 30/09/2019	Beams in place headstones supplied as needed.	✓
Progress update to 31/12/2019	Beams in place headstones supplied as needed.	✓
Progress update to 31/03/2020	Beams in place headstones supplied as needed.	✓
Progress update to 30/06/2020	Beams in place headstones supplied as needed.	✓
9.4.8	Facilitate and progress implementation of the successful SCCF grant for Cooinda Reserve rejuvenation <i>KPI:</i>	Director Technical Services
Progress update to 30/09/2019	Ongoing.	!
Progress update to 31/12/2019	Ongoing.	!
Progress update to 31/03/2020	Ongoing.	!
Progress update to 30/06/2020	Ongoing.	!

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) 2018 - 2022

Strategy 9.5

Identify and plan for new infrastructure

Performance Measure

- New infrastructure identified and planning progressed

Operational Plan (1 year) 2019/2020

Action	Responsibility
9.5.1 Consult with community regarding future infrastructure needs <i>KPI: Community consultation undertaken</i>	General Manager
Progress update to 30/09/2019 Council is planning another round of community forums towards the end of 2019.	✓
Progress update to 31/12/2019 Council has continued to engage with the local community in regard to suitable projects and facilities under State & Federal funding programs.	✓
Progress update to 31/03/2020 Community Forums were held in Ungarie, Weethalle and Mirrool during this quarter. The forum scheduled for Quandialla has been postponed.	✓
Progress update to 30/06/2020 Further community forums will be held later in 2020.	✓
9.5.2 Develop a master plan for identified infrastructure <i>KPI: Master plan developed</i>	General Manager
Progress update to 30/09/2019 The preparation of this master plan will commence after the next round of community forums.	!
Progress update to 31/12/2019 The development of this Master Plan will now occur in conjunction with the preparation of the 2020/2021 budget.	!
Progress update to 31/03/2020 The development of this Master Plan will now occur in conjunction with the preparation of the 2020/2021 budget.	!
Progress update to 30/06/2020 The general manager and the two Directors will collaborate on the preparation of the Master Plan in the second half of 2020.	!

9.5.3 Allocate funds to undertake investigation, designs, business plans and obtain costings for successful projects **General Manager**

KPI: Funds allocated and internally reserved

Progress update to 30/09/2019	Consideration is currently being given to the engagement of consultants to review the costs associated with the construction of an indoor heated pool.	✓
Progress update to 31/12/2019	A consultant was engaged to ascertain the true cost of preparing a Business Case for the upgrade of the West Wyalong to Condobolin Road.	✓
Progress update to 31/03/2020	There has been no engagement of consultants during this quarter.	✓
Progress update to 30/06/2020	There has been no engagement of consultants during this quarter.	✓



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

2019/2020 Operational Plan Actions	
as at 30/06/2020	
Total number of actions:	59
🟡 On target	11
🔴 Not progressed	2
🟢 Complete	46

10.

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

Delivery Program (4 years) 2018 - 2022

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) 2019/2020

Action		Responsibility
10.1.1	Provide Councillors with professional development opportunities <i>KPI: Develop a Councillor induction and professional development program</i>	General Manager
Progress update to 30/09/2019	The development of an individual training plan for each councillor is currently being prepared.	✓
Progress update to 31/12/2019	Based on the OLG Guidelines the new DCCS has been requested to take responsibility for this task.	✓
Progress update to 31/03/2020	The DCCS has prepared a framework for the councillors to engage in further professional development in line with OLG guidelines.	!
Progress update to 30/06/2020	With the postponement of the LG Elections until September 2021 this task will be pursued in the second half of 2020.	!
10.1.2	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 30/09/2019	There will be elections for Mayor and Deputy Mayor following the 2020 general council elections.	✓
Progress update to 31/12/2019	There will be elections for Mayor and Deputy Mayor following the 2020 general council elections during September 2020.	✓
Progress update to 31/03/2020	The 2020 local government elections have been postponed to September 2021 however, the mayoral election will still proceed.	✓
Progress update to 30/06/2020	There will be an election for Mayor and Deputy Mayor in September 2020.	✓

10.

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

Delivery Program (4 years) 2018 - 2022

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) 2019/2020

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 30/09/2019 Preparation of draft to commence in early 2020.	!
Progress update to 31/12/2019 Preparation of draft to commence in February 2020.	!
Progress update to 31/03/2020 Further progress on hold pending advice in response to COVID-19 and its implications	!
Progress update to 30/06/2020 Actions required during the 2019/20 year have been completed. Timeframes reviewed due to COVID-19 report to be presented by August 2021.	✓
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 30/09/2019 Council has just renewed its membership of REROC and the Riverina Joint Organisation.	✓
Progress update to 31/12/2019 Council continues to be represented on both REROC and RIVJO by the Mayor and General Manager, who is also on the REROC Executive.	✓
Progress update to 31/03/2020 The report on the future of RIVJO and REROC will be considered in early April 2020 and presented to Council in due course.	✓
Progress update to 30/06/2020 Council has resolved to support the establishment of a new Company, limited by guarantee to replace REROC and RIVJO	!

10.

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

Delivery Program (4 years) 2018 - 2022

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) 2019/2020

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 30/09/2019 Ongoing.	⚠
Progress update to 31/12/2019 Ongoing.	⚠
Progress update to 31/03/2020 Ongoing.	⚠
Progress update to 30/06/2020 Ongoing and completed for this year	✓
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 30/09/2019 The timeline and action plan will be developed following the commencement of the new Director of Corporate & Community Services.	✓
Progress update to 31/12/2019 This task has commenced but will be given greater priority in early 2020.	✓
Progress update to 31/03/2020 With the postponement of the LG Elections the IP&R process has also been put back 12 months.	✓
Progress update to 30/06/2020 The development of timelines and action plan for the review of the Community Strategic Plan will occur in the second half of 2020.	⚠

10.3.3 Report to the community and Council on Integrated Planning and Reporting General Manager progress

KPI: Report of Delivery Program two times per year

Progress update to 30/09/2019	The next report will be due for submission to Council by 31.12.19.	✓
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Progress update to 31/12/2019	The progress report on activities within the Operational Plan as at 31.12.19 will be presented to the February 2020 Council Meeting.	✓
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Progress update to 31/03/2020	With the postponement of the LG Elections the IP&R process has also been put back 12 months.	✓
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Progress update to 30/06/2020	A report was submitted to the June 2020 council meeting adopting the Operational Plan for 2020/2021 and the Delivery Program for 2017/2021.	✓
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10.

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

Delivery Program (4 years) 2018 - 2022

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) 2019/2020

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 Customer & Financial Services
Progress update to 30/09/2019	Completed. ✓
Progress update to 31/12/2019	Completed. ✓
Progress update to 31/03/2020	Completed. ✓
Progress update to 30/06/2020	Completed. ✓
10.4.2 Ensure effective debt recovery is in place <i>KPI: Policy reviewed every two years</i>	Manager Customer & Financial Services
Progress update to 30/09/2019	Overdue debtor and rates accounts have been sent for debt collection with Council's debt collection agency. ✓
Progress update to 31/12/2019	Overdue debtor and rates accounts have been sent for debt collection with Council's debt collection agency. ✓
Progress update to 31/03/2020	All legal action relating to debt collection is currently on hold as our community struggles with the current COVID-19 situation. ✓
Progress update to 30/06/2020	All legal action relating to debt collection is currently on hold as our community struggles with the current COVID-19 situation. ✓

10.4.3	Complete financial statements and lodge in accordance with statutory requirements <i>KPI: Submitted by 31 October - annually</i>	Manager Customer & Financial Services
Progress update to 30/09/2019	In progress.	!
Progress update to 31/12/2019	The audited financial statements were lodged on 25th October 2020.	✓
Progress update to 31/03/2020	Preparation work has commenced for the 19/20 financial statements	!
Progress update to 30/06/2020	Interim Audit was successful and year end work is well underway	✓
10.4.4	Manage investments in accordance with investment strategies and policies <i>KPI: Policy reviewed every two years</i>	Manager Customer & Financial Services
Progress update to 30/09/2019	Investments have been managed effectively, investing in secure term deposits and floating rate notes.	✓
Progress update to 31/12/2019	Investments have been managed effectively, investing in secure term deposits and floating rate notes.	✓
Progress update to 31/03/2020	Investments have been managed effectively, investing in secure term deposits and floating rate notes.	✓
Progress update to 30/06/2020	Investments have been managed effectively, investing in secure term deposits and floating rate notes.	✓
10.4.5	Review the long term financial plan aiming for financial sustainability to ensure fitness for the future <i>KPI: Annual review, \$0.00 bottom line year 20/21</i>	Manager Customer & Financial Services
Progress update to 30/09/2019	In progress.	!
Progress update to 31/12/2019	In progress.	!
Progress update to 31/03/2020	Draft 20/21 budget is out for public comment.	!
Progress update to 30/06/2020	20/21 Budget has been adopted by Council	✓

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 Customer & Financial Services
Progress update to 30/09/2019	Payments have been processed.	✓
Progress update to 31/12/2019	Payments have been processed.	✓
Progress update to 31/03/2020	Payments have been processed.	✓
Progress update to 30/06/2020	Payments have been processed.	✓
10.4.7	Conduct budget briefing session for Councillors <i>KPI: Annually</i>	Director Corporate & Community Services
Progress update to 30/09/2019	Not required this quarter.	✗
Progress update to 31/12/2019	Not required this quarter.	✗
Progress update to 31/03/2020	Development and endorsement of Financial Reserves Policy.	!
Progress update to 30/06/2020	Budget briefing session undertaken. 2020/2021 Budget and Operational Plan formally adopted at June Council meeting.	✓
10.4.8	Review outstanding rates and conduct sale for unpaid rates accordingly <i>KPI: As required</i>	Director Corporate & Community Services
Progress update to 30/09/2019	0	!
Progress update to 31/12/2019	0	!
Progress update to 31/03/2020	No action on this activity this quarter	✗
Progress update to 30/06/2020	No action on this activity this quarter	✗

10.

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

Delivery Program (4 years) 2018 - 2022

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) 2019/2020

Action	Responsibility
10.5.1 Maintain and renew network infrastructure hardware and software to ensure effective delivery of services <i>KPI: six monthly review</i>	Director Corporate & Community Services
Progress update to 30/09/2019: Continues to be maintained.	!
Progress update to 31/12/2019: Ongoing.	!
Progress update to 31/03/2020: Back-up server process transferred to Cloud solution. Relevant staff provided with software programs to assist work roles.	!
Progress update to 30/06/2020: IT equipment audit undertaken in readiness for upgrade process schedule for Quarter 1, 2020/2021.	!
10.5.2 Ensure progressive upgrade of computers, phones and other IT equipment <i>KPI: Annual review</i>	Director Corporate & Community Services
Progress update to 30/09/2019: Upgrades to computers, phones and other IT equipment completed when and if the need arises.	!
Progress update to 31/12/2019: Continuously being reviewed and updated accordingly.	!
Progress update to 31/03/2020: Preparation for staff to work remotely undertaken in light of pandemic.	!
Progress update to 30/06/2020: IT equipment audit undertaken in readiness for upgrade process schedule for Quarter 1, 2020/2021.	!

10.

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

Delivery Program (4 years) 2018 - 2022

Strategy 10.6

Regular consultation with key industry, business and stakeholders

Performance Measure

- Increased communication with key business and stakeholders

Operational Plan (1 year) 2019/2020

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 30/09/2019 The GM and Mayor will continue to meet with key industry and business stakeholders as and when required.	✓
Progress update to 31/12/2019 The GM and Mayor will continue to meet with key industry and business stakeholders as and when required.	✓
Progress update to 31/03/2020 The GM and Mayor will continue to meet with key industry and business stakeholders as and when required.	✓
Progress update to 30/06/2020 The GM and Mayor will continue to meet with key industry and business stakeholders as and when required.	✓
10.6.2 Invite representatives from Cowal Gold Mine to address Council <i>KPI: Annually</i>	General Manager
Progress update to 30/09/2019 An invitation will be extended to the General Manager of the LCGM to address Council in the first quarter of 2020.	✓
Progress update to 31/12/2019 An invitation has been extended to the General Manager of the LCGM to address Council at the April 2020 Council Meeting.	✓
Progress update to 31/03/2020 In view of the current COVID-19 situation the presentation by the GM of the LCGM has been postponed indefinitely.	✓
Progress update to 30/06/2020 The interim General Manager of LCGO gave a presentation to the June Council meeting.	✓

10.6.3 Open communication established between Council and key local industry **General Manager**

KPI: Two meetings per year

Progress update to 30/09/2019	The GM and Mayor will continue to meet with key industry and business stakeholders as and when required.	✓
Progress update to 31/12/2019	The GM and Mayor will continue to meet with key industry and business stakeholders as and when required.	✓
Progress update to 31/03/2020	The GM and Mayor will continue to meet with key industry and business stakeholders as and when required.	✓
Progress update to 30/06/2020	The GM and Mayor will continue to meet with key industry and business stakeholders as and when required.	✓

11.

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

Delivery Program (4 years) 2018 - 2022

Strategy 11.1

Encourage village residents to participate in community forums

Performance Measure

- Increased community participation

Operational Plan (1 year) 2019/2020

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 30/09/2019	All matters relating to previous forums are up to date. Awaiting notification from Council for dates of next round.	✓
Progress update to 31/12/2019	Forums scheduled for 2019 have been finalised.	✓
Progress update to 31/03/2020	All Forums scheduled for 2020 have been finalised with the exception of Quandialla which has been postponed to a later date.	✓
Progress update to 30/06/2020	All Forums scheduled for 2020 have been finalised with the exception of Quandialla which has been postponed to a later date.	✓
11.1.2	Organise community forums in villages within the Shire, as required <i>KPI: Annually</i>	Asset & Engineering Services Officer
Progress update to 30/09/2019	All matters relating to previous forums are up to date. Awaiting notification from Council for dates of next round.	✓
Progress update to 31/12/2019	Forums scheduled for 2019 have been finalised.	✓
Progress update to 31/03/2020	Scheduled forums have taken place and minutes finalised with the exception of Quandialla which has been postponed to a later date.	✓
Progress update to 30/06/2020	Scheduled forums have taken place and minutes finalised with the exception of Quandialla which has been postponed to a later date.	✓

11.1.3 Communicate with the community utilising forums **General Manager**
KPI: Annual forums, meetings as required

Progress update to 30/09/2019 The Community Reference Group continues to meet every second month with a number of initiatives arising that have gained council support. ✓

Progress update to 31/12/2019 The Community Reference Group continues to meet every second month with a number of initiatives arising that have gained council support. ✓

Progress update to 31/03/2020 The Community Reference Group meeting for February was cancelled due to no agenda items and the April meeting has been cancelled as a result of the current COVID-19 situation. ✓

Progress update to 30/06/2020 The Community Reference Group meetings have been cancelled during the COVID-19 Pandemic. ✓

11.

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

Delivery Program (4 years) 2018 - 2022

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) 2019/2020

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 30/09/2019	Ongoing.	!
Progress update to 31/12/2019	Ongoing.	!
Progress update to 31/03/2020	Ongoing.	!
Progress update to 30/06/2020	Ongoing.	✓
11.2.2	Target advertising to encourage maximum participation <i>KPI: 12 per year</i>	Community Relations Officer
Progress update to 30/09/2019	Ongoing.	!
Progress update to 31/12/2019	Ongoing.	!
Progress update to 31/03/2020	Ongoing.	!
Progress update to 30/06/2020	Ongoing.	✓

11.2.3	Maintain the Public Forum prior to each Ordinary Council Meeting	General Manager
	<i>KPI: 11 times per year</i>	
Progress update to 30/09/2019	The public forum was reviewed following the release of the new Code of Meeting Practice and continues to be held prior to each council meeting.	✓
Progress update to 31/12/2019	The public forum was reviewed following the release of the new Code of Meeting Practice and continues to be held prior to each council meeting.	✓
Progress update to 31/03/2020	The public forum has been cancelled for the duration of the COVID-19 pandemic.	✓
Progress update to 30/06/2020	The public forum has been cancelled for the duration of the COVID-19 pandemic.	✓

11.

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

Delivery Program (4 years) 2018 - 2022

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) 2019/2020

Action		Responsibility
11.3.1	Provide Council branded signs and/or banners to funding recipients <i>KPI: 100% grant recipients provided with Council promotional information to display</i>	Community Relations Officer
Progress update to 30/09/2019	Ongoing.	!
Progress update to 31/12/2019	Ongoing.	!
Progress update to 31/03/2020	Ongoing.	!
Progress update to 30/06/2020	Ongoing.	✓
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 30/09/2019	Ongoing.	!
Progress update to 31/12/2019	Ongoing.	!
Progress update to 31/03/2020	Ongoing.	!
Progress update to 30/06/2020	Ongoing.	✓

12.

Lead the community

Delivery Program (4 years) 2018 - 2022

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) 2019/2020

Action		Responsibility
12.1.1	Review and monitor frontline customer service practices and performance <i>KPI: Annual review</i>	Customer & Administration Services Coordinator
Progress update to 30/09/2019	Frontline customer service is monitored and changes made if necessary to meet customer service expectations.	!
Progress update to 31/12/2019	Frontline customer service is monitored and changes made if necessary to meet customer service expectations.	!
Progress update to 31/03/2020	Frontline customer service is monitored and changes made if necessary to meet customer service expectations.	!
Progress update to 30/06/2020	Frontline customer service is monitored and changes made if necessary to meet customer service expectations.	!
12.1.2	Process development applications <i>KPI: 90% applications approved within 40 days</i>	Manager Development & Regulatory Services
Progress update to 30/09/2019	0	!
Progress update to 31/12/2019	Ongoing.	!
Progress update to 31/03/2020	0	!
Progress update to 30/06/2020	90 per cent of applications processed within statutory timeframes	✓

12.1.3	Deliver store services <i>KPI: Orders filled/ordered within 48 hours</i>	Purchasing Officer
Progress update to 30/09/2019	Orders complete when requested.	✓
Progress update to 31/12/2019	Orders complete when requested.	✓
Progress update to 31/03/2020	Orders complete when requested.	✓
Progress update to 30/06/2020	Orders complete when requested.	✓
12.1.4	Deliver purchasing services <i>KPI: Purchase orders processed within 48 hours</i>	Purchasing Officer
Progress update to 30/09/2019	Processed when required.	✓
Progress update to 31/12/2019	Processed when required.	✓
Progress update to 31/03/2020	Processed when required.	✓
Progress update to 30/06/2020	Processed when required.	✓
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 30/09/2019	0	!
Progress update to 31/12/2019	Draft Barking Dog Policy has been prepared and is currently being reviewed by Director Technical Services.	!
Progress update to 31/03/2020	Draft Barking Dog Policy has been prepared and is currently being reviewed by Director Technical Services.	!
Progress update to 30/06/2020	Draft Barking Dog Policy has been prepared and is currently being reviewed by Director Technical Services.	!

12.1.6	Conduct customer satisfaction survey <i>KPI: Every four years (2019)</i>	Director Corporate & Community Services
Progress update to 30/09/2019	0	✘
Progress update to 31/12/2019	0	✘
Progress update to 31/03/2020	Delayed until fourth quarter due to staff resourcing.	✘
Progress update to 30/06/2020	Delayed due to COVID-19 impacts on resourcing.	✘
12.1.7	Monitor and report on response times to major customer requests <i>KPI: Monthly report provided to Manex</i>	Manager Customer & Financial Services
Progress update to 30/09/2019	A monthly report is generated and provided to Manex detailing any outstanding customer requests.	!
Progress update to 31/12/2019	A monthly report is generated and provided to Manex detailing any outstanding customer requests.	!
Progress update to 31/03/2020	A monthly report is generated and provided to Manex detailing any outstanding customer requests.	!
Progress update to 30/06/2020	A monthly report is generated and provided to Manex detailing any outstanding customer requests.	✓

Delivery Program (4 years) 2018 - 2022









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) 2019/2020

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 GM on staffing issues/trends</i>	Human Resources Coordinator
Progress update to 30/09/2019	Monthly HR reports sent to GM. Regular meetings with HR staff and GM. 
Progress update to 31/12/2019	Monthly HR reports sent to GM. Regular meetings with HR staff and GM. 
Progress update to 31/03/2020	Monthly HR reports sent to GM. Regular meetings with HR staff and GM. 
Progress update to 30/06/2020	Monthly HR reports sent to GM. Regular meetings with HR staff and GM. 
12.2.2 Use of cost effective recruitment services <i>KPI: Within budget</i>	Human Resources Coordinator
Progress update to 30/09/2019	Adverts are placed on Council's web page, Facebook page and the local newspaper. 
Progress update to 31/12/2019	Adverts are placed on Council's web page, Facebook page and the local newspaper. 
Progress update to 31/03/2020	Adverts are placed on Council's web page, Facebook page and the local newspaper. 
Progress update to 30/06/2020	Adverts are placed on Council's web page, Facebook page and the local newspaper. 

12.2.3	Review and monitor the implementation of the workforce plan <i>KPI: Annual review of workforce plan</i>	Human Resources Coordinator
Progress update to 30/09/2019	Review completed and a restructure followed.	⚠
Progress update to 31/12/2019	Review completed and a restructure in progress.	⚠
Progress update to 31/03/2020	Review completed and a restructure in progress.	✓
Progress update to 30/06/2020	Review completed and a restructure in progress.	✓
12.2.4	Maintain register of delegations and issue authorities to relevant employees <i>KPI: Register reviewed annually</i>	Executive Assistant
Progress update to 30/09/2019	Ongoing review.	⚠
Progress update to 31/12/2019	Revised delegations to be issued to all relevant staff in early 2020.	⚠
Progress update to 31/03/2020	Review progressing	⚠
Progress update to 30/06/2020	Acquisition of new system PULSE under investigation. Reviewed data to be incorporated into new system and rolled out to staff.	⚠
12.2.5	Develop, implement and monitor Learning and Development Plan <i>KPI: Annual plans developed. Identify external funding opportunities for training and education</i>	Human Resources Coordinator
Progress update to 30/09/2019	Training plan developed.	⚠
Progress update to 31/12/2019	Training plan being implemented.	⚠
Progress update to 31/03/2020	New training plan being developed for 2020/2021.	⚠
Progress update to 30/06/2020	Training Plan for 2020/2021 completed, ready for implementation.	✓

12.2.6	Maintain and promote the Employee Assistance Program (EAP) <i>KPI: Promote program through noticeboards and Thursday Thoughts</i>	Human Resources Coordinator
Progress update to 30/09/2019	EAP information shared on notice boards, Thursday Thoughts and in tea rooms.	⚠
Progress update to 31/12/2019	EAP information shared on notice boards, Thursday Thoughts and in tea rooms.	⚠
Progress update to 31/03/2020	EAP information shared on notice boards, Thursday Thoughts and in tea rooms. EAP information shared during induction of new employees.	⚠
Progress update to 30/06/2020	EAP information shared on notice boards, Thursday Thoughts and in tea rooms. EAP information shared during induction of new employees.	✓
12.2.7	Promote and encourage employee representation on workplace committees <i>KPI: In accordance with committee requirements</i>	Human Resources Coordinator
Progress update to 30/09/2019	New committee members selected as per committee constitutions.	⚠
Progress update to 31/12/2019	New committee members selected as per committee constitutions.	✓
Progress update to 31/03/2020	New committee members selected as per committee constitutions. Updated committee posters in notice boards.	✓
Progress update to 30/06/2020	New committee members selected as per committee constitutions. Updated committee posters in notice boards.	✓
12.2.8	Implement the LGNSW Capability Framework including the 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 30/09/2019	Position Description updated to include Capability Framework.	⚠
Progress update to 31/12/2019	Position Description updated to include Capability Framework.	⚠
Progress update to 31/03/2020	Position Description updated to include Capability Framework.	⚠
Progress update to 30/06/2020	Position Description updated to include Capability Framework.	✓

12.2.9 Maintain and promote the staff service and achievement awards program Executive Assistant
KPI: Monthly service presentations and annual achievement awards

Progress update to 30/09/2019	Ongoing promotion, preparations commenced for end of year staff function.	!
Progress update to 31/12/2019	Ongoing with presentations made to staff at the December staff appreciation function.	!
Progress update to 31/03/2020	Revised policy being implemented from January 1 and presentations made to staff as required	!
Progress update to 30/06/2020	Ongoing with presentations made to staff in accordance with the revised policy and procedure.	✓

Delivery Program (4 years) 2018 - 2022

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) 2019/2020

Action

Responsibility

12.3.1 **Oversee the implementation and monitoring of the EEO Management Plan** Human Resources
KPI: Minimum of two meetings annually Coordinator

Progress update to 30/09/2019 EEO Management plan has been revised. Quarterly meetings.



Progress update to 31/12/2019 EEO Management plan has been revised. Quarterly meetings.



Progress update to 31/03/2020 EEO Management plan has been revised. Quarterly meetings.



Progress update to 30/06/2020 EEO Management plan accepted for 2020-2022.



12.3.2 **Identify and support opportunities for resource sharing arrangements with other Councils** Human Resources
KPI: Opportunities investigated Coordinator

Progress update to 30/09/2019 Regular communication with members of REROC Workforce Development group to share training costs and information.



Progress update to 31/12/2019 Regular communication with members of REROC Workforce Development group to share training costs and information.



Progress update to 31/03/2020 Regular communication with members of REROC Workforce Development group to share training costs and information.



Progress update to 30/06/2020 Regular communication with members of REROC Workforce Development group to share training costs and information.



12.3.3	Implement workforce programs ensuring Council remains an employer of choice <i>KPI: Continue to develop and report on succession plan and initiatives</i>	Human Resources Coordinator
Progress update to 30/09/2019	Opportunities for professional development are provided to all staff.	!
Progress update to 31/12/2019	Opportunities for professional development are provided to all staff.	!
Progress update to 31/03/2020	Twelve staff members joined the LGNSW Professionals to assist in professional development.	!
Progress update to 30/06/2020	Twelve staff members joined the LGNSW Professionals to assist in professional development.	✓
12.3.4	Review the performance management system and process <i>KPI: Annual review</i>	Human Resources Coordinator
Progress update to 30/09/2019	To be reviewed to incorporate the Capabilities Framework.	!
Progress update to 31/12/2019	To be reviewed to incorporate the Capabilities Framework.	!
Progress update to 31/03/2020	To be reviewed to incorporate the Capabilities Framework.	!
Progress update to 30/06/2020	To be reviewed to incorporate the Capabilities Framework.	✓
12.3.5	Conduct Employee Engagement and EEO Survey <i>KPI: Survey staff every two years (2017, 2019, 2021)</i>	Human Resources Coordinator
Progress update to 30/09/2019	Employee Engagement and EEO Survey to be rolled out.	!
Progress update to 31/12/2019	Employee Engagement and EEO Survey completed, results to be communicated.	!
Progress update to 31/03/2020	Employee Engagement and EEO Survey completed, results communicated to all staff.	✓
Progress update to 30/06/2020	Employee Engagement and EEO Survey completed, results communicated to all staff. Survey results incorporated into EEO Management plan.	✓

Delivery Program (4 years) 2018 - 2022

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) 2019/2020

Action

Responsibility

12.4.1	Ensure WHS Committee meet in accordance with approved schedule <i>KPI: Minimum four meetings per year</i>	Contract Compliance & WHS Officer
Progress update to 30/09/2019	Meeting held 20 August 2019.	!
Progress update to 31/12/2019	Meeting held 7 November 2019.	!
Progress update to 31/03/2020	Meeting held 10 February 2020.	!
Progress update to 30/06/2020	Meeting held 18th June.	✓
12.4.2	Develop and maintain Council's Risk Management Action Plan (RAMP) in consultation with staff <i>KPI: Annually</i>	Risk & Insurance Officer
Progress update to 30/09/2019	Draft Risk Management Action plan has been submitted with copy of CIP worksheets progress to date (Due 30.9.19).	!
Progress update to 31/12/2019	Draft Risk Management Action plan has been submitted with copy of CIP worksheets progress to date 2019-2020 CIP worksheets ongoing.	!
Progress update to 31/03/2020	Draft Risk Management Action Plan submitted (RAMP) Briefing session held with Statewide Mutual 9.3.20 all on track	!
Progress update to 30/06/2020	RAMP completed	✓

12.4.3 Establish and monitor Council's Risk Register		Risk & Insurance Officer
	<i>KPI: Monitor annually</i>	
Progress update to 30/09/2019	Revised Risk Registers have been developed in line with StateWide Mutual best practice. Number of Departments have participated awaiting recruitment of staff to complete.	!
Progress update to 31/12/2019	Revised Risk Registers have been developed in line with StateWide Mutual best practice. Number of Departments have participated awaiting recruitment of staff to complete work in progress.	!
Progress update to 31/03/2020	Risk Registers in operation and all sections have been completed in the process of completing reviews	!
Progress update to 30/06/2020	Risk Registers in operation and all sections have been completed and reviews have commenced. Will be reinforced with proposed ERM training	✓
12.4.4 Maintain the Contractor Database		Contract Compliance & WHS Officer
	<i>KPI: Update information annually</i>	
Progress update to 30/09/2019	Ongoing.	!
Progress update to 31/12/2019	Ongoing.	!
Progress update to 31/03/2020	Contractor data base is continually being updated.	!
Progress update to 30/06/2020	Contractor data base is continually being updated.	✓
12.4.5 Undertake inspections and audit of Council workplaces in liaison with relevant staff		Contract Compliance & WHS Officer
	<i>KPI: Minimum 20 Internal and 20 external sites annually</i>	
Progress update to 30/09/2019	Ongoing.	!
Progress update to 31/12/2019	Ongoing.	!
Progress update to 31/03/2020	Ongoing.	!
Progress update to 30/06/2020	Ongoing.	!

13.

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

Delivery Program (4 years) 2018 - 2022

Strategy 13.1

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

Performance Measure

- Maintain or increase staff satisfaction

Operational Plan (1 year) 2019/2020

Action	Responsibility
13.1.1 Ensure information required under the GIPA legislation is displayed appropriately on Council's website <i>KPI: Information under legislation is available</i>	Director Corporate & Community Services
Progress update to 30/09/2019 Open Access Information is monitored and documents updated regularly to ensure information is current and meets the requirements of the GIPA Act.	!
Progress update to 31/12/2019 Open Access Information is monitored and documents updated regularly to ensure information is current and meets the requirements of the GIPA Act.	!
Progress update to 31/03/2020 Open Access Information is monitored and documents updated regularly to ensure information is current and meets the requirements of the GIPA Act.	!
Progress update to 30/06/2020 Open Access Information is monitored and documents updated regularly to ensure information is current and meets the requirements of the GIPA Act.	!
13.1.2 Monitor and report on response times to service requests (received in person, phone or mail) <i>KPI: Overdue tasks report of Manex monthly</i>	Customer & Administration Services Coordinator
Progress update to 30/09/2019 A monthly report is generated and provided to Manex detailing any outstanding customer requests.	!
Progress update to 31/12/2019 A monthly report is generated and provided to Manex detailing any outstanding customer requests.	!
Progress update to 31/03/2020 A monthly report is generated and provided to Manex detailing any outstanding customer requests.	!
Progress update to 30/06/2020 A monthly report is generated and provided to Manex detailing any outstanding customer requests.	✓

13.1.3	Monitor compliance with Council's Record Management Policy	Customer & Administration Services Coordinator
<i>KPI: Regular communication and monitoring by Records staff that policy is being complied</i>		
Progress update to 30/09/2019	Compliance with Council's records management policy is monitored by Records staff. Staff training is undertaken as required to ensure compliance with Council's record keeping policy and procedures.	⚠
Progress update to 31/12/2019	Compliance with Council's records management policy is monitored by Records staff. Staff training is undertaken as required to ensure compliance with Council's record keeping policy and procedures.	⚠
Progress update to 31/03/2020	Compliance with Council's records management policy is monitored by Records staff. Staff training is undertaken as required to ensure compliance with Council's record keeping policy and procedures.	⚠
Progress update to 30/06/2020	Compliance with Council's records management policy is monitored by Records staff. Staff training is undertaken as required to ensure compliance with Council's record keeping policy and procedures.	✅

13.

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

Delivery Program (4 years) 2018 - 2022

Strategy 13.2

Develop, implement and promote best practice governance policies and procedures

Performance Measure

- Review Council procedures

Operational Plan (1 year) 2019/2020

Action	Responsibility
13.2.1 Progress the establishment of an Internal Risk and Audit Committee and function within the organisation as per the legislation <i>KPI: Committee established and functioning by 30/6/2020</i>	General Manager
Progress update to 30/09/2019 The guidelines for the establishment of an ARIC were released by the OLG in September 2019 and are currently being reviewed by council staff.	✓
Progress update to 31/12/2019 The new DCCS has taken responsibility for the internal audit process but is still overseen by the General Manager.	✓
Progress update to 31/03/2020 Council's Internal Audit process is continuing however, the establishment of an ARIC has been put on hold during the Covid-19 pandemic.	✓
Progress update to 30/06/2020 With the postponement of the LG Elections to September 2021 the establishment of Council's ARIC has also been postponed to March 2022	✓
13.2.2 Review Council's policies and procedures <i>KPI: 25% reviewed annually</i>	General Manager
Progress update to 30/09/2019 This is an ongoing process with regular reports to the monthly council meetings to identify policies in need of review.	✓
Progress update to 31/12/2019 In early 2020 a new process will be developed to ensure that a regular review of all council policies is undertaken in a timely manner.	✓
Progress update to 31/03/2020 The DCCS has developed a list of policies according to area of responsibility and those policies will be reviewed on a regular basis.	✓
Progress update to 30/06/2020 The review of council policies is continuing on a regular basis with reports to council on a monthly basis.	✓



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

2019/2020 Operational Plan Actions	
as at 30/06/2020	
Total number of actions:	34
⚠ On target	6
✘ Not progressed	0
✔ Complete	28

Delivery Program (4 years) 2018 - 2022

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) 2019/2020

Action	Responsibility
14.1.1 Maintain relationships with Business West Wyalong and Events West Wyalong <i>KPI: Minimum two meetings per year</i>	Tourism Administration Officer
Progress update to 30/09/2019 Attended meetings with Business West Wyalong during months of July, August and September. Events West Wyalong not holding meetings in 2019.	!
Progress update to 31/12/2019 Attended meetings with Business West Wyalong and assisted in Business West Wyalong Awards Night and Christmas Carnival. Also promotion of Why Leave Town Card. Events West Wyalong not holding meetings in 2019.	!
Progress update to 31/03/2020 Attended meetings with Business West Wyalong and assisted in Business West Wyalong with promotion of Why Leave Town Card. Events West Wyalong not holding meetings in 2020	!
Progress update to 30/06/2020 No meetings held during COVID-19 lockdown. New Why Leave Town cards ordered. Awaiting delivery	!
14.1.2 Maintain an active participation and representation in relevant regional tourism and business meetings and events <i>KPI: 80% meetings attended</i>	General Manager
Progress update to 30/09/2019 Ongoing. Active participation and representation in the relevant regional tourism and business meetings.	!
Progress update to 31/12/2019 Ongoing. Active participation and representation in the relevant regional tourism and business meetings.	!
Progress update to 31/03/2020 Ongoing. Active participation and representation in the relevant regional tourism and business meetings.	!
Progress update to 30/06/2020 Ongoing. Active participation and representation in the relevant regional tourism and business meetings.	✓

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>	General Manager
Progress update to 30/09/2019	Ongoing project promoting the League of Extraordinary Communities.	!
Progress update to 31/12/2019	Ongoing project promoting the League of Extraordinary Communities.	!
Progress update to 31/03/2020	Ongoing project promoting the League of Extraordinary Communities.	!
Progress update to 30/06/2020	Ongoing project promoting the League of Extraordinary Communities.	✓
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 30/09/2019	A number of properties (2) were purchased by Council recently adjoining the proposed new Business Park.	✓
Progress update to 31/12/2019	The General Manager and other senior staff will continue to identify strategic property opportunities as they arise.	✓
Progress update to 31/03/2020	The General Manager and other senior staff will continue to identify strategic property opportunities as they arise.	✓
Progress update to 30/06/2020	The General Manager and other senior staff will continue to identify strategic property opportunities as they arise.	✓
14.1.5	Develop local tourism publications and website information to showcase the Bland Shire <i>KPI: Review annually</i>	Tourism Administration Officer
Progress update to 30/09/2019	Brochures in Visitors Centre have been updated. Website updated with new attractions. Joined Thrive Riverina group to better promote our Shire.	!
Progress update to 31/12/2019	Completed the Art Trail through Lockhart, Leeton, Narrandera, Weethalle and West Wyalong. Working on local art trail.	!
Progress update to 31/03/2020	Working on Local Art Trail Brochure to be launched April. Organise a bus tour for Councillors and Businesses to introduce Art Trail.	!
Progress update to 30/06/2020	Completed Local Art Trail. Flyers sent to neighbouring VIC's and to Victoria Visitors Centres. All brochures updated where necessary.	!

14.

Visitors and tourists are welcomed

Delivery Program (4 years) 2018 - 2022

Strategy 14.2

Attract a diverse range of Visitors to the Shire

Performance Measure

- Increase visitors to the Shire

Operational Plan (1 year) 2019/2020

Action	Responsibility
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14.2.1 Seek major and minor event opportunities for the Bland Shire <i>KPI: Contact made at least three times per year</i>	General Manager
---	------------------------

Progress update to 30/09/2019	This is an ongoing project, EOI submitted for any relevant opportunities.	!
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Progress update to 31/12/2019	This is an ongoing project, EOI submitted for any relevant opportunities.	!
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Progress update to 31/03/2020	This is an ongoing project, EOI submitted for any relevant opportunities.	!
-------------------------------	---	---

Progress update to 30/06/2020	This is an ongoing project, EOI submitted for any relevant opportunities.	✓
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14.2.2 Investigate technology to improve the visitor experience within Bland Shire <i>KPI: Review technology options annually</i>	Tourism Administration Officer
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Progress update to 30/09/2019	TV screen added to Visitors Centre to showcase events/flyers and attractions.	!
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Progress update to 31/12/2019	Looking into updated screen for front window of Council offices.	!
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Progress update to 31/03/2020	Updating the Datatrax screen information planned for August 2020.	!
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Progress update to 30/06/2020	Updating the Datatrax screen information planned for August 2020.	!
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14.2.3	Produce and circulate the VIC Connect publication <i>KPI: Monthly</i>	Tourism Administration Officer
Progress update to 30/09/2019	Info shared via email. Looking to update VIC Connect to make it more user friendly.	!
Progress update to 31/12/2019	Businesses requested a list of activities for visitors. Distributed a 30Things2Do list to all accommodation properties.	!
Progress update to 31/03/2020	VIC Connect Publication have been re-designed. Now called Bland Bulletin and send out to all businesses to promote tourism events in the Bland Shire.	!
Progress update to 30/06/2020	No VIC Connect during COVID-19 lockdown. Planned for when travellers are allowed to travel again.	!
14.2.4	Installation of the Bob Fisher Memorial Plaque in Weethalle <i>KPI: Installation on time and within budget allocation</i>	Director Technical Services
Progress update to 30/09/2019	Awaiting agreement from John Holland before finalising.	!
Progress update to 31/12/2019	To be done in 2020.	✓
Progress update to 31/03/2020	To be done in 2020.	✓
Progress update to 30/06/2020	Completed.	✓

Delivery Program (4 years) 2018 - 2022









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) 2019/2020

Action	Responsibility
15.1.1 Identify, target and liaise with existing and potential new retail business and/or industry opportunities <i>KPI: Regular investigation</i>	General Manager
Progress update to 30/09/2019	The encouragement of new businesses to the shire is an on-going commitment. 
Progress update to 31/12/2019	The encouragement of new businesses to the shire is an on-going commitment. 
Progress update to 31/03/2020	The encouragement of new businesses to the shire is an on-going commitment. 
Progress update to 30/06/2020	The encouragement of new businesses to the shire is an on-going commitment. 
15.1.2 Promote Business Development Assistance Fund to retail industries looking at establishing and/or expanding in the Bland Shire <i>KPI: Regular email broadcasts and personal contact</i>	General Manager
Progress update to 30/09/2019	Business Assistance Applications are encouraged from new and expanding businesses on a regular basis. 
Progress update to 31/12/2019	Business Assistance Applications are encouraged from new and expanding businesses on a regular basis. 
Progress update to 31/03/2020	Business Assistance Applications are encouraged from new and expanding businesses on a regular basis. 
Progress update to 30/06/2020	Business Assistance Applications are encouraged from new and expanding businesses on a regular basis. 

15.

Promote the shire as a place to do business

Delivery Program (4 years) 2018 - 2022

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) 2019/2020

Action	Responsibility
15.2.1 Work cooperatively with the local business groups <i>KPI: Attend meetings, provide email broadcasts and regular personal contact</i>	General Manager
Progress update to 30/09/2019 Council has established a good working relationship with Business West Wyalong and a council representative regularly attends their meetings.	⚠
Progress update to 31/12/2019 Council is working closely with Business West Wyalong to ensure the success of this years' Christmas Carnival.	⚠
Progress update to 31/03/2020 Council has established a good working relationship with Business West Wyalong and a council representative regularly attends their meetings.	⚠
Progress update to 30/06/2020 Council has established a good working relationship with Business West Wyalong and a council representative regularly attends their meetings.	✅
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 business <i>KPI: Regularly attend meetings and as needed</i>	General Manager
Progress update to 30/09/2019 This is an on-going process.	⚠
Progress update to 31/12/2019 This is an on-going process.	⚠
Progress update to 31/03/2020 This is an on-going process.	⚠
Progress update to 30/06/2020 This is an on-going process.	✅

15.2.3 Monitor and support requests to assist future mining activities within the Bland Shire **General Manager**

KPI: Regularly and as needed

Progress update to 30/09/2019	This is an on-going process.	!
Progress update to 31/12/2019	This is an on-going process.	!
Progress update to 31/03/2020	Community consultation planned.	!
Progress update to 30/06/2020	Community consultation planned.	✓

15.2.4 Monitor and support requests to assist future major developments within the Bland Shire **General Manager**

KPI: Regularly and as needed

Progress update to 30/09/2019	This is an on-going process.	!
Progress update to 31/12/2019	This is an on-going process.	!
Progress update to 31/03/2020	This is an on-going process.	!
Progress update to 30/06/2020	This is an on-going process.	✓

15.

Promote the shire as a place to do business

Delivery Program (4 years) 2018 - 2022









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) 2019/2020

Action	Responsibility
15.3.1 Monitor telecommunication and technology trends <i>KPI: Regular and as needed</i>	General Manager
Progress update to 30/09/2019	This is an on-going process. 
Progress update to 31/12/2019	This is an on-going process. 
Progress update to 31/03/2020	This is an on-going process. 
Progress update to 30/06/2020	This is an on-going process. 
15.3.2 Send submission to Government on new technology <i>KPI: As and when required</i>	General Manager
Progress update to 30/09/2019	A submission was made on the Federal Government's Black Spot Program. 
Progress update to 31/12/2019	Submissions are made as and when necessary. 
Progress update to 31/03/2020	Submissions are made as and when necessary. 
Progress update to 30/06/2020	Submissions are made as and when necessary. 

15.3.3 Inform local businesses of new technology**General Manager***KPI: Business meetings and forums*

Progress
update to
30/09/2019

This is an on-going process.

Progress
update to
31/12/2019

This is an on-going process.

Progress
update to
31/03/2020

This is an on-going process.

Progress
update to
30/06/2020

This is an on-going process.



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) 2018 - 2022









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 through growth

Performance Measure

- Maintain development inline with legislation and guidelines

Operational Plan (1 year) 2019/2020

Action	Responsibility
16.1.1 Retain prime agricultural land, farm viability and manage rural subdivision <i>KPI: Address agricultural land and rural subdivision in Land Use Strategy</i>	Manager Development & Regulatory Services
Progress update to 30/09/2019	0 
Progress update to 31/12/2019	Work is continuing on Local Strategic Planning Statement. 
Progress update to 31/03/2020	Local strategic planning statement placed on public exhibition 
Progress update to 30/06/2020	Local strategic planning statement has been adopted 
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 30/09/2019	0 
Progress update to 31/12/2019	Ongoing. 
Progress update to 31/03/2020	Ongoing. 
Progress update to 30/06/2020	Draft has been prepared. 

16.1.3 **Ensure 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 30/09/2019	0	!
Progress update to 31/12/2019	Ongoing.	!
Progress update to 31/03/2020	Ongoing.	!
Progress update to 30/06/2020	Local strategic planning statement has been adopted	✓

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) 2018 - 2022

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 educational opportunities

Operational Plan (1 year) 2019/2020

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 30/09/2019 Traineeship has been advertised and filled.	⚠
Progress update to 31/12/2019 Traineeship has been advertised and filled.	⚠
Progress update to 31/03/2020 Traineeship has been advertised and filled.	⚠
Progress update to 30/06/2020 Traineeship has been advertised and filled. Two trainees completed traineeship.	✓
16.2.2 Foster partnerships with education sector <i>KPI: Meet at least annually</i>	Human Resources Coordinator
Progress update to 30/09/2019 Regular communication with local school and RTOs.	⚠
Progress update to 31/12/2019 Regular communication with local school and RTOs.	⚠
Progress update to 31/03/2020 Regular communication with local school and RTOs. School volunteers, school based trainee and work experience students inducted.	⚠
Progress update to 30/06/2020 Regular communication with local school and RTOs. School volunteers, school based trainee and work experience students inducted.	✓

16.2.3	Identify education needs for local businesses and work with training providers to deliver appropriate training <i>KPI: One workshop/program per year</i>	General Manager
Progress update to 30/09/2019	TAFE information and training schedule provided to Business West Wyalong.	!
Progress update to 31/12/2019	TAFE training schedule 2020 sent to local businesses.	!
Progress update to 31/03/2020	Ongoing.	!
Progress update to 30/06/2020	Relevant information distributed when relevant.	✓
16.2.4	Liaise with retail and industry to assist in creating employment opportunities <i>KPI: Regularly attend meetings and as needed</i>	General Manager
Progress update to 30/09/2019	This is an on-going process.	!
Progress update to 31/12/2019	This is an on-going process.	!
Progress update to 31/03/2020	This is an on-going process.	!
Progress update to 30/06/2020	This is an on-going process.	✓

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) 2018 - 2022

Strategy 16.3

Promote agricultural practices which are leading edge and efficient

Performance Measure

- Maintain or increase environmental awareness

Operational Plan (1 year) 2019/2020

Action		Responsibility
16.3.1	Provide a workshop/program targeting the agricultural industry <i>KPI: One workshop/program per year</i>	Foreman Environmental Services
Progress update to 30/09/2019	Council worked in conjunction with Cowra Shire Council on an on farm field day and inspection program on several farms.	✓
Progress update to 31/12/2019	Ongoing	✓
Progress update to 31/03/2020	Ongoing	✓
Progress update to 30/06/2020	Weed forum covering Lachlan and Bland	✓
16.3.2	Provide a workshop/program targeting energy efficiency <i>KPI: One workshop/program per year</i>	Foreman Environmental Services
Progress update to 30/09/2019	0	!
Progress update to 31/12/2019	0	!
Progress update to 31/03/2020	Restricted due COVID-19.	!
Progress update to 30/06/2020	Restricted due COVID-19.	✓

16.3.3	Educate the community on benefits of protecting our environment	Foreman Environmental Services
<i>KPI: Minimum of one awareness campaign annually</i>		
Progress update to 30/09/2019	Bland Shire Council has participated in a Weeds awareness campaign aired on two television channels for the spring/summer period.	✓
Progress update to 31/12/2019	Attended various agricultural shows.	✓
Progress update to 31/03/2020	Restricted due COVID-19.	✓
Progress update to 30/06/2020	Restricted due COVID-19.	✓

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) 2018 - 2022

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) 2019/2020

Action	Responsibility
16.4.1 Maintain delegate representation on Goldenfields Water County Council <i>KPI: 80% meetings attended</i>	General Manager
Progress update to 30/09/2019 Councillor Liz McGlynn is currently Council's delegate to GWCC and will remain so until the September 2020 general council elections.	✓
Progress update to 31/12/2019 Councillor Liz McGlynn is currently Council's delegate to GWCC and will remain so until the September 2020 general council elections.	✓
Progress update to 31/03/2020 Councillor Liz McGlynn is currently Council's delegate to GWCC and will remain so now until the September 2021 general council elections.	✓
Progress update to 30/06/2020 Councillor Liz McGlynn is currently Council's delegate to GWCC and will remain so now until the September 2021 general council elections.	✓
16.4.2 Communicate local issues with utility providers <i>KPI: As required</i>	General Manager
Progress update to 30/09/2019 The GM meets with or corresponds with the local utility providers on a 'needs' basis.	✓
Progress update to 31/12/2019 Council is currently considering its involvement in the Southern Lights project and will make a determination in early 2020.	✓
Progress update to 31/03/2020 The GM meets with or corresponds with the local utility providers on a 'needs' basis and is currently pursuing the Southern Lights project.	✓
Progress update to 30/06/2020 The general manager and DTS will be liaising with water and power providers in the second half of 2020 in respect to the new Business Park	!

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 30/09/2019	The General Manager has arranged for a presentation by GWCC to the October 2019 Workshop on future water issues for the Shire.	✓
Progress update to 31/12/2019	The General Manager is in regular contact with the General Manager of GWCC on a range of issues affecting the Bland Shire.	✓
Progress update to 31/03/2020	The General Manager is in regular contact with the General Manager of GWCC on a range of issues affecting the Bland Shire.	✓
Progress update to 30/06/2020	GWCC has recently carried out a study in relation to the adequacy of the water pressure in certain areas of West Wyalong.	✓

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) 2018 - 2022

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) 2019/2020

Action	Responsibility
16.5.1 Identify and act on avenues for marketing our Shire's (commercial) industrial land <i>KPI: Any opportunity</i>	General Manager
Progress update to 30/09/2019 This will be an on-going process once the new Business Park has been developed.	!
Progress update to 31/12/2019 This will be an on-going process once the new Business Park has been developed.	!
Progress update to 31/03/2020 This will be an on-going process once the new Business Park has been developed.	!
Progress update to 30/06/2020 This will be an on-going process once the new Business Park has been developed.	✓
16.5.2 Investigate, purchase and market industrial land for new industrial estate in the Bland Shire <i>KPI: Maintain regular contact with WWLALC and GWCC</i>	General Manager
Progress update to 30/09/2019 This will be an on-going process once the new Business Park has been developed.	!
Progress update to 31/12/2019 This will be an on-going process once the new Business Park has been developed.	!
Progress update to 31/03/2020 This will be an on-going process once the new Business Park has been developed.	!
Progress update to 30/06/2020 This will be an on-going process once the new Business Park has been developed.	✓

16.5.3 Identify suitable industrial land within the Shire		Manager Development & Regulatory Services
Progress update to 30/09/2019	0	⚠
Progress update to 31/12/2019	Completed - land has been rezoned Industrial in Wyalong	✓
Progress update to 31/03/2020	As above.	✓
Progress update to 30/06/2020	As above.	✓



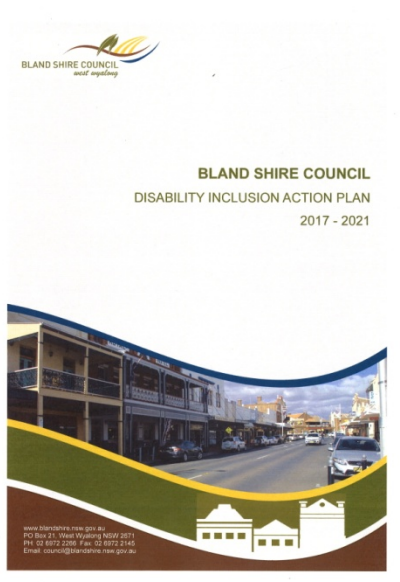
6 Shire Street
PO Box 21
West Wyalong NSW 2671
Ph: 02 6972 2266
Fax: 02 6972 2145
Email: council@blandshire.nsw.gov.au
Web Page: www.blandshire.nsw.gov.au

2019/20 Progress Report 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



www.blandshire.nsw.gov.au
PO Box 21, West Wyalong NSW 2671
PH: 02 6972 2266 Fax: 02 6972 2145
Email: council@blandshire.nsw.gov.au

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.'

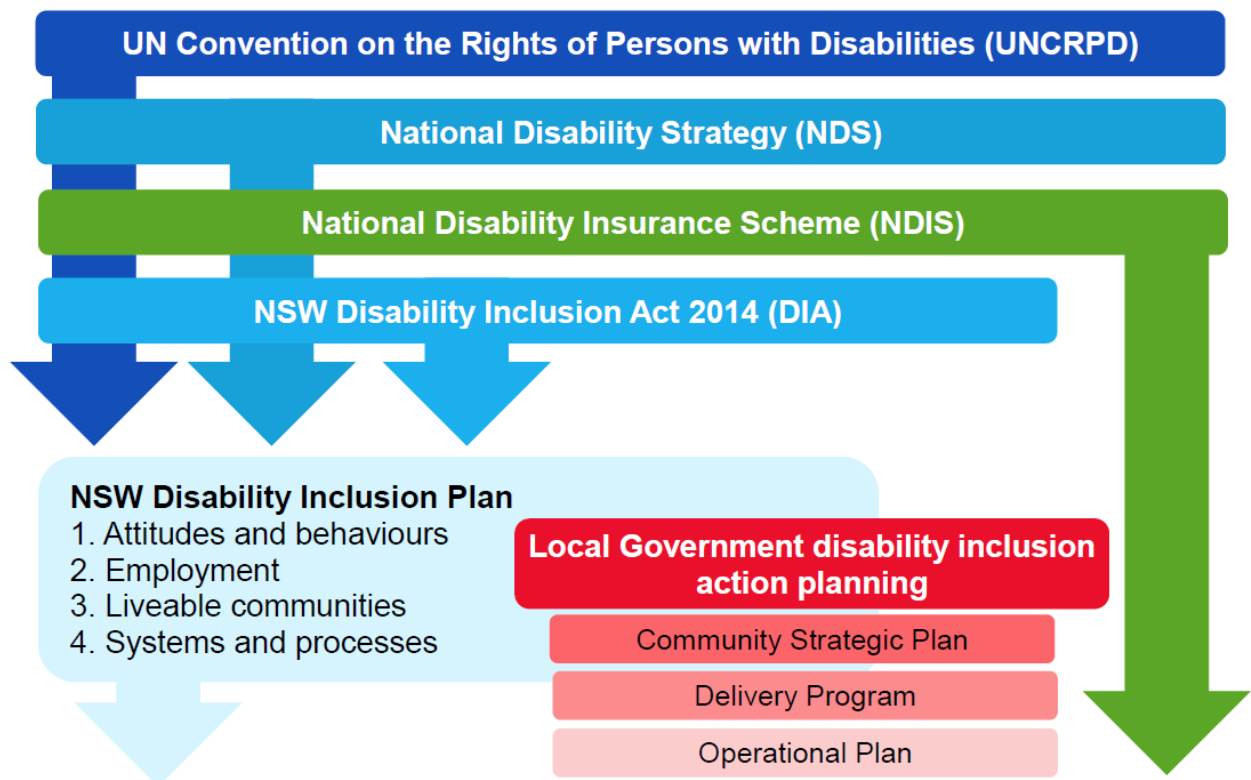
This definition reinforces the importance of viewing disability as a result of interaction between people living with a range of impairments and their physical and social environment. Disability is not just about impairment. The responsibility to break down barriers rests with the whole community.

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 2020
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>	The customer satisfaction survey has been postponed due to Covid-19 and will now occur later in the year with updates reported accordingly.
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	Plans are in place to complete works on the West Wyalong Stadium to ensure ease of access for people with mobility issues.

	<p>9.1.2.2 Mobility Access Map to be updated and made available to the community in hard copy format and accessible on Councils webpage.</p>	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	<p>Councils Disability Access Map was updated in 2019.</p> <p>The Mobility Access Map is available on Council's website and will be promoted on social media throughout the year.</p>
	<p>9.1.2.3 Information on compliance with access design requirements under the Australia Standards 1428 are to be readily available to the community when required, particularly builders, designers and developers.</p>	2017 and ongoing	Manager Development Services	<p>Increase in the Availability of design requirement information.</p> <p>Information to be included online.</p>	Council data	Information on Australian access design requirements and compliance standards is readily available on Councils website.
	<p>9.1.2.4 Promotion and administration of Councils Access Incentive Scheme to improve access to local businesses and community organisation premises with Main Street hospitality outlets prioritised.</p>	Ongoing	Community Development Officer	Minimum of two businesses and/or community facilities upgraded each year pending the receipt of at	Number of projects funded	Councils Access Incentive Scheme Grant fund was promoted across social and print media during the 2019 – 2020 financial year.

				<p>least 2 applications that meet guidelines.</p> <p>Minimum of two external advertisements annually.</p>		
	<p>9.1.2.5 Review Council facilities, sites, parks, footpath, parking, sport and recreation facilities and library to identify barriers to inclusion and accessibility and ensure access is a considered when renewing and building new facilities.</p>	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	
	<p>9.1.2.6 Ensure the provision of accessible toilets and amenities within the community.</p>	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 new accessible public toilets within the shire.
	<p>9.1.2.7 Funds are allocated within Councils annual budget to implement the Access Incentive Scheme Grant.</p>	2017 and ongoing	Bland Shire Counsellors	Annual funds made available in budget	Review of Council budget	Funds allocated to Councils Access Incentive Scheme Grant for the 2020 – 2021 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	Installation of new accessible public toilets in the villages of Ungarie and Weethalle.
9.1.3 Provide support and assistance to local groups and organisations advocating on behalf of people with a disability	9.1.3.1 Regularly liaise with disability advocacy groups servicing the local area to provide assistance and support as required.	Ongoing	Community Development Officer	Disability advocacy group representatives invited to attend all interagency meetings. Number of organisations liaised with and the outcomes of support provided.	Interagency attendance records Council data	Support and assistance provided to a multitude of organisations who work with and advocate for people with disabilities particularly around the implementation of the NDIS and access to local service provision.
	9.1.3.2 Work with the Community Reference Group to advocate for improved access and inclusion for people with disabilities.	Ongoing	Community Development Officer	The Community Reference Group is maintained with agenda items and support provided as necessary. Meetings held on a bi-monthly basis	2 agenda items to be included each year	Stadium access improvement initiated through Community Reference Group.

9.2 Employment

Aim	What Council will do	Timeframe	Action manager	Performance Indicator	Measurement	Progress to June 2020
9.2.1 Ensure the provision of a safe and accessible workplace for all Council staff, Councillors and visitors.	9.2.1.1 Review access features and barriers and conduct an audit to identify and assist in the removal of barriers and improving access.	2017 and ongoing	Manager Facilities and Risk	Increase in the accessibility of Council Workspaces % of staff happy with accessibility	Council data	Council conducted an access audit as part of its most recent Access Map update. 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 scheduled for early 2020 has been postponed as a result of the COVID-19 pandemic. This training will be held later in 2020.
	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 accessible.	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

	assessment and orientation processes) to ensure it is accessible for people with disability.			inclusion considered and adopted as required.		undergoing the recruitment process.
	9.2.2.2 Design position descriptions and recruitments processes to optimise the opportunities given to all applicants to demonstrate their merits against job requirements.	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 2020
9.3.1 Senior management and staff are to sponsor and champion a commitment to access and inclusion internally and externally.	9.3.1.1 Disability awareness and competence training is to be provided for senior staff and management.	Ongoing	HR	Increase in level of training offered and number of senior staff and management trained in disability awareness and competence.	Council data	Disability awareness training to be offered to senior staff as required.
	9.3.1.2 Senior leaders raise the profile of access and inclusion in their communication by promoting the implementation of the	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

	Disability Inclusion Action Plan (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	Basic bullying and harassment training held for all new staff in 2019 as part of induction process with EEO, anti-discrimination and disability inclusion included. Councils Community Access Policy and Guide to Communicating with People with a Disability reviewed in 2019.
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	9.3.4.1 Promote access awareness and deliver community	Ongoing	Community Development Officer	A minimum of two promotional items are to be	Information has been	Councils Access Awards and National Day of People with

<p>attitudes and awareness of access issues and disability inclusion.</p>	<p>education around disability inclusion</p>			<p>circulated annually.</p>	<p>published and distributed</p>	<p>Disability Celebrations held in December 2020. Promotional material was circulated on multiple occasions for these events and Councils Access Incentive Scheme Grant.</p>
	<p>9.3.4.2 Partner with local organisations to deliver education programs within schools/community.</p>	<p>Ongoing</p>	<p>Community Development Officer</p>	<p>A minimum of one educational activity to be held annually.</p>	<p>Activity has been held</p>	<p>Community education session held around mental health and Psychosocial disabilities in Youth Mental Health First Aid course. Partnered with a multitude of local organisations and High Schools to delivery presentations from motivational speaker Ben Pettingill.</p>
	<p>9.3.4.3 Include features in Council's community newsletter about accessibility in and around the Shire.</p>	<p>Ongoing</p>	<p>Community Development Officer/ Community Relations Officer</p>	<p>Include accessibility in at least one community newsletter/Council notices page annually.</p>	<p>Information has been published and distributed</p>	<p>Information regarding Councils Access Incentive Scheme Grant stream published in Council Notices and on Social Media.</p>

	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 held in 2019 with successful screening of the acclaimed movie 'The Upside'.
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9.4 Systems and Processes

Aim	What Council will do	Timeframe	Action manager	Performance indicator	Measure	Progress to June 2020
9.4.1 Promote available technology and assistance offered	9.4.1.1 Promote through all Council channels including social media, news paper, website, in library and through customer service staff describing available technologies and assistance offered	Ongoing	Community Development Officer/ Community Relations Officer	Promotion to occur at least two times per year across all promotional channels.	Information has been published and distributed	Available technology is promoted on Councils website and across social media.
9.4.2 Ensure sector information is up to date	9.4.2.1 Engage and consult with disability peak bodies to gather information and better understand the abilities and needs of people with different types of disability.	2017 - 2019	Community Development Officer	Number of partnerships maintained or increased.	Council data	Discussions held with a number of service providers to improve understanding of the needs of people with disability and their carers.
9.4.3 Ensure Councils	9.4.3.1 Council website is reviewed annually with all upgrades to	2017 and ongoing	Community Development Officer/	Web content compliance maintained	Review undertaken	Council has just moved to a new and far more user friendly

website is accessible	include accessible features and requiring web content compliance with at least conformance level AA in the W3C's Web Content Accessibility Guidelines.		Community Relations Officer	and/or improved.		website platform to enable better online access for residents and users.
9.4.4 Council is to work towards the provision of accessible documents provided in a number of different formats.	9.4.4.1 Council staff are to consider disability access guidelines when developing new and reviewing existing documentation	2017 and ongoing	All staff	Investigate methods and new technologies to assist in providing information to residents in more accessible formats. Increase in the % of Council documents provided in an accessible format	Investigations undertaken and changes adopted to increase accessibility of Council information as required	Council utilises user friendly fonts, text size and colours in all outgoing documentation. Council works to ensure all documents are compatible with adobe reader. Investigations and updates ongoing.
9.4.5 Quality service delivery provided to all customers	9.4.5.1 Service quality monitoring is to be conducted on an annual basis	Ongoing	All staff	Customer satisfaction levels maintained or increased	Customer satisfaction survey	Community forums were undertaken in February 2020 Community Reference Group meetings are held bi-monthly with community members encouraged to voice any access issues or concerns.

<p>9.4.6 Ensure that all public consultation opportunities provided by Council are inclusive and accessible.</p>	<p>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.</p>	<p>Ongoing</p>	<p>Community Development Officer/ Community Relations Officer</p>	<p>Increase in the accessibility of council events % of responses received from service users with a disability.</p>	<p>Council data</p>	<p>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 to ensure all events are access friendly where possible.</p>
<p>9.4.7 Ensure internal processes are flexible to meet the needs of service users and/or staff with disability</p>	<p>9.4.7.1 Internal processes are adapted to meet the individual needs of service users or staff as required.</p>	<p>Ongoing</p>	<p>HR</p>	<p>Satisfaction of staff and service users maintained or increased</p>	<p>Council data</p>	<p>Internal processes are adapted on an individual basis as required.</p>
<p>9.4.8 Ensure a coordinated approach to disability inclusion is adopted and maintained across all areas of the organisation</p>	<p>9.4.8.1 All staff are to be familiar with the DIAP ensuring directives outlined in the plan are adhered to and a coordinated and sensitive approach to disability inclusion is maintained across the organisation.</p>	<p>Ongoing</p>	<p>All staff</p>	<p>% of staff operating effectively in accordance with the directives specified in the DIAP.</p>	<p>Council data</p>	<p>All Council staff have been provided with a copy of the Disability Inclusion Action Plan and instructed to familiarise themselves with the document and the requirements noted.</p>

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).
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Appendix 3

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

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

Bland Shire Council

ANNUAL FINANCIAL STATEMENTS
for the year ended 30 June 2020

Bland Shire Council

GENERAL PURPOSE FINANCIAL STATEMENTS
for the year ended 30 June 2020

General Purpose Financial Statements

for the year ended 30 June 2020

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Overview

Bland Shire Council is constituted under the Local Government Act 1993 (NSW) and has its principal place of business at:

6-10 Shire Street
West Wyalong NSW 2671

Council's guiding principles are detailed in Chapter 3 of the LGA and includes:

- principles applying to the exercise of functions generally by council,
- principles to be applied when making decisions,
- principles of community participation,
- principles of sound financial management, and
- principles for strategic planning relating to the development of an integrated planning and reporting framework.

A description of the nature of Council's operations and its principal activities are provided in Note 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 2020

Understanding Council's Financial Statements

Introduction

Each year, individual Local Governments across NSW are required to present a set of audited financial statements to their council 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 2020.

The format of the financial statements is standard across all NSW Councils and complies with both the accounting and reporting requirements of Australian Accounting Standards and requirements as set down by the Office of Local Government.

About the Councillor/Management Statement

The financial statements must be certified by senior staff as 'presenting fairly' the Council's financial results for the year and are required to be adopted by Council – ensuring both responsibility for and ownership of the financial statements.

About the Primary Financial Statements

The financial statements incorporate five "primary" financial statements:

1. The Income Statement

Summarises Council's financial performance for the year, listing all income and expenses. This statement also displays Council's original adopted budget to provide a comparison between what was projected and what actually occurred.

2. The Statement of Comprehensive Income

Primarily records changes in the fair value of Council's Infrastructure, property, plant and equipment.

3. The Statement of Financial Position

A 30 June snapshot of Council's financial position indicating its assets, liabilities and "net wealth".

4. The Statement of Changes in Equity

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

5. The Statement of Cash Flows

Indicates where Council's cash came from and where it was spent. This statement also displays Council's original adopted budget to provide a comparison between what was projected and what actually occurred.

About the Notes to the Financial Statements

The Notes to the Financial Statements provide greater detail and additional information on the five primary financial statements.

About the Auditor's Reports

Council's financial statements are required to be audited by the NSW Audit Office.

In NSW the auditor provides 2 audit reports:

1. an opinion on whether the financial statements present fairly the Council's financial performance and position, and
2. their observations on the conduct of the audit, including commentary on the Council's financial performance and financial position.

Who uses the Financial Statements?

The financial statements are publicly available documents and must be presented at a Council meeting between seven days and five weeks after the date of the audit report.

The public can make submissions to Council up to seven days subsequent to the public presentation of the financial statements.

Council is required to forward an audited set of financial statements to the Office of Local Government.

Bland Shire Council

General Purpose Financial Statements

for the year ended 30 June 2020

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 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.

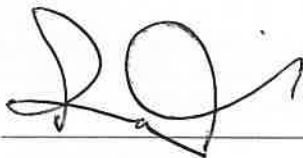
Signed in accordance with a resolution of Council made on 20 October 2020.



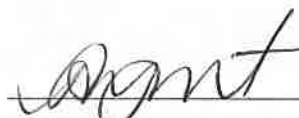
Brian Monaghan
Mayor
20 October 2020



Rodney Crowe
Councillor
20 October 2020



Raymond Smith
General Manager
20 October 2020



Leesa Bryant
Responsible Accounting Officer
20 October 2020

Income Statement

for the year ended 30 June 2020

Original unaudited budget 2020	\$ '000	Notes	Actual 2020	Actual 2019
Income from continuing operations				
9,359	Rates and annual charges	3a	9,356	9,052
2,018	User charges and fees	3b	2,122	3,102
578	Other revenues	3c	1,113	536
11,237	Grants and contributions provided for operating purposes	3d,3e	13,764	12,623
2,102	Grants and contributions provided for capital purposes	3d,3e	13,787	8,237
414	Interest and investment income	4	472	886
–	Rental income	13c	140	–
25,708	Total income from continuing operations		40,754	34,436
Expenses from continuing operations				
6,387	Employee benefits and on-costs	5a	6,393	6,750
51	Borrowing costs	5b	79	296
5,315	Materials and contracts	5c	5,571	6,377
8,405	Depreciation and amortisation	5d	8,659	8,836
2,068	Other expenses	5e	2,501	2,201
–	Net losses from the disposal of assets	6	798	656
22,226	Total expenses from continuing operations		24,001	25,116
3,482	Operating result from continuing operations		16,753	9,320
3,482	Net operating result for the year		16,753	9,320
–	Net operating result attributable to council		16,753	9,320
–	Net operating result for the year before grants and contributions provided for capital purposes		2,966	1,083

The Council has not restated comparatives when initially applying AASB 1058 *Income of Not-for-Profit Entities*, AASB 15 *Revenue from Contracts with Customers* and AASB 16 *Leases*. The comparative information has been prepared under AASB 111 *Construction Contracts*, AASB 118 *Revenue*, AASB 1004 *Contributions*, AASB 117 *Leases* and related Accounting Interpretations.

The above Income Statement should be read in conjunction with the accompanying notes.

Statement of Comprehensive Income

for the year ended 30 June 2020

\$ '000	Notes	2020	2019
Net operating result for the year (as per Income Statement)		16,753	9,320
Other comprehensive income:			
Amounts which will not be reclassified subsequently to the operating result			
Gain (loss) on revaluation of IPP&E	10	25,382	22
Impairment (loss) reversal / (Revaluation decrement) relating to IPP&E	10	–	(13,921)
Total items which will not be reclassified subsequently to the operating result		25,382	(13,899)
Total other comprehensive income for the year		25,382	(13,899)
Total comprehensive income for the year		42,135	(4,579)
Total comprehensive income attributable to Council		42,135	(4,579)

The Council has not restated comparatives when initially applying AASB 1058 *Income of Not-for-Profit Entities*, AASB 15 *Revenue from Contracts with Customers* and AASB 16 *Leases*. The comparative information has been prepared under AASB 111 *Construction Contracts*, AASB 118 *Revenue*, AASB 1004 *Contributions*, AASB 117 *Leases* and related Accounting Interpretations.

The above Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

Statement of Financial Position

as at 30 June 2020

\$ '000	Notes	2020	2019
ASSETS			
Current assets			
Cash and cash equivalents	7(a)	7,130	6,352
Investments	7(b)	34,200	28,700
Receivables	8	1,628	1,384
Inventories	9a	1,326	854
Total current assets		44,284	37,290
Non-current assets			
Investments	7(b)	6,000	2,000
Receivables	8	210	189
Infrastructure, property, plant and equipment	10	347,035	320,293
Investment property	11	1,254	366
Other	9b	198	198
Total non-current assets		354,697	323,046
Total assets		398,981	360,336
LIABILITIES			
Current liabilities			
Payables	14	938	608
Income received in advance	14	–	413
Contract liabilities	12	172	–
Borrowings	14	93	93
Provisions	15	2,729	3,083
Total current liabilities		3,932	4,197
Non-current liabilities			
Payables	14	39	39
Borrowings	14	925	1,000
Provisions	15	4,385	4,703
Total non-current liabilities		5,349	5,742
Total liabilities		9,281	9,939
Net assets		389,700	350,397
EQUITY			
Accumulated surplus	16	157,793	143,872
Revaluation reserves	16	231,907	206,525
Council equity interest		389,700	350,397
Total equity		389,700	350,397

The Council has not restated comparatives when initially applying AASB 1058 *Income of Not-for-Profit Entities*, AASB 15 *Revenue from Contracts with Customers* and AASB 16 *Leases*. The comparative information has been prepared under AASB 111 *Construction Contracts*, AASB 118 *Revenue*, AASB 1004 *Contributions*, AASB 117 *Leases* and related Accounting Interpretations.

The above Statement of Financial Position should be read in conjunction with the accompanying notes.

Statement of Changes in Equity

for the year ended 30 June 2020

\$ '000	Notes	as at 30/06/20			as at 30/06/19		
		Accumulated surplus	IPP&E revaluation reserve	Total equity	Accumulated surplus	IPP&E revaluation reserve	Total equity
Opening balance		143,872	206,525	350,397	134,552	220,424	354,976
Changes due to AASB 1058 and AASB 15 adoption	16	(2,832)	–	(2,832)	–	–	–
Restated opening balance		141,040	206,525	347,565	134,552	220,424	354,976
Net operating result for the year		16,753	–	16,753	9,320	–	9,320
Restated net operating result for the period		16,753	–	16,753	9,320	–	9,320
Other comprehensive income							
– Gain (loss) on revaluation of IPP&E	10	–	25,382	25,382	–	22	22
– Impairment (loss) reversal / (Revaluation decrement) relating to IPP&E	10	–	–	–	–	(13,921)	(13,921)
Other comprehensive income		–	25,382	25,382	–	(13,899)	(13,899)
Total comprehensive income		16,753	25,382	42,135	9,320	(13,899)	(4,579)
Equity – balance at end of the reporting period		157,793	231,907	389,700	143,872	206,525	350,397

The Council has not restated comparatives when initially applying AASB 1058 *Income of Not-for-Profit Entities*, AASB 15 *Revenue from Contracts with Customers* and AASB 16 *Leases*. The comparative information has been prepared under AASB 111 *Construction Contracts*, AASB 118 *Revenue*, AASB 1004 *Contributions*, AASB 117 *Leases* and related Accounting Interpretations.

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

Statement of Cash Flows

for the year ended 30 June 2020

Original unaudited budget 2020	\$ '000	Notes	Actual 2020	Actual 2019
Cash flows from operating activities				
Receipts:				
9,359	Rates and annual charges		9,721	8,921
2,018	User charges and fees		1,282	3,406
414	Investment and interest revenue received		744	790
13,339	Grants and contributions		24,891	20,860
578	Other		1,371	491
Payments:				
(6,387)	Employee benefits and on-costs		(6,777)	(6,705)
(5,315)	Materials and contracts		(5,797)	(6,623)
(51)	Borrowing costs		(39)	(296)
–	Bonds, deposits and retention amounts refunded		(2)	–
(2,068)	Other		(2,829)	(1,859)
11,887	Net cash provided (or used in) operating activities	17b	22,565	18,985
Cash flows from investing activities				
Receipts:				
(100)	Sale of real estate assets		–	75
(291)	Sale of infrastructure, property, plant and equipment		569	647
Payments:				
–	Purchase of investment securities		(9,503)	(2,973)
–	Purchase of investment property		(888)	(366)
(1,275)	Purchase of infrastructure, property, plant and equipment		(11,383)	(13,486)
–	Purchase of real estate assets		(507)	73
(1,666)	Net cash provided (or used in) investing activities		(21,712)	(16,030)
Cash flows from financing activities				
Payments:				
–	Repayment of borrowings and advances		(75)	(154)
–	Net cash flow provided (used in) financing activities		(75)	(154)
10,221	Net increase/(decrease) in cash and cash equivalents		778	2,801
–	Plus: cash and cash equivalents – beginning of year	17a	6,352	3,551
10,221	Cash and cash equivalents – end of the year	17a	7,130	6,352
–	plus: Investments on hand – end of year	7(b)	40,200	30,700
10,221	Total cash, cash equivalents and investments		47,330	37,052

The Council has not restated comparatives when initially applying AASB 1058 *Income of Not-for-Profit Entities*, AASB 15 *Revenue from Contracts with Customers* and AASB 16 *Leases*. The comparative information has been prepared under AASB 111 *Construction Contracts*, AASB 118 *Revenue*, AASB 1004 *Contributions*, AASB 117 *Leases* and related Accounting Interpretations.

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

Notes to the Financial Statements

for the year ended 30 June 2020

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Notes to the Financial Statements

for the year ended 30 June 2020

Note 1. Basis of preparation

These financial statements were authorised for issue by Council on 20/10/2020. 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.

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.

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

(a) 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.

(b) Significant accounting estimates and judgements

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Council's accounting policies.

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

Critical accounting estimates and assumptions

Council makes estimates and assumptions concerning the future.

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

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year include:

- (i) estimated fair values of infrastructure, property, plant and equipment – refer Note 10
- (ii) employee benefit provisions – refer Note 15
- (iii) estimated tip remediation provisions - refer Note 15.

Significant judgements in applying the council's accounting policies

- (i) Impairment of receivables

Council has made a significant judgement about the impairment of a number of its receivables – refer Note 8.

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 property received by Council is held in the Council's Consolidated Fund unless it is required to be held in the Council's Trust Fund.

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

- General purpose operations
- Sewerage service

Notes to the Financial Statements

for the year ended 30 June 2020

Note 1. Basis of preparation (continued)

(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 property received by the council in trust which must be applied only for the purposes of, or in accordance with, the trusts relating to those monies. Trust monies and other assets subject to Council's control have been included in these reports

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

Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the taxation authority. In this case it is recognised as part of the cost of acquisition of the asset or as part of the expense.

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to the taxation authority is included with other receivables or payables in the Statement of Financial Position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities that are recoverable from, or payable to, the taxation authority are presented as operating cash flows.

Volunteer services

Bland Shire Council are fortunate to have community minded individuals volunteering for Council in several service areas including, but not limited to the library, children's services, aged care services and community services. The volunteer services have not been recognised in these financial statements given that Council is not in a position to purchase these services had they not been provided voluntarily and the fair value is going to be an unreliable measure. This treatment of volunteer services is acceptable under AASB 1058.

New accounting standards and interpretations issued not yet effective

New accounting standards and interpretations issued but not yet effective

Certain new accounting standards and interpretations have been published that are not mandatory for 30 June 2020 reporting periods (and which have not been early adopted by Council).

Council's assessment of these new standards and interpretations (where they could potentially have a material impact on Council's future financial performance, financial position and cash flows) are set out below:

AASB 2018-8 Amendments to Australian Accounting Standards – Right-of-Use Assets of Not-for-Profit Entities

This Standard provides a temporary option for not-for-profit entities to not apply the fair value initial measurement requirements for right-of-use assets arising under leases with significantly below market terms and conditions, principally to enable the entity to further its objectives (for example, concessionary or peppercorn leases).

The Standard requires an entity that elects to apply the option (i.e. measures a class or classes of such right-of-use assets at cost rather than fair value) to include additional disclosures in the financial statements to ensure users understand the effects on the financial position, financial performance and cash flows of the entity arising from these leases

As per a NSW Office of Local Government recommendation, Council has elected to measure right-of-use assets (under a concessionary or peppercorn lease) at cost. The standard requires additional disclosures be provided in relation to below market-value leases measured at cost.

New accounting standards adopted during the year

During the year Council adopted the following accounting standards and interpretations (as issued by the Australian Accounting Standards Board) which were mandatorily effective from 1 July 2019:

- AASB 16 Leases
- AASB 15 Revenue from contracts with customers and associated amending standards.

Notes to the Financial Statements

for the year ended 30 June 2020

Note 1. Basis of preparation (continued)

- AASB 1058 Income of Not-for-profit entities

Further information on the newly adopted standards which had a material impact on Council's reported financial position, financial performance and/or associated financial statement disclosures can be found at Note 16.

Notes to the Financial Statements

for the year ended 30 June 2020

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

Income, expenses and assets have been directly attributed to the following functions or activities.
Details of those functions or activities are provided in Note 2(b).

\$ '000	Income from continuing operations		Expenses from continuing operations		Operating result from continuing operations		Grants included in income from continuing operations		Carrying amount of assets	
	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019
Functions or activities										
Our People	2,053	1,814	2,515	2,581	(462)	(767)	6,857	2,089	–	–
Our Places	21,283	16,255	16,936	17,846	4,347	(1,591)	14,080	12,127	326,425	320,132
Our Leadership	17,194	16,118	3,342	3,505	13,852	12,613	4,538	4,636	–	–
Our Prosperity	224	249	1,208	1,184	(984)	(935)	699	72	40,831	40,044
Other	–	–	–	–	–	–	–	–	31,725	160
Total functions and activities	40,754	34,436	24,001	25,116	16,753	9,320	26,174	18,924	398,981	360,336

Notes to the Financial Statements

for the year ended 30 June 2020

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

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.

Notes to the Financial Statements

for the year ended 30 June 2020

Note 3. Revenue from continuing operations

\$ '000	AASB	2020	2019
(a) Rates and annual charges			
Ordinary rates			
Residential	1058 (1)	1,146	1,123
Farmland	1058 (1)	4,038	3,927
Mining	1058 (1)	955	910
Business	1058 (1)	494	479
Other	1058 (1)	10	36
Rates levied to ratepayers		6,643	6,475
Pensioner rate subsidies received	1058 (1)	42	41
Total ordinary rates		6,685	6,516
Special rates			
Sewerage services	1058 (1)	1,556	1,480
Rates levied to ratepayers		1,556	1,480
Total special rates		1,556	1,480
Annual charges			
<small>(pursuant to s.496, s.496A, s.496B, s.501 & s.611)</small>			
Domestic waste management services	1058 (1)	805	761
Waste management services (non-domestic)	1058 (1)	264	249
Annual charges levied		1,069	1,010
Pensioner subsidies received:			
– Sewerage	1058 (1)	20	20
– Domestic waste management	1058 (1)	26	26
Total annual charges		1,115	1,056
TOTAL RATES AND ANNUAL CHARGES		9,356	9,052

The **AASB** notation (above) identifies the revenue recognition pattern for material items of Council revenue:

15 (1) indicates income recognised under AASB 15 “at a point in time”,

15 (2) indicates income recognised under AASB 15 “over time”,

1058 (1) indicates income recognised under AASB 1058 “at a point in time”, while

1058 (2) indicates income recognised under AASB 1058 “over time”.

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

Accounting policy for rates and charges

Rates and annual charges are recognised as revenue when the Council obtains control over the assets comprising these receipts.

Pensioner rebates relate to reductions in rates and certain annual charges for eligible pensioners’ place of residence in the local government council area that are not subsidised by the NSW Government.

Pensioner rate subsidies are received from the NSW Government to provide a contribution towards the pensioner rebates.

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

Notes to the Financial Statements

for the year ended 30 June 2020

Note 3. Revenue from continuing operations (continued)

\$ '000	AASB	2020	2019
(b) User charges and fees			
Specific user charges			
(per s.502 - specific 'actual use' charges)			
Domestic waste management services	15 (1)	269	252
Sewerage services	15 (1)	30	42
Waste management services (non-domestic)	15 (1)	49	38
Total specific user charges		348	332
Other user charges and fees			
(i) Fees and charges – statutory and regulatory functions (per s.608)			
Planning and building regulation	15 (1)	123	158
Private works – section 67	15 (1)	908	1,652
Section 603 certificates	15 (1)	14	14
Total fees and charges – statutory/regulatory		1,045	1,824
(ii) Fees and charges – other (incl. general user charges (per s.608))			
Aerodrome	15 (1)	–	1
Aged care	15 (1)	41	29
Cemeteries	15 (1)	114	108
Child care	15 (1)	208	217
Lease rentals	15 (1)	217	376
Leaseback fees – Council vehicles	15 (1)	46	49
RMS (formerly RTA) charges (state roads not controlled by Council)	15 (1)	4	22
Saleyards	15 (1)	24	39
Community amenities	15 (1)	49	80
Community development	15 (1)	10	5
Drainage diagrams	15 (1)	3	3
Libraries	15 (1)	2	4
Public health	15 (1)	11	13
Total fees and charges – other		729	946
TOTAL USER CHARGES AND FEES		2,122	3,102

The **AASB** notation (above) identifies the revenue recognition pattern for material items of Council revenue:

15 (1) indicates income recognised under AASB 15 “at a point in time”,

15 (2) indicates income recognised under AASB 15 “over time”,

1058 (1) indicates income recognised under AASB 1058 “at a point in time”, while

1058 (2) indicates income recognised under AASB 1058 “over time”.

Accounting policy for user charges and fees

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

Notes to the Financial Statements

for the year ended 30 June 2020

Note 3. Revenue from continuing operations (continued)

\$ '000	AASB	2020	2019
(c) Other revenues			
Rental income – other council properties (2019 only)		40	45
Fines	1058 (1)	6	2
Diesel rebate	1058 (1)	95	112
Insurance claims recoveries	1058 (1)	65	64
Sales – general	15 (1)	12	146
Donations	1058 (1)	2	19
Paid parental leave	15 (1)	41	19
Staff contributions	15 (1)	17	4
WHS incentive	1058 (1)	6	44
Other	15 (1)	829	81
<u>TOTAL OTHER REVENUE</u>		<u>1,113</u>	<u>536</u>

The **AASB** notation (above) identifies the revenue recognition pattern for material items of Council revenue:

15 (1) indicates income recognised under AASB 15 “at a point in time”,

15 (2) indicates income recognised under AASB 15 “over time”,

1058 (1) indicates income recognised under AASB 1058 “at a point in time”, while

1058 (2) indicates income recognised under AASB 1058 “over time”.

Accounting policy for other revenue

Where the revenue relates to a contract with customer, the revenue is recognised when or as the performance obligation is completed and the customer receives the benefit of the goods / services being provided.

Where the revenue relates to a contract which is not enforceable or does not contain sufficiently specific performance obligations then revenue is recognised when an unconditional right to a receivable arises or the cash is received, which is earlier.

2019 accounting policy:

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.

Notes to the Financial Statements

for the year ended 30 June 2020

Note 3. Revenue from continuing operations (continued)

\$ '000	AASB	Operating 2020	Operating 2019	Capital 2020	Capital 2019
(d) Grants					
General purpose (untied)					
Current year allocation					
Financial assistance – general component	1058 (1)	2,346	4,636	–	–
Financial assistance – local roads component	1058 (1)	1,521	3,006	–	–
Payment in advance - future year allocation					
Financial assistance – general component	1058 (1)	2,487	–	–	–
Financial assistance – local roads component	1058 (1)	1,612	–	–	–
Other					
Other grants		2,872	–	–	–
Total general purpose		10,838	7,642	–	–
Specific purpose					
Aged care	1058 (1)	56	87	–	–
Bushfire and emergency services	1058 (1)	15	18	–	–
Community centres	1058 (1)	182	201	–	–
Heritage and cultural	1058 (1)	–	12	–	–
Library	1058 (1)	74	32	–	–
Noxious weeds	1058 (1)	61	60	–	–
Recreation and culture	1058 (2)	–	–	849	810
Storm/flood damage	1058 (1)	46	37	–	–
Street lighting	1058 (1)	–	31	–	–
Transport (roads to recovery)	1058 (1)	–	1,917	2,775	–
Transport (other roads and bridges funding)	1058 (1)	365	–	8,894	6,340
Childrens services	1058 (1)	1,360	1,086	–	–
Community services	1058 (1)	655	651	–	–
Other	1058 (1)	4	–	–	–
Total specific purpose		2,818	4,132	12,518	7,150
Total grants		13,656	11,774	12,518	7,150
Grant revenue is attributable to:					
– Commonwealth funding		7,986	9,559	2,775	–
– State funding		2,849	2,215	9,915	7,150
– Other funding		2,821	–	(172)	–
		13,656	11,774	12,518	7,150

The **AASB** notation (above) identifies the revenue recognition pattern for material items of Council revenue:

15 (1) indicates income recognised under AASB 15 “at a point in time”,

15 (2) indicates income recognised under AASB 15 “over time”,

1058 (1) indicates income recognised under AASB 1058 “at a point in time”, while

1058 (2) indicates income recognised under AASB 1058 “over time”.

Notes to the Financial Statements

for the year ended 30 June 2020

Note 3. Revenue from continuing operations (continued)

\$ '000	Notes	AASB	Operating 2020	Operating 2019	Capital 2020	Capital 2019
(e) Contributions						
Developer contributions: (s7.4 & s7.11 - EP&A Act, s64 of the LGA):						
Cash contributions						
S 7.11 – contributions towards amenities/services		1058 (1)	–	–	24	14
S 64 – sewerage service contributions		1058 (1)	–	–	5	–
Total developer contributions – cash			–	–	29	14
Non-cash contributions						
S 64 – sewerage service contributions		1058 (1)	–	–	3	–
Total developer contributions non-cash			–	–	3	–
Total developer contributions	25		–	–	32	14
Other contributions:						
Cash contributions						
Recreation and culture		1058 (2)	18	10	–	5
RMS contributions (regional roads, block grant)		1058 (1)	–	733	1,229	1,068
Tourism		1058 (1)	–	–	8	–
Other		15 (1)	89	106	–	–
Total other contributions – cash			107	849	1,237	1,073
Non-cash contributions						
RMS contributions (regional roads, block grant)		1058 (1)	1	–	–	–
Total other contributions – non-cash			1	–	–	–
Total other contributions			108	849	1,237	1,073
Total contributions			108	849	1,269	1,087
<u>TOTAL GRANTS AND CONTRIBUTIONS</u>			<u>13,764</u>	<u>12,623</u>	<u>13,787</u>	<u>8,237</u>

The **AASB** notation (above) identifies the revenue recognition pattern for material items of Council revenue:

15 (1) indicates income recognised under AASB 15 “at a point in time”,

15 (2) indicates income recognised under AASB 15 “over time”,

1058 (1) indicates income recognised under AASB 1058 “at a point in time”, while

1058 (2) indicates income recognised under AASB 1058 “over time”.

Accounting policy for grants and 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 below.

Council has obligations to provide facilities from contribution revenues levied on developers under the provisions of sections 7.4, 7.11 and 7.12 of the *Environmental Planning and Assessment Act 1979*.

Notes to the Financial Statements

for the year ended 30 June 2020

Note 3. Revenue from continuing operations (continued)

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

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

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.

Notes to the Financial Statements

for the year ended 30 June 2020

Note 3. Revenue from continuing operations (continued)

\$ '000	2020	2019
(f) Unspent grants and contributions – external restrictions		
Certain grants and contributions are obtained by Council on condition that they be spent in a specified manner due to externally imposed restrictions.		
Operating grants		
Unexpended at the close of the previous reporting period	2,013	1,796
Add: operating grants recognised as income in the current period but not yet spent (2019 only)	385	302
Less: operating grants recognised in a previous reporting period now spent (2019 only)	–	(85)
Less: operating grants received in a previous reporting period now spent and recognised as income	(180)	–
Unexpended and held as externally restricted assets (operating grants)	2,218	2,013
Capital grants		
Unexpended at the close of the previous reporting period	819	1,132
Add: capital grants recognised as income in the current period but not yet spent (2019 only)	2,123	390
Less: capital grants recognised in a previous reporting period now spent (2019 only)	–	(703)
Less: capital grants received in a previous reporting period now spent and recognised as income	(206)	–
Unexpended and held as externally restricted assets (capital grants)	2,736	819
Contributions		
Unexpended at the close of the previous reporting period	221	207
Add: contributions recognised as income in the current period but not yet spent	29	14
Unexpended and held as externally restricted assets (contributions)	250	221

Note 4. Interest and investment income

\$ '000	2020	2019
Interest on financial assets measured at amortised cost		
– Overdue rates and annual charges (incl. special purpose rates)	39	41
– Cash and investments	433	845
Total Interest and investment income	472	886
Interest revenue is attributable to:		
Unrestricted investments/financial assets:		
Overdue rates and annual charges (general fund)	39	41
General Council cash and investments	421	833
Restricted investments/funds – external:		
Sewerage fund operations	12	12
Total interest and investment revenue	472	886

Accounting policy for interest and investment revenue

Interest income is recognised using the effective interest rate at the date that interest is earned. Dividends are recognised as income in profit or loss unless the dividend clearly represents a recovery of part of the cost of the investment.

Notes to the Financial Statements

for the year ended 30 June 2020

Note 5. Expenses from continuing operations

\$ '000	2020	2019
(a) Employee benefits and on-costs		
Salaries and wages	3,885	4,326
Travel expenses	15	21
Employee leave entitlements (ELE)	1,348	1,106
Superannuation	815	874
Workers' compensation insurance	162	234
Fringe benefit tax (FBT)	65	65
Training costs (other than salaries and wages)	82	106
Other	21	18
Total employee costs	6,393	6,750
TOTAL EMPLOYEE COSTS EXPENSED	6,393	6,750
Number of 'full-time equivalent' employees (FTE) at year end	125	116

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, 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.

\$ '000	Notes	2020	2019
(b) Borrowing costs			
(i) Interest bearing liability costs			
Interest on loans		39	56
Total interest bearing liability costs		39	56
Total interest bearing liability costs expensed		39	56
(ii) Other borrowing costs			
Discount adjustments relating to movements in provisions (other than ELE)			
– Remediation liabilities	15	40	240
Total other borrowing costs		40	240
TOTAL BORROWING COSTS EXPENSED		79	296

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 as incurred.

Notes to the Financial Statements

for the year ended 30 June 2020

Note 5. Expenses from continuing operations (continued)

\$ '000	2020	2019
(c) Materials and contracts		
Raw materials and consumables	4,842	5,595
Contractor and consultancy costs	407	448
Auditors remuneration ²	63	81
Legal expenses:		
– Legal expenses: other	3	3
Expenses from leases of low value assets (2020 only)	75	–
Operating leases expense (2019 only):		
Water	109	88
– Operating lease rentals: minimum lease payments ¹	–	86
Printing and stationery	59	63
Other	13	13
Total materials and contracts	5,571	6,377
TOTAL MATERIALS AND CONTRACTS	5,571	6,377

Accounting policy for materials and contracts

Expenses are recorded on an accruals basis as the council receives the goods or services.

Operating leases (2019 only)

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	–	72
Photocopiers	–	14
	–	86

2. Auditor remuneration

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

Auditors of the Council - NSW Auditor-General:**(i) Audit and other assurance services**

Audit and review of financial statements	28	53
Remuneration for audit and other assurance services	28	53

Total Auditor-General remuneration

	28	53
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Non NSW Auditor-General audit firms**(i) Audit and other assurance services**

Audit and review of financial statements	35	28
Remuneration for audit and other assurance services	35	28

Total remuneration of non NSW Auditor-General audit firms

	35	28
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Total Auditor remuneration

	63	81
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Notes to the Financial Statements

for the year ended 30 June 2020

Note 5. Expenses from continuing operations (continued)

\$ '000	Notes	2020	2019
(d) Depreciation, amortisation and impairment of non-financial assets			
Depreciation and amortisation			
Plant and equipment		869	1,032
Office equipment		147	128
Furniture and fittings		6	1
Land improvements (depreciable)		52	52
Infrastructure:	10		
– Buildings – non-specialised		818	814
– Other structures		105	104
– Roads		4,347	4,338
– Bridges		330	330
– Footpaths		171	171
– Stormwater drainage		327	327
– Sewerage network		297	282
– Swimming pools		108	104
– Other open space/recreational assets		757	718
– Other infrastructure		312	311
Other assets:			
– Library books		–	25
Reinstatement, rehabilitation and restoration assets:			
- Gravel Pits		11	99
- Sewer		2	–
Total depreciation and amortisation costs		8,659	8,836
Impairment / revaluation decrement of IPP&E			
Infrastructure:	10		
– Roads		–	13,921
Total gross IPP&E impairment / revaluation decrement costs / (reversals)		–	13,921
Amounts taken through revaluation reserve	10	–	(13,921)
Total IPP&E impairment / revaluation decrement costs / (reversals) charged to Income Statement		–	–
<u>TOTAL DEPRECIATION, AMORTISATION AND IMPAIRMENT FOR NON-FINANCIAL ASSETS</u>		<u>8,659</u>	<u>8,836</u>

Accounting policy for depreciation, amortisation and impairment expenses of non-financial assets**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

Other 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

Notes to the Financial Statements

for the year ended 30 June 2020

Note 5. Expenses from continuing operations (continued)

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.

Notes to the Financial Statements

for the year ended 30 June 2020

Note 5. Expenses from continuing operations (continued)

\$ '000	2020	2019
(e) Other expenses		
Advertising	88	51
Bad and doubtful debts	10	10
Bank charges	18	18
Child care – parent fees	393	397
Contributions/levies to other levels of government	436	347
Councillor expenses – mayoral fee	26	25
Councillor expenses – councillors' fees	106	103
Councillors' expenses (incl. mayor) – other (excluding fees above)	27	38
Donations, contributions and assistance to other organisations (Section 356)	153	51
Electricity and heating	232	219
Fire control expenses	50	69
Insurance	493	433
Street lighting	139	176
Subscriptions and publications	97	116
Telephone and communications	100	128
Other	133	20
Total other expenses	2,501	2,201
TOTAL OTHER EXPENSES	2,501	2,201

Accounting policy for other expenses

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

Notes to the Financial Statements

for the year ended 30 June 2020

Note 6. Gain or loss from disposal of assets

\$ '000	Notes	2020	2019
Property (excl. investment property)			
Less: carrying amount of property assets sold/written off		–	(1)
Net gain/(loss) on disposal		–	(1)
Plant and equipment			
	10		
Proceeds from disposal – plant and equipment		569	647
Less: carrying amount of plant and equipment assets sold/written off		(629)	(548)
Net gain/(loss) on disposal		(60)	99
Infrastructure			
	10		
Less: carrying amount of infrastructure assets sold/written off		(725)	(820)
Net gain/(loss) on disposal		(725)	(820)
Real estate assets held for sale			
	9		
Proceeds from disposal – real estate assets		–	75
Net gain/(loss) on disposal		–	75
Investments			
	7(b)		
Less: carrying amount of investments sold/redeemed/matured		(3)	(9)
Net gain/(loss) on disposal		(3)	(9)
Other Open Space/Recreational Assets			
Less: carrying amount of other open space/recreational assets sold/written off		(10)	–
Net gain/(loss) on disposal		(10)	–
NET GAIN/(LOSS) ON DISPOSAL OF ASSETS		(798)	(656)

Accounting policy for disposal of assets

Gains and losses on disposals are determined by comparing proceeds with carrying amount. These are included in the Income Statement.

The gain or loss on sale of an asset is determined when control of the asset has irrevocably passed to the buyer and the asset is de-recognised.

Note 7(a). Cash and cash equivalents

\$ '000	2020	2019
Cash and cash equivalents		
Cash on hand and at bank	3,388	1,641
Cash-equivalent assets		
– Deposits at call	3,742	4,711
Total cash and cash equivalents	7,130	6,352

Accounting policy for cash and cash equivalents

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

Notes to the Financial Statements

for the year ended 30 June 2020

Note 7(b). Investments

\$ '000	2020		2019	
	Current	Non-current	Current	Non-current
Investments				
'Financial assets at amortised cost'	34,200	6,000	28,700	2,000
Total Investments	34,200	6,000	28,700	2,000
TOTAL CASH ASSETS, CASH EQUIVALENTS AND INVESTMENTS	41,330	6,000	35,052	2,000
Financial assets at amortised cost				
Long term deposits	34,200	6,000	28,700	2,000
Total	34,200	6,000	28,700	2,000

Accounting policy for investments

Financial instruments are recognised initially on the date that the Council becomes party to the contractual provisions of the instrument.

On initial recognition, all financial instruments are measured at fair value plus transaction costs (except for instruments measured at fair value through profit or loss where transaction costs are expensed as incurred).

Financial assets

All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

Classification

On initial recognition, Council classifies its financial assets into the following categories – those measured at:

- amortised cost
- fair value through profit and loss (FVTPL)
- fair value through other comprehensive income – equity instrument (FVOCI-equity)

Financial assets are not reclassified subsequent to their initial recognition.

Amortised cost

Assets measured at amortised cost are financial assets where:

- the business model is to hold assets to collect contractual cash flows, and
- the contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Council's financial assets measured at amortised cost comprise trade and other receivables, term deposits and cash and cash equivalents in the Statement of Financial Position.

Subsequent to initial recognition, these assets are carried at amortised cost using the effective interest rate method less provision for impairment.

Interest income, impairment and gains or loss on de-recognition are recognised in profit or loss.

Fair value through other comprehensive income – equity instruments

Council has a number of strategic investments in entities over which they do not have significant influence nor control. Council has made an irrevocable election to classify these equity investments as fair value through other comprehensive income as they are not held for trading purposes.

These investments are carried at fair value with changes in fair value recognised in other comprehensive income (financial asset reserve). On disposal any balance in the financial asset reserve is transferred to accumulated surplus and is not reclassified to profit or loss.

Other net gains and losses excluding dividends are recognised in Other Comprehensive Income Statement.

Notes to the Financial Statements

for the year ended 30 June 2020

Note 7(b). Investments (continued)

Financial assets through profit or loss

All financial assets not classified as measured at amortised cost or fair value through other comprehensive income as described above are measured at fair value through profit or loss.

Net gains or losses, including any interest or dividend income, are recognised in profit or loss.

Council's financial assets measured at fair value through profit or loss comprise investments in FRNs and NCDs in the Statement of Financial Position.

Notes to the Financial Statements

for the year ended 30 June 2020

Note 7(c). Restricted cash, cash equivalents and investments

\$ '000	2020		2019	
	Current	Non-current	Current	Non-current
Total cash, cash equivalents and investments	41,330	6,000	35,052	2,000
attributable to:				
External restrictions	4,563	6,000	1,493	2,000
Internal restrictions	15,726	–	14,543	–
Unrestricted	21,041	–	19,016	–
	41,330	6,000	35,052	2,000

\$ '000	2020	2019
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Details of restrictions

External restrictions – included in liabilities

Specific purpose unexpended grants – general fund (2020 only)	172	–
External restrictions – included in liabilities	172	–

External restrictions – other

Developer contributions – general	149	126
Developer contributions – sewer fund	101	95
Specific purpose unexpended grants (recognised as revenue) – general fund	4,954	2,832
Sewerage services	5,187	440
External restrictions – other	10,391	3,493

Total external restrictions

	10,563	3,493
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Internal restrictions

Plant and vehicle replacement	1,325	1,140
Infrastructure replacement	12,475	11,523
Employees leave entitlement	1,513	1,513
Carry over works	76	28
Land development	337	339
Total internal restrictions	15,726	14,543

TOTAL RESTRICTIONS

	26,289	18,036
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Notes to the Financial Statements

for the year ended 30 June 2020

Note 8. Receivables

\$ '000	2020 Current	2020 Non-current	2019 Current	2019 Non-current
Purpose				
Rates and annual charges	745	210	538	189
Interest and extra charges	113	–	106	–
User charges and fees	755	–	328	–
Accrued revenues				
– Interest on investments	–	–	279	–
Net GST receivable	87	–	195	–
Other debtors	–	–	10	–
Total	1,700	210	1,456	189
Less: provision of impairment				
Rates and annual charges	(57)	–	(57)	–
User charges and fees	(15)	–	(15)	–
Total provision for impairment – receivables	(72)	–	(72)	–
TOTAL NET RECEIVABLES	1,628	210	1,384	189

Externally restricted receivables

Sewerage services

– Other	243	–	190	–
Total external restrictions	243	–	190	–
Unrestricted receivables	1,385	210	1,194	189
TOTAL NET RECEIVABLES	1,628	210	1,384	189

\$ '000	2020	2019
Movement in provision for impairment of receivables		
Balance at the beginning of the year	72	72
Balance at the end of the year	72	72

Notes to the Financial Statements

for the year ended 30 June 2020

Note 8. Receivables (continued)

Accounting policy for receivables

Recognition and measurement

Receivables 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.

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

Impairment of financial assets measured at amortised cost is recognised on an expected credit loss (ECL) basis.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition, and when estimating ECL, the Council considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis based on Council's historical experience and informed credit assessment, and including forward-looking information.

When considering the ECL for rates debtors, Council takes into account that unpaid rates represent a charge against the rateable property that will be recovered when the property is next sold. For non-rates debtors, Council uses the presumption that an asset which is more than 30 days past due has seen a significant increase in credit risk.

The Council uses the presentation that a financial asset is in default when:

- the other party is unlikely to pay its credit obligations to the Council in full, without recourse by the Council to actions such as realising security (if any is held) or
- the financial assets (for non-rates debtors) are more than 90 days past due.

Credit losses are measured as the present value of the difference between the cash flows due to the entity in accordance with the contract, and the cash flows expected to be received. This is applied using a probability weighted approach.

On initial recognition of the asset, an estimate of the expected credit losses for the next 12 months is recognised. Where the asset has experienced significant increase in credit risk then the lifetime losses are estimated and recognised.

Council uses the simplified approach for trade receivables where the expected lifetime credit losses are recognised on day 1.

There has been no change in the estimation techniques or significant assumptions made during the current reporting period.

The Council writes off a trade receivable when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the debtor has been placed under liquidation or has entered into bankruptcy proceedings.

None of the receivables that have been written off are subject to enforcement activity.

Where the Council renegotiates the terms of receivables due from certain customers, the new expected cash flows are discounted at the original effective interest rate and any resulting difference to the carrying value is recognised in profit or loss.

Rates and annual charges outstanding are secured against the property.

Notes to the Financial Statements

for the year ended 30 June 2020

Note 9. Inventories and other assets

\$ '000	2020 Current	2020 Non-current	2019 Current	2019 Non-current
(a) Inventories				
(i) Inventories at cost				
Real estate for resale	763	–	256	–
Stores and materials	563	–	598	–
Total inventories at cost	1,326	–	854	–
<u>TOTAL INVENTORIES</u>	<u>1,326</u>	<u>–</u>	<u>854</u>	<u>–</u>
(b) Other assets				
Other	–	198	–	198
<u>TOTAL OTHER ASSETS</u>	<u>–</u>	<u>198</u>	<u>–</u>	<u>198</u>
<hr/>				
\$ '000	2020 Current	2020 Non-current	2019 Current	2019 Non-current
Total unrestricted assets	1,326	198	854	198
TOTAL INVENTORIES AND OTHER ASSETS	1,326	198	854	198

Notes to the Financial Statements

for the year ended 30 June 2020

Note 9. Inventories and other assets (continued)

(i) Other disclosures

\$ '000	2020 Current	2020 Non-current	2019 Current	2019 Non-current
(a) Details for real estate development				
Residential	30	–	30	–
Industrial/commercial	733	–	226	–
Total real estate for resale	763	–	256	–
(Valued at the lower of cost and net realisable value)				
Represented by:				
Acquisition costs	763	–	64	–
Development costs	–	–	192	–
Total costs	763	–	256	–
Total real estate for resale	763	–	256	–
Movements:				
Real estate assets at beginning of the year	256	–	329	–
– Purchases and other costs	507	–	(73)	–
Total real estate for resale	763	–	256	–

(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;

\$ '000	2020	2019
Real estate for resale	–	51
	–	51

Accounting policy for inventories and other assets

Raw materials and stores, work in progress and finished goods

Raw materials and stores, work in progress and finished goods are stated at the lower of cost and net realisable value. Costs are assigned to individual items of inventory on the basis of weighted average costs. Costs of purchased inventory are determined after deducting rebates and discounts. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

Land held for resale/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.

Notes to the Financial Statements for the year ended 30 June 2020

Note 10. Infrastructure, property, plant and equipment

\$ '000	as at 30/06/19			Asset movements during the reporting period										as at 30/06/20		
	Gross carrying amount	Accumulated depreciation	Net carrying amount	Additions renewals ¹	Additions new assets	Reinstatement costs for impaired assets	Carrying value of disposals	Depreciation expense	WIP transfers	Adjustments and transfers	Asset Remediation	Tfrs from/(to) investment properties	Revaluation increments to equity (ARR)	Gross carrying amount	Accumulated depreciation	Net carrying amount
Capital work in progress	447	–	447	356	–	–	–	–	(447)	–	–	–	–	356	–	356
Plant and equipment	20,045	(10,246)	9,799	–	1,494	–	(628)	(869)	–	–	–	–	–	20,252	(10,456)	9,796
Office equipment	1,899	(1,190)	709	17	–	–	(10)	(147)	–	–	–	–	–	1,905	(1,336)	569
Furniture and fittings	152	(130)	22	–	–	–	–	(6)	–	–	–	–	–	152	(136)	16
Land:																
– Operational land	1,708	–	1,708	–	–	–	–	–	–	(811)	–	(352)	900	1,445	–	1,445
– Community land	2,631	–	2,631	–	–	–	–	–	–	811	–	–	6,456	9,898	–	9,898
Land improvements – non-depreciable	1,013	–	1,013	–	–	–	–	–	–	(1,013)	–	–	–	–	–	–
Land improvements – depreciable	1,576	(860)	716	–	–	–	–	(52)	–	1,013	–	–	–	2,589	(912)	1,677
Infrastructure:																
– Buildings – non-specialised	40,021	(13,516)	26,505	–	46	–	–	(818)	200	–	–	(304)	–	39,963	(14,333)	25,630
– Other structures	5,591	(2,252)	3,339	42	–	–	–	(105)	–	–	–	–	–	5,632	(2,356)	3,276
– Roads	179,376	(70,901)	108,475	2,762	–	7,164	(858)	(4,347)	–	–	–	(231)	17,886	204,492	(73,641)	130,851
– Bridges	18,429	(4,020)	14,409	–	–	–	–	(330)	–	–	–	–	–	18,429	(4,350)	14,079
– Footpaths	9,180	(3,825)	5,355	8	–	–	–	(171)	–	–	–	–	–	9,188	(3,996)	5,192
– Bulk earthworks (non-depreciable)	76,626	–	76,626	–	–	–	–	–	–	–	–	–	–	76,626	–	76,626
– Stormwater drainage	32,124	(9,508)	22,616	–	–	–	–	(327)	–	–	–	–	–	32,125	(9,836)	22,289
– Sewerage network	23,454	(8,621)	14,833	215	–	–	–	(297)	–	–	–	–	140	23,893	(9,002)	14,891
– Swimming pools	5,378	(1,503)	3,875	–	–	–	–	(108)	–	–	–	–	–	5,378	(1,611)	3,767
– Other open space/recreational assets	31,819	(13,509)	18,310	709	–	–	(3)	(757)	247	–	–	–	–	32,648	(14,259)	18,389
– Other infrastructure	16,596	(8,432)	8,164	37	–	–	–	(312)	–	–	–	–	–	16,634	(8,745)	7,889
Other assets:																
– Library books	517	(411)	106	–	–	–	–	–	–	–	–	–	–	517	(411)	106
Reinstatement, rehabilitation and restoration assets (refer Note 12):																
– Tip assets	–	–	–	–	–	–	–	–	–	(1,341)	1,621	–	–	280	–	280
– Gravel pits	2,030	(1,450)	580	–	–	–	–	(11)	–	1,341	(1,910)	–	–	1,461	(1,461)	–
– Sewer treatment facilities	107	(52)	55	–	–	–	–	(2)	–	–	(40)	–	–	67	(54)	13
Total Infrastructure, property, plant and equipment	470,719	(150,426)	320,293	4,146	1,540	7,164	(1,499)	(8,659)	–	–	(329)	(887)	25,382	503,930	(156,895)	347,035

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

Notes to the Financial Statements
for the year ended 30 June 2020

Note 10. Infrastructure, property, plant and equipment (continued)

	as at 30/06/18			Asset movements during the reporting period									as at 30/06/19		
	Gross carrying amount	Accumulated depreciation	Net carrying amount	Additions renewals ⁽¹⁾	Additions new assets	Reinstatement costs for impaired assets	Carrying value of disposals	Depreciation expense	Impairment loss / revaluation decrements (recognised in equity)	Adjustments and transfers	Revaluation decrements to equity (ARR)	Revaluation increments to equity (ARR)	Gross carrying amount	Accumulated depreciation	Net carrying amount
\$ '000															
Capital work in progress	1,181	–	1,181	–	361	–	–	–	–	(1,095)	–	–	447	–	447
Plant and equipment	19,899	(9,999)	9,900	–	1,480	–	(548)	(1,032)	–	(1)	–	–	20,045	(10,246)	9,799
Office equipment	1,675	(1,062)	613	–	224	–	–	(128)	–	–	–	–	1,899	(1,190)	709
Furniture and fittings	152	(130)	22	–	–	–	–	(1)	–	1	–	–	152	(130)	22
Land:															
– Operational land	1,708	–	1,708	–	–	–	–	–	–	–	–	–	1,708	–	1,708
– Community land	2,631	–	2,631	–	–	–	–	–	–	–	–	–	2,631	–	2,631
Land improvements – non-depreciable	1,013	–	1,013	–	–	–	–	–	–	–	–	–	1,013	–	1,013
Land improvements – depreciable	1,576	(808)	768	–	–	–	–	(52)	–	–	–	–	1,576	(860)	716
Infrastructure:															
– Buildings – non-specialised	39,928	(12,702)	27,226	3	456	–	(1)	(814)	–	2	(212)	–	40,021	(13,516)	26,505
– Other structures	5,586	(2,148)	3,438	–	5	–	–	(104)	–	–	–	–	5,591	(2,252)	3,339
– Roads	177,025	(60,593)	116,432	2,524	–	7,553	(808)	(4,338)	(13,921)	1,033	–	–	179,376	(70,901)	108,475
– Bridges	18,429	(3,690)	14,739	–	–	–	–	(330)	–	–	–	–	18,429	(4,020)	14,409
– Footpaths	9,201	(3,663)	5,538	–	–	–	(12)	(171)	–	–	–	–	9,180	(3,825)	5,355
– Bulk earthworks (non-depreciable)	76,626	–	76,626	–	–	–	–	–	–	–	–	–	76,626	–	76,626
– Stormwater drainage	32,124	(9,182)	22,942	–	–	–	–	(327)	–	1	–	–	32,124	(9,508)	22,616
– Sewerage network	23,085	(8,204)	14,881	–	–	–	–	(282)	–	–	–	234	23,454	(8,621)	14,833
– Swimming pools	5,085	(1,399)	3,686	267	–	–	–	(104)	–	26	–	–	5,378	(1,503)	3,875
– Other open space/recreational assets	31,068	(12,790)	18,278	–	918	–	–	(718)	–	34	–	–	31,819	(13,509)	18,310
– Other infrastructure	16,542	(8,121)	8,421	–	54	–	–	(311)	–	–	–	–	16,596	(8,432)	8,164
Other assets:															
– Library books	517	(385)	132	–	–	–	–	(25)	–	(1)	–	–	517	(411)	106
Reinstatement, rehabilitation and restoration assets (refer Note 12):															
– Tip assets	3	(1)	2	–	–	–	–	–	–	–	–	–	–	–	–
– Gravel pits	2,030	(1,353)	677	–	–	–	–	(97)	–	–	–	–	2,030	(1,450)	580
– Sewer treatment facilities	107	(50)	57	–	–	–	–	(2)	–	–	–	–	107	(52)	55
Total Infrastructure, property, plant and equipment	467,191	(136,280)	330,911	2,794	3,498	7,553	(1,369)	(8,836)	(13,921)	–	(212)	234	470,719	(150,426)	320,293

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

Notes to the Financial Statements

for the year ended 30 June 2020

Note 10. 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
		Stormwater assets	
Sewer assets		Drains	80 to 100
Dams and reservoirs	80 to 100	Culverts	50 to 80
Bores	20 to 40	Flood control structures	80 to 100
Reticulation pipes: PVC	70 to 80		
Reticulation pipes: other	25 to 75		
Pumps and telemetry	15 to 20		
		Other infrastructure assets	
Transportation assets		Bulk earthworks	∞
Sealed roads: surface	20	Swimming pools	50
Sealed roads: structure	50	Unsealed roads	20
Unsealed roads	20	Other open space/recreational assets	20
Bridge: concrete	100	Other infrastructure	20
Bridge: other	50		
Road pavements	60		
Kerb, gutter and footpaths	40		

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each reporting date.

Gains and losses on disposals are determined by comparing proceeds with carrying amount. These are included in the Income Statement.

Land under roads

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

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.

Notes to the Financial Statements

for the year ended 30 June 2020

Note 10. Infrastructure, property, plant and equipment (continued)

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 continue to recognise rural fire service assets including land, buildings, plant and vehicles.

Notes to the Financial Statements

for the year ended 30 June 2020

Note 11. Investment properties

\$ '000	2020	2019
Owned investment property		
Investment property on hand at fair value	1,254	366
Total owned investment property	<u>1,254</u>	<u>366</u>

(a) Reconciliation – owned investment property

Reconciliation of annual movement:

Opening balance	366	–
– Acquisitions	–	366
– Transfers from/(to) owner occupied (Note 10)	888	–
CLOSING BALANCE – OWNED INVESTMENT PROPERTY	<u>1,254</u>	<u>366</u>

(b) Valuation basis

The basis of valuation of investment properties is fair value, being the amounts for which the properties could be exchanged between willing parties in arms length transaction, based on current prices in an active market for similar properties in the same location and condition and subject to similar leases.

\$ '000	2020	2019
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(c) Leasing arrangements – Council as lessor (2019 only)

The investment properties are leased to tenants for a period of 12 months from 28/02/2019 to 27/02/2020 with rentals payable monthly.

Future minimum lease payments receivable under non-cancellable investment property operating leases not recognised in the financial statements are receivable as follows:

Within 1 year	–	12
Total minimum lease payments receivable	<u>–</u>	<u>12</u>

Council have leased the property from 28/02/2019 to 27/02/2020 with rental payments made monthly.

(d) Investment property income and expenditure – summary (2019 only)

Rental income from investment property:

– Minimum lease payments	–	7
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Direct operating expenses on investment property:

– that generated rental income	–	(1)
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Net revenue contribution from investment property	<u>–</u>	<u>6</u>
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Total income attributable to investment property	<u>–</u>	<u>6</u>
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Accounting policy for investment property

Council's sole investment property is held for 12 months and is not occupied by the Council.

Note 12. Contract assets and liabilities

\$ '000	Notes	2020 Current	2020 Non-current
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Notes to the Financial Statements

for the year ended 30 June 2020

Note 12. Contract assets and liabilities (continued)

\$ '000	Notes	2020 Current	2020 Non-current
Contract liabilities			
Grants and contributions received in advance:			
Unexpended capital grants (to construct Council controlled assets)	(i)	172	–
Unexpended operating grants (received prior to performance obligation being satisfied)	(ii)	–	–
Total grants received in advance		172	–
Total contract liabilities		172	–

Notes

(i) Council has received funding to construct assets including sporting facilities, and other infrastructure. The funds received are under an enforceable contract which require Council to construct an identified asset which will be under Council's control on completion. The revenue is recognised as Council constructs the asset and the contract liability reflects the funding received which cannot yet be recognised as revenue. The revenue is expected to be recognised in the next 12 months.

\$ '000	2020 Current	2020 Non-current
Externally restricted assets		
Water	–	–
Sewer	–	–
Unspent grants held as contract liabilities (excl. Water & Sewer)	172	–
Other (enter details...)	–	–
Contract liabilities relating to externally restricted assets	172	–
Internally restricted assets		
Other (enter details...)	–	–
Other (enter details...)	–	–
Contract liabilities relating to internally restricted assets	–	–
Total contract liabilities relating to restricted assets	172	–
Total contract liabilities relating to unrestricted assets	–	–
Total contract liabilities	172	–

\$ '000	2020
Grants and contributions received in advance:	
Capital grants (to construct Council controlled assets)	172
Total Revenue recognised during the financial year that was included in the contract liability balance at the beginning of the period	172

Significant changes in contract assets and liabilities

The contract liabilities have arisen on adoption of AASB 15 and AASB 1058. Previously income received in advance was recognised for reciprocal contracts. The increase in a contract liability is primarily due to grants in the scope of AASB 15 and capital grants received by Council to acquire or construct assets which will be under Council's control. Previously, revenue was recognised on receipt of the funds.

Notes to the Financial Statements

for the year ended 30 June 2020

Note 12. Contract assets and liabilities (continued)

Accounting policy for contract assets and liabilities

Where the amounts billed to customers are based on the achievement of various milestones established in the contract, the amounts recognised as revenue in a given period do not necessarily coincide with the amounts billed to or certified by the customer.

When a performance obligation is satisfied by transferring a promised good or service to the customer before the customer pays consideration or before the payment is due, Council presents the work in progress as a contract asset, unless the rights to that amount of consideration are unconditional, in which case Council recognises a receivable.

When an amount of consideration is received from a customer / fund provider prior to Council transferring a good or service to the customer, Council presents the funds which exceed revenue recognised as a contract liability.

Note 13. Leases

\$ '000	2020
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(a) Income Statement

The amounts recognised in the Income Statement relating to leases where Council is a lessee are shown below:

Variable lease payments based on usage not included in the measurement of lease liabilities	2
Expenses relating to low-value leases	73
	75

(b) Statement of Cash Flows

Total cash outflow for leases	75
	75

Leases at significantly below market value – concessionary / peppercorn leases

Council has a number of leases at significantly below market for land and buildings which are used for:

- Car Parks
- Barmedman Community Centre Land
- Children's Services Centre

The leases have varying terms and require payments of less than \$1,000 per year. The use of the right-to-use asset is restricted by the lessors to specified community services which Council must provide, these services are detailed in the leases.

Council does not believe that any of the leases in place are individually material from a statement of financial position or performance perspective.

Accounting policy**Accounting policies under AASB 16 – applicable from 1 July 2019**

At inception of a contract, Council assesses whether a lease exists – i.e. does the contract convey the right to control the use of an identified asset for a period of time in exchange for consideration?

Council has elected not to separate non-lease components from lease components for any class of asset and has accounted for payments as a single component.

At the lease commencement, Council recognises a right-of-use asset and associated lease liability for the lease term. The lease term includes extension periods where Council believes it is reasonably certain that the option will be exercised.

Notes to the Financial Statements

for the year ended 30 June 2020

Note 13. Leases (continued)

The right-of-use asset is measured using the cost model where cost on initial recognition comprises: the lease liability, initial direct costs, prepaid lease payments, estimated cost of removal and restoration, less any lease incentives. The right-of-use is depreciated over the lease term on a straight-line basis and assessed for impairment in accordance with the impairment of asset accounting policy.

The lease liability is initially recognised at the present value of the remaining lease payments at the commencement of the lease. The discount rate is the rate implicit in the lease, however where this cannot be readily determined then the Council's incremental borrowing rate for a similar term with similar security is used.

Subsequent to initial recognition, the lease liability is measured at amortised cost using the effective interest rate method. The lease liability is re-measured when there is a lease modification, or change in estimate of the lease term or index upon which the lease payments are based (e.g. CPI).

Where the lease liability is re-measured, the right-of-use asset is adjusted to reflect the re-measurement.

Exceptions to lease accounting

Council has applied the exceptions to lease accounting for both short-term leases (i.e. leases with a term of less than or equal to 12 months) and leases of low-value assets. Council recognises the payments associated with these leases as an expense on a straight-line basis over the lease term.

Leases at significantly below market value / concessionary leases

Council has elected to measure the right of use asset arising from the concessionary leases at cost which is based on the associated lease liability at initial recognition.

Accounting policy under AASB 117 and associated Accounting Interpretations (2019 only)

Refer to Note 5c and Note 16.

(c) Operating leases

Council leases out a number of properties for staff housing, health services, emergency services, car parks and community groups; these leases have been classified as operating leases for financial reporting purposes and the assets are included as IPP&E.

The amounts recognised in the Income Statement relating to operating leases where Council is a lessor are shown below:

\$ '000	2020
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Notes to the Financial Statements

for the year ended 30 June 2020

Note 13. Leases (continued)

\$ '000	2020
(i) Operating lease income	
Investment properties	
Lease income (excluding variable lease payments not dependent on an index or rate)	23
Lease income relating to variable lease payments not dependent on an index or a rate	25
Other lease income	
Other	17
Staff Housing	75
Total income relating to operating leases	140
(iv) Maturity analysis of contractual lease income	
Maturity analysis of future lease income receivable showing the undiscounted lease payments to be received after reporting date for operating leases:	
< 1 year	47
1–2 years	47
2–3 years	42
3–4 years	42
4–5 years	22
> 5 years	22
Total undiscounted contractual lease income receivable	222

Accounting policy

When Council is a lessor, the lease is classified as either an operating or finance lease at inception date, based on whether substantially all of the risks and rewards incidental to ownership of the asset have been transferred to the lessee. If the risks and rewards have been transferred then the lease is classified as a finance lease, otherwise it is an operating lease.

When Council has a sub-lease over an asset and is the intermediate lessor then the head lease and sub-lease are accounted for separately. The classification of the sub-lease is based on the right-of-use asset which arises from the head lease rather than the useful life of the underlying asset.

If the lease contains lease and non-lease components then the non-lease components are accounted for in accordance with AASB 15 *Revenue from Contracts with Customers*.

The lease income is recognised on a straight-line basis over the lease term.

Notes to the Financial Statements

for the year ended 30 June 2020

Note 14. Payables and borrowings

\$ '000	2020 Current	2020 Non-current	2019 Current	2019 Non-current
Payables				
Goods and services – operating expenditure	306	–	567	–
Accrued expenses:				
Security bonds, deposits and retentions	3	–	5	–
Other	36	39	36	39
Prepaid rates	593	–	–	–
Total payables	938	39	608	39
Income received in advance (2019 only)				
Payments received in advance	–	–	413	–
Total income received in advance	–	–	413	–
Borrowings				
Loans – secured ¹	93	925	93	1,000
Total borrowings	93	925	93	1,000
<u>TOTAL PAYABLES AND BORROWINGS</u>	<u>1,031</u>	<u>964</u>	<u>1,114</u>	<u>1,039</u>

(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 17.

\$ '000	2020 Current	2020 Non-current	2019 Current	2019 Non-current
(a) Payables and borrowings relating to restricted assets				
Externally restricted assets				
Sewer	–	7	–	7
Payables and borrowings relating to externally restricted assets	–	7	–	7
Total payables and borrowings relating to restricted assets	–	7	–	7
Total payables and borrowings relating to unrestricted assets	1,031	957	1,114	1,032
<u>TOTAL PAYABLES AND BORROWINGS</u>	<u>1,031</u>	<u>964</u>	<u>1,114</u>	<u>1,039</u>

Notes to the Financial Statements

for the year ended 30 June 2020

Note 14. Payables and borrowings (continued)

(b) Changes in liabilities arising from financing activities

\$ '000	as at 30/06/19		Non-cash changes				as at 30/06/20
	Opening Balance	Cash flows	Acquisition	Fair value changes	Acquisition due to change in accounting policy	Other non-cash movement	Closing balance
Loans – secured	1,093	(75)	–	–	–	–	1,018
TOTAL	1,093	(75)	–	–	–	–	1,018

\$ '000	as at 30/06/18		Non-cash changes			as at 30/06/19
	Opening Balance	Cash flows	Acquisition	Fair value changes	Other non-cash movement	Closing balance
Loans – secured	1,200	(107)	–	–	–	1,093
Other	47	(47)	–	–	–	–
TOTAL	1,247	(154)	–	–	–	1,093

\$ '000	2020	2019
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(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

Additional financing arrangements information**Breaches and defaults**

During the current and prior year, there were no defaults or breaches on any of the loans.

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

Notes to the Financial Statements

for the year ended 30 June 2020

Note 14. Payables and borrowings (continued)

Accounting policy for payables and borrowings

Council measures all financial liabilities initially at fair value less transaction costs, subsequently financial liabilities are measured at amortised cost using the effective interest rate method.

The financial liabilities of the Council comprise trade payables, bank and other loans and finance lease liabilities.

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 drawdown occurs. To the extent that 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 (2019 only)

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 assets 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.

Notes to the Financial Statements

for the year ended 30 June 2020

Note 15. Provisions

\$ '000	2020 Current	2020 Non-current	2019 Current	2019 Non-current
Provisions				
Employee benefits				
Annual leave	733	–	970	–
Long service leave	1,988	2	2,100	32
Other leave	8	–	13	–
Sub-total – aggregate employee benefits	<u>2,729</u>	<u>2</u>	<u>3,083</u>	<u>32</u>
Asset remediation/restoration:				
Asset remediation/restoration (future works)	–	4,383	–	4,671
Sub-total – asset remediation/restoration	<u>–</u>	<u>4,383</u>	<u>–</u>	<u>4,671</u>
<u>TOTAL PROVISIONS</u>	<u>2,729</u>	<u>4,385</u>	<u>3,083</u>	<u>4,703</u>

(a) Provisions relating to restricted assets**Externally restricted assets**

Sewer	181	–	181	–
Provisions relating to externally restricted assets	181	–	181	–
Total provisions relating to restricted assets	<u>181</u>	<u>–</u>	<u>181</u>	<u>–</u>
Total provisions relating to unrestricted assets	<u>2,548</u>	<u>4,385</u>	<u>2,902</u>	<u>4,703</u>
<u>TOTAL PROVISIONS</u>	<u>2,729</u>	<u>4,385</u>	<u>3,083</u>	<u>4,703</u>

\$ '000

2020

2019

(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	1,739	1,864
	<u>1,739</u>	<u>1,864</u>

Notes to the Financial Statements

for the year ended 30 June 2020

Note 15. Provisions (continued)

(c) Description of and movements in provisions

\$ '000	ELE provisions			Total
	Annual leave	Long service leave	Other employee benefits	
2020				
At beginning of year	970	2,132	13	3,115
Unwinding of discount	(237)	(142)	(5)	(384)
Total ELE provisions at end of year	733	1,990	8	2,731
2019				
At beginning of year	883	2,091	13	2,987
Unwinding of discount	87	41	–	128
Total ELE provisions at end of year	970	2,132	13	3,115

\$ '000	Other provisions		Total
	Asset remediation		
2020			
At beginning of year		4,671	4,671
Revised costs recognised as remediation assets in IPP&E		(328)	(328)
Unwinding of discount		40	40
Total other provisions at end of year		4,383	4,383
2019			
At beginning of year		4,431	4,431
Other		240	240
Total other provisions at end of year		4,671	4,671

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.

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

Notes to the Financial Statements

for the year ended 30 June 2020

Note 15. Provisions (continued)

when the liabilities are settled. The liability for annual leave and accumulating sick leave is recognised in the provision for employee benefits. All other short-term employee benefit obligations are presented as payables.

Other long-term employee benefit obligations

The liability for long-service leave and annual leave that is not expected to be wholly settled within 12 months after the end of the period in which the employees render the related service is recognised in the provision for employee benefits and measured as the present value of expected future payments to be made in respect of services provided by employees up to the end of the reporting period using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures, and periods of service. Expected future payments are discounted using market yields at the end of the reporting period on national government bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

On-costs

The employee benefit provisions include the aggregate on-cost liabilities that will arise when payment of current employee benefits is made in future periods.

These amounts include superannuation, payroll tax and workers compensation expenses which will be payable upon the future payment of certain leave liabilities which employees are entitled to at the reporting period.

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, e.g. updated cost estimates and revisions to the estimated lives of operations, and are subject to formal review at regular intervals.

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.

Notes to the Financial Statements

for the year ended 30 June 2020

Note 16. 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.

Fair value through other comprehensive income reserve (FVOCI)

Changes in the fair value of financial assets are taken through the fair value through other comprehensive income revaluation reserve. The accumulated changes in fair value are transferred to profit or loss when the financial asset is derecognised or impaired.

(b) Changes in accounting policies due to adoption of new accounting standards (not-retrospective)

During the year ended 30 June 2020, the Council has adopted AASB 15 *Revenue from Contracts with Customers*, AASB 1058 *Income of Not-for-profit Entities* and AASB 16 *Leases* using the modified retrospective (cumulative catch-up) method and therefore the comparative information for the year ended 30 June 2019 has not been restated and continues to comply with AASB 111 *Construction Contracts*, AASB 117 *Leases*, AASB 118 *Revenue*, AASB 1004 *Contributions* and associated Accounting Interpretations.

All adjustments on adoption of AASB 15 and AASB 1058 have been taken to retained earnings at 1 July 2019.

The impacts of adopting these standards and associated transition disclosures are provided below:

Adjustments to the current year figures for the year ended 30 June 2020

Statement of Financial Position

(ii) AASB 15 and AASB 1058

The following approach has been applied on transition to AASB 15 and AASB 1058:

- Council has not adopted the completed contract expedient and therefore has not excluded revenue which was fully recognised in previous years in accordance with the former accounting standards and pronouncements
- Council has retrospectively restated contracts for modifications that occurred before 1 July 2019 unless such contract modification were minor.

Transfer of control to a customer – over time or at a point in time

AASB 15 has specific criteria regarding whether control is transferred over time or at a point in time. The entity has reviewed its contracts and concluded that the criteria for recognition over time is not met in some circumstances. In such cases, revenue and related production costs will be recognised at the delivery of each separate performance obligation instead of over the contract using a single margin.

Principal v agent

Prior to adoption of AASB 15, the Council had assessed that they were a principal in transactions where another party was involved in providing the goods or services including pass-through grants.

Under AASB 15, the indicators of a principal have changed and there are now a number of performance obligations within grant agreements where the Council is acting as an agent since the only obligation is to transfer the funds to a third party. The result is that Council can only recognise the "commission" to which they are entitled rather than the gross revenue and expenses. There is no change to reported profit.

Licences

Council has reviewed the licences it grants and considers that all licences are either short-term or low value and elects to recognise all revenue from licences up-front rather than spreading them over the life of the licence.

Notes to the Financial Statements

for the year ended 30 June 2020

Note 16. Accumulated surplus, revaluation reserves, changes in accounting policies, changes in accounting estimates and errors (continued)**Prepaid rates**

Under AASB 1004, rates were recorded as revenue at the earliest of receipt of the funds from the ratepayer and the beginning of the rating period. Under AASB 1058, prepaid rates are recognised as a financial liability until the beginning of the rating period.

Grants – operating

Under AASB 1004, most grant income was recognised as revenue on receipt. Under AASB 15, where an agreement is enforceable and contains sufficiently specific performance obligations, the revenue is either recognised over time as the work is performed, or recognised at the point in time that the control of the services passes to the customer.

Grants – capital

Under AASB 1004, most grant monies were recorded as revenue on receipt. Under AASB 1058, where Council has received assets (including cash) to acquire or construct a non-financial asset, the asset is to be controlled by Council and the contract is enforceable, then the asset is recognised as a contract liability on receipt and recorded as revenue as the performance obligation to acquire or construct the asset is completed.

Changes in presentation

In addition to the above changes in accounting policies, the Council has also amended the presentation of certain items to align them with the requirements of AASB 15 and AASB 1058:

- Additional line item for contract liabilities has been created.

\$ '000	Balance at 1 July 2019
Opening contract balances at 1 July 2019	
Contract liabilities	
– Under AASB 15	2,014
– Under AASB 1058	818
Total Contract liabilities	<u>2,832</u>

Comparison of financial statement line items under AASB 15 compared to previous standards for the current year

The following tables show the impact of adopting AASB 15 and AASB 1058 on the Council's financial statements for the year ended 30 June 2020.

Statement of Financial Position

\$ '000	Carrying amount per Statement of Financial Position under AASB 15 and AASB 1058	Reclassific- ation	Remeasur- ement	Carrying amount under previous revenue standards	Notes
Current assets					
Cash and cash equivalents	7,130	–	–	7,130	
Investments	34,200	–	–	34,200	
Receivables	1,628	–	–	1,628	
Inventories	1,326	–	–	1,326	
Total current assets	<u>44,284</u>	<u>–</u>	<u>–</u>	<u>44,284</u>	
Current liabilities					

Notes to the Financial Statements

for the year ended 30 June 2020

Note 16. Accumulated surplus, revaluation reserves, changes in accounting policies, changes in accounting estimates and errors (continued)

\$ '000	Carrying amount per Statement of Financial Position under AASB 15 and AASB 1058	Reclassific- ation	Remeasur- ement	Carrying amount under previous revenue standards	Notes
Payables	938	–	–	938	
Contract liabilities	172	–	–	172	
Borrowings	93	–	–	93	
Provisions	2,729	–	–	2,729	
Total current liabilities	3,932	–	–	3,932	
Non-current assets					
Investments	6,000	–	–	6,000	
Receivables	210	–	–	210	
Infrastructure, property, plant and equipment	347,035	–	–	347,035	
Investment property	1,254	–	–	1,254	
Other	198	–	–	198	
Total non-current assets	354,697	–	–	354,697	
Non-current liabilities					
Payables	39	–	–	39	
Borrowings	925	–	–	925	
Provisions	4,385	–	–	4,385	
Total Non-current liabilities	5,349	–	–	5,349	
Net assets	389,700	–	–	389,700	
Equity					
Accumulated surplus	157,793	–	2,832	160,625	
Revaluation reserves	231,907	–	–	231,907	
Council equity interest	389,700	–	2,832	392,532	
Total equity	389,700	–	2,832	392,532	

Funds under AASB 15 and AASB 1058 which have been received prior to the satisfaction of the performance obligation.

Income Statement

\$ '000	Income Statement and comprehen- sive income under AASB 15 and AASB 1058	Reclassific- ation	Remeasur- ement	Income Statement and comprehen- sive income under previous revenue standards	Notes
<u>Income from continuing operations</u>					
Rates and annual charges	9,356	–	–	9,356	
User charges and fees	2,122	–	–	2,122	
Other revenues	1,113	–	–	1,113	

Notes to the Financial Statements

for the year ended 30 June 2020

Note 16. Accumulated surplus, revaluation reserves, changes in accounting policies, changes in accounting estimates and errors (continued)

\$ '000	Income Statement and comprehensive income under AASB 15 and AASB 1058	Reclassification	Remeasurement	Income Statement and comprehensive income under previous revenue standards	Notes
Grants and contributions provided for operating purposes	13,764	–	1,842	15,606	
Grants and contributions provided for capital purposes	13,787	–	818	14,605	
Interest and investment income	472	–	–	472	
Rental income	140	–	–	140	
Total Income from continuing operations	40,754	–	2,660	43,414	
<u>Expenses from continuing operations</u>					
Employee benefits and on-costs	6,393	–	–	6,393	
Borrowing costs	79	–	–	79	
Materials and contracts	5,571	–	–	5,571	
Depreciation and amortisation	8,659	–	–	8,659	
Other expenses	2,501	–	–	2,501	
Net losses from the disposal of assets	798	–	–	798	
Total Expenses from continuing operations	24,001	–	–	24,001	
Total Operating result from continuing operations	16,753	–	2,660	19,413	
Net operating result for the year	16,753	–	2,660	19,413	
Total comprehensive income	42,135	–	–	42,135	

Difference in revenue between recognition on receipt under the old standards and as/when performance obligations are met under the new standards.

Adjustments to the current year figures for the year ended 30 June 2020

Statement of Financial Position

\$ '000	Original Balance 1 July, 2019	Impact Increase/ (decrease)	Restated Balance 1 July, 2019
Contract liabilities	–	2,832	2,832
Total liabilities	–	2,832	2,832
Accumulated surplus	143,872	(2,832)	141,040
Total equity	–	(2,832)	(2,832)

(iii) AASB 16 Leases

Notes to the Financial Statements

for the year ended 30 June 2020

Note 16. Accumulated surplus, revaluation reserves, changes in accounting policies, changes in accounting estimates and errors (continued)**Council as a lessee**

Under AASB 117, Council assessed whether leases were operating or finance leases, based on its assessment of whether the significant risks and rewards of ownership had been transferred to Council or remained with the lessor. Under AASB 16, there is no differentiation between finance and operating leases for the lessee and therefore all leases which meet the definition of a lease are recognised on the statement of financial position (except for short-term leases and leases of low-value assets).

Council has used the exception to lease accounting for short-term leases and leases of low-value assets, and the lease expense relating to these leases is recognised in the Income Statement on a straight-line basis.

Practical expedients used on transition

AASB 16 includes a number of practical expedients which can be used on transition. Council has used the following expedients:

- Contracts which had previously been assessed as not containing leases under AASB 117 were not re-assessed on transition to AASB 16.
- Lease liabilities have been discounted using the Council's incremental borrowing rate at 1 July 2019.
- Right-of-use assets at 1 July 2019 have been measured at an amount equal to the lease liability adjustment by the any prepaid or accrued lease payments.
- A single discount rate was applied to all leases with similar characteristics.
- The right-of-use asset was adjusted by the existing onerous lease provision (where relevant) at 30 June 2019 rather than perform impairment testing of the right-of-use asset.
- Excluded leases with an expiry date prior to 30 June 2020 from the Statement of Financial Position, and lease expenses for these leases have been recorded on a straight-line basis over the remaining term.
- Used hindsight when determining the lease term if the contract contains options to extend or terminate the lease.

Financial statement impact of adoption of AASB 16

Council has made no adjustment for leases as at 1 July 2019 as the commitments are for copiers and some computer equipment which are all low value assets.

\$ '000	Balance at 1 July 2019
Operating lease commitments at 30 June 2019 per Council financial statements	13
Reconciliation of lease liabilities recognised on adoption of AASB 16 Leases	
Operating lease commitments discounted using the incremental borrowing rate at 1 July 2019	13
Add:	
Contracts not accounted for as operating lease commitments last year	–
Finance lease liabilities	–
Extension options reasonably certain to be exercised not included in the commitments note	–
Variable lease payments linked to an index	–
Other	–
Less:	
Short-term leases included in commitments note	–
Leases for low-value assets included in commitments note	(13)
Other	–
Lease liabilities recognised at 1 July 2019	–

Council as a lessor

For the arrangements where Council is a lessor, there are no significant accounting policy changes on adoption of AASB 16 except for sub-leases, which have now been classified in relation to the right-of-use asset under the head lease rather than the underlying asset.

Notes to the Financial Statements

for the year ended 30 June 2020

Note 16. Accumulated surplus, revaluation reserves, changes in accounting policies, changes in accounting estimates and errors (continued)

Statement of Financial Position

\$ '000	Original Balance 1 July, 2019	Impact Increase/ (decrease)	Restated Balance 1 July, 2019
Rights-of-use assets	-	-	-
Total assets	-	-	-
Payables – accrued interest on leases (30/6/2019)	-	-	-
Leases	-	-	-
Total liabilities	-	-	-
Accumulated surplus	-	-	-
Total equity	-	-	-

Notes to the Financial Statements

for the year ended 30 June 2020

Note 17. Statement of cash flow information

\$ '000	Notes	2020	2019
(a) Reconciliation of cash and cash equivalents			
Total cash and cash equivalents per Statement of Financial Position	7(a)	7,130	6,352
Balance as per the Statement of Cash Flows		7,130	6,352
(b) Reconciliation of net operating result to cash provided from operating activities			
Net operating result from Income Statement		16,753	9,320
Adjust for non-cash items:			
Depreciation and amortisation		8,659	8,836
Net losses/(gains) on disposal of assets		798	656
Adoption of AASB 15/1058		(2,832)	–
Unwinding of discount rates on reinstatement provisions		40	240
+/- Movement in operating assets and liabilities and other cash items:			
Decrease/(increase) in receivables		(265)	(50)
Increase/(decrease) in provision for impairment of receivables		–	(28)
Decrease/(increase) in inventories		35	(223)
Decrease/(increase) in other current assets		–	102
Increase/(decrease) in payables		(261)	(23)
Increase/(decrease) in other accrued expenses payable		–	(83)
Increase/(decrease) in other liabilities		178	110
Increase/(decrease) in contract liabilities		172	–
Increase/(decrease) in provision for employee benefits		(384)	128
Increase/(decrease) in other provisions		(328)	–
Net cash provided from/(used in) operating activities from the Statement of Cash Flows		22,565	18,985

Notes to the Financial Statements

for the year ended 30 June 2020

Note 18. Commitments

\$ '000	2020	2019
(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	245	90
Other infrastructure	429	401
Other	62	130
Total commitments	736	621
These expenditures are payable as follows:		
Within the next year	736	621
Total payable	736	621
Sources for funding of capital commitments:		
Externally restricted reserves	674	310
Internally restricted reserves	62	311
Total sources of funding	736	621

(b) Non-cancellable operating lease commitments (2019 only)**a. Commitments under non-cancellable operating leases at the reporting date, but not recognised as liabilities are payable:**

Later than one year and not later than 5 years	–	13
Total non-cancellable operating lease commitments	–	13

b. Non-cancellable operating leases include the following assets:

Refer to Note 13 for information relating to leases for 2020.

Notes to the Financial Statements

for the year ended 30 June 2020

Note 19. Contingencies

The following assets and liabilities do not qualify for recognition in the Statement of Financial Position, but their knowledge and disclosure is considered relevant to the users of Council's financial report.

LIABILITIES NOT RECOGNISED

1. Guarantees

(i) Defined benefit superannuation contribution plans

Council is party to an Industry Defined Benefit Plan under the Local Government Superannuation Scheme, named The Local Government Superannuation Scheme – Pool B (the Scheme) which is a defined benefit plan that has been deemed to be a 'multi-employer fund' for purposes of AASB119 Employee Benefits for the following reasons:

- Assets are not segregated within the sub-group according to the employees of each sponsoring employer.
- The contribution rates have been the same for all sponsoring employers. That is, contribution rates have not varied for each sponsoring employer according to the experience relating to the employees of that sponsoring employer.
- Benefits for employees of all sponsoring employers are determined according to the same formulae and without regard to the sponsoring employer.
- The same actuarial assumptions are currently used in respect of the employees of each sponsoring employer.

Given the factors above, each sponsoring employer is exposed to the actuarial risks associated with current and former employees of other sponsoring employers, and hence shares in the associated gains and losses (to the extent that they are not borne by members).

Description of the funding arrangements.

Pooled employers are required to pay standard employer contributions and additional lump sum contributions to the fund.

The standard employer contributions were determined using the new entrant rate method under which a contribution rate sufficient to fund the total benefits over the working life-time of a typical new entrant is calculated. The current standard employer contribution rates are:

Division B	1.9 times employee contributions for non - 180 Point Members; Nil for 180 Point Members
Division C	2.5% salaries
Division D	1.64 times employee contributions

The additional lump sum contribution for each Pooled Employer is a share of the total additional contributions of \$40 million per annum from 1 July 2018 for 3 years to 30 June 2021, apportioned according to each employer's share of the accrued liabilities as at 30 June 2018. These past service contributions are used to maintain the adequacy of the funding position for the accrued liabilities.

The adequacy of contributions is assessed at each triennial actuarial investigation and monitored annually between triennials.

As stated above, each sponsoring employer (Council) is exposed to the actuarial risks associated with current and former employees of other sponsoring employers and hence shares in the associated gains and losses.

However, there is no relief under the Fund's trust deed for employers to walk away from their defined benefit obligations. Under limited circumstances, an employer may withdraw from the plan when there are no active members, on full payment of outstanding additional contributions. There is no provision for allocation of any surplus which may be present at the date of withdrawal of the Council.

There are no specific provisions under the Fund's trust deed dealing with deficits or surplus on wind-up.

The amount of Council employer contributions to the defined benefit section of the Local Government Superannuation Scheme and recognised as an expense for the year ending 30 June 2020 was \$170,919.64. The last valuation of the Scheme was performed by the Fund Actuary, Mr Richard Boyfield, FIAA as at 30 June 2019.

Notes to the Financial Statements

for the year ended 30 June 2020

Note 19. Contingencies (continued)

The amount of additional contributions included in the total employer contribution advised above is \$55,000. Council's expected contribution to the plan for the next annual reporting period is \$141,197.80.

The estimated employer reserves financial position for the Pooled Employers at 30 June 2020 is:

Employer reserves only *	\$millions	Asset Coverage
Assets	1.695.2	
Past Service Liabilities	1.773.2	95.6%
Vested Benefits	1.757.5	96.5%

* excluding member accounts and reserves in both assets and liabilities.

Based on a Past Service Liabilities methodology, Council's share of the surplus that can be attributed is 0.25%

The key economic long term assumptions used to calculate the present value of accrued benefits are:

Investment return	5.75% per annum
Salary inflation *	3.5% per annum
Increase in CPI	2.5% per annum

* Plus promotional increases

The contribution requirements may vary from the current rates if the overall sub-group experience is not in line with the actuarial assumptions in determining the funding program; however, any adjustment to the funding program would be the same for all sponsoring employers in the Pooled Employers group.

(ii) Statewide Limited

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

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

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

(iii) StateCover Limited

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

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

Council has a contingent liability to contribute further equity in the event of the erosion of the company's capital base as a result of the company's past performance and/or claims experience or as a result of any increased prudential requirements from APRA.

These future equity contributions would be required to maintain the company's minimum level of net assets in accordance with its licence requirements.

(iv) Other guarantees

Council has provided no other guarantees other than those listed above.

Notes to the Financial Statements

for the year ended 30 June 2020

Note 19. Contingencies (continued)

2. Other liabilities

(i) Third party claims

The Council is involved from time to time in various claims incidental to the ordinary course of business including claims for damages relating to its services.

Council believes that it is appropriately covered for all claims through its insurance coverage and does not expect any material liabilities to eventuate.

(ii) Potential land acquisitions due to planning restrictions imposed by Council

Council has classified a number of privately owned land parcels as local open space or bushland.

As a result, where notified in writing by the various owners, Council will be required to purchase these land parcels.

At reporting date, reliable estimates as to the value of any potential liability (and subsequent land asset) from such potential acquisitions has not been possible.

ASSETS NOT RECOGNISED

(i) Land under roads

As permitted under AASB 1051, Council has elected not to bring to account land under roads that it owned or controlled up to and including 30/6/08.

(ii) Infringement notices/fines

Fines and penalty income, the result of Council issuing infringement notices is followed up and collected by the Infringement Processing Bureau.

Council's revenue recognition policy for such income is to account for it as revenue on receipt.

Accordingly, at year end, there is a potential asset due to Council representing issued but unpaid infringement notices.

Due to the limited information available on the status, value and duration of outstanding notices, Council is unable to determine the value of outstanding income.

Notes to the Financial Statements

for the year ended 30 June 2020

Note 20. Financial risk management

Risk management

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

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

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

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

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

\$ '000	Carrying value 2020	Carrying value 2019	Fair value 2020	Fair value 2019
Financial assets				
Measured at amortised cost				
Cash and cash equivalents	7,130	6,352	7,132	6,352
Receivables	1,838	1,573	1,838	1,573
Investments				
– 'Financial assets at amortised cost'	40,200	30,700	40,200	30,700
Total financial assets	49,168	38,625	49,170	38,625
Financial liabilities				
Payables	977	647	977	647
Loans/advances	1,018	1,093	1,018	1,093
Total financial liabilities	1,995	1,740	1,995	1,740

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.

Council's objective is to maximise its return on cash and investments whilst maintaining an adequate level of liquidity and preserving capital.

Council's finance area manages the cash and Investments portfolio with the assistance of independent advisors.

Council has an investment policy which complies with the Local Government Act 1993 and Minister's investment order 625. This policy is regularly reviewed by Council and it's staff and an investment report is tabled before Council on a monthly basis setting out the portfolio breakup and its performance as required by Local Government regulations.

The risks associated with the instruments held are:

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

Notes to the Financial Statements

for the year ended 30 June 2020

Note 20. Financial risk management (continued)

- **Liquidity risk** – the risk that Council will not be able to pay its debts as and when they fall due.
- **Credit risk** – the risk that the investment counterparty will not complete their obligations particular to a financial instrument, resulting in a financial loss to Council – be it of a capital or income nature.

Council manages these risks (amongst other measures) by diversifying its portfolio and only purchasing investments with high credit ratings or capital guarantees.

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

The impact on result for the year and equity of a reasonably possible movement in the price of investments held and interest rates is shown below. The reasonably possible movements were determined based on historical movements and economic conditions in place at the reporting date.

\$ '000	Increase of values/rates		Decrease of values/rates	
	Profit	Equity	Profit	Equity
2020				
Possible impact of a 1% movement in interest rates	387	387	(387)	(387)
2019				
Possible impact of a 1% movement in interest rates	371	371	(371)	(371)

Notes to the Financial Statements

for the year ended 30 June 2020

Note 20. Financial risk management (continued)

(b) Credit risk

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

Council manages the credit risk associated with these receivables by monitoring outstanding debt and employing stringent debt recovery procedures. Council also encourages ratepayers to pay their rates by the due date through incentives.

The credit risk for liquid funds and other short-term financial assets is considered negligible, since the counterparties are reputable banks with high quality external credit ratings.

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

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

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

Credit risk profile**Receivables – rates and annual charges**

Credit risk on rates and annual charges is minimised by the ability of Council to 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.

\$ '000	Not yet overdue	< 1 year overdue	1 - 2 years overdue	2 - 5 years overdue	> 5 years overdue	Total
2020						
Gross carrying amount	745	112	54	32	12	955
2019						
Gross carrying amount	538	70	53	48	18	727

Receivables - non-rates and annual charges

Council applies the simplified approach for non-rates and annual charges debtors to provide for expected credit losses prescribed by AASB 9, which permits the use of the lifetime expected loss provision. To measure the expected credit losses, non-rates and annual charges debtors have been grouped based on shared credit risk characteristics and the days past due.

The loss allowance provision as at 30 June 2020 is determined as follows. The expected credit losses incorporate forward-looking information.

\$ '000	Not yet overdue	0 - 30 days overdue	31 - 60 days overdue	61 - 90 days overdue	> 91 days overdue	Total
2020						
Gross carrying amount	680	7	114	–	15	816
Expected loss rate (%)	0.00%	0.00%	0.00%	0.00%	14.81%	0.27%
ECL provision	–	–	–	–	2	2
2019						
Gross carrying amount	614	257	(1)	7	41	918
Expected loss rate (%)	0.00%	0.00%	0.00%	11.86%	11.86%	0.62%
ECL provision	–	–	–	1	5	6

Notes to the Financial Statements

for the year ended 30 June 2020

Note 20. Financial risk management (continued)

(c) Liquidity risk

Payables, lease liabilities 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 through diversification of borrowing types, maturities and interest rate structures. The finance team regularly reviews interest rate movements to determine if it would be advantageous to refinance or renegotiate part or all of the loan portfolio.

The timing of cash flows presented in the table below to settle financial liabilities reflects the earliest contractual settlement dates. The timing of expected outflows is not expected to be materially different from contracted cashflows.

The amounts disclosed in the table are the undiscounted contracted cash flows for non-lease liabilities and therefore the balances in the table may not equal the balances in the Statement of Financial Position due to the effect of discounting.

\$ '000	Weighted average interest rate	Subject to no maturity	payable in:			Total cash outflows	Actual carrying values
			≤ 1 Year	1 - 5 Years	> 5 Years		
2020							
Trade/other payables	0.00%	3	–	–	–	3	384
Loans and advances	2.19%	–	151	755	112	1,018	1,018
Total financial liabilities		3	151	755	112	1,021	1,402
2019							
Trade/other payables	0.00%	5	–	–	–	5	647
Loans and advances	3.80%	–	151	755	187	1,093	1,093
Total financial liabilities		5	151	755	187	1,098	1,740

Notes to the Financial Statements

for the year ended 30 June 2020

Note 21. Material budget variations

Council's original financial budget for 19/20 was adopted by the Council on 25/06/2019 and is unaudited.

While the Income Statement included in this General Purpose Financial Statements 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.

Material variations represent those variances between the original budget figure and the actual result that amount to **10%** or more.

Variation Key: **F** = Favourable budget variation, **U** = Unfavourable budget variation.

\$ '000	2020 Budget	2020 Actual	2020 ----- Variance -----	
REVENUES				
Rates and annual charges	9,359	9,356	(3)	0% U
User charges and fees	2,018	2,122	104	5% F
Other revenues	578	1,113	535	93% F
Council sold its shares in Southern Phone Limited for a profit of \$786,000.				
Operating grants and contributions	11,237	13,764	2,527	22% F
Capital grants and contributions	2,102	13,787	11,685	556% F
Council received an unprecedented number of grants and contributions this year. Included in this balance is \$8.7million in flood damage and the additional drought support funding included in the Roads to Recovery program for \$1.8million				
Interest and investment revenue	414	472	58	14% F
Council was mindful of the low interest rates when finalising the budget and anticipated a lower amount for investment interest. With the additional grant funding provided to Council, more funds were deposited into investments which caused the slight variance.				
Rental income	–	140	140	∞ F
Rental income was excluded from the original budget.				

Notes to the Financial Statements

for the year ended 30 June 2020

Note 21. Material budget variations

\$ '000	2020 Budget	2020 Actual	2020 ----- Variance -----	
EXPENSES				
Employee benefits and on-costs	6,387	6,393	(6)	0% U
Borrowing costs	51	79	(28)	(55)% U
Borrowing costs were adjusted this year for estimated remediation liabilities, however the revaluations affected the amount.				
Materials and contracts	5,315	5,571	(256)	(5)% U
Depreciation and amortisation	8,405	8,659	(254)	(3)% U
Other expenses	2,068	2,501	(433)	(21)% U
Additional expenses not budgeted for include an increase in contributions to other levels of government, advertising costs for staff recruitment, donations to other organisations and increasing insurance costs.				
Net losses from disposal of assets	-	798	(798)	∞ U
Assets that had not been fully depreciated were removed as part of the asset renewal treatment and therefore the written down value is a loss on disposal.				
STATEMENT OF CASH FLOWS				
Cash flows from operating activities	11,887	22,565	10,678	90% F
Cash flows from operating activities increased due to additional grants being received.				
Cash flows from investing activities	(1,666)	(21,712)	(20,046)	1,203% U
Cash flows from investing activities was higher than budgeted for due to the purchase of additional investments.				
Cash flows from financing activities	-	(75)	(75)	∞ U
This item was excluded from Council's budget.				

Notes to the Financial Statements

for the year ended 30 June 2020

Note 22. Fair Value Measurement

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

– Infrastructure, property, plant and equipment

The fair value of assets and liabilities must be estimated in accordance with various accounting standards for either recognition and measurement requirements or for disclosure purposes. AASB 13 Fair Value Measurement requires all assets and liabilities measured at fair value to be assigned to a 'level' in the fair value hierarchy as follows:

Level 1: Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2: Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3: Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

(1) Assets and liabilities that have been measured and recognised at fair values

2020	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	
Infrastructure, property, plant and equipment					
Plant and equipment	30/06/2018	–	9,796	–	9,796
Office equipment	30/06/2018	–	569	–	569
Furniture and fittings	30/06/2018	–	16	–	16
Operational land	30/06/2020	–	1,445	–	1,445
Community land	30/06/2020	–	9,898	–	9,898
Land improvement – depreciable	30/06/2018	–	–	1,677	1,677
Buildings	30/06/2018	–	–	25,740	25,740
Other structure	30/06/2018	–	–	3,276	3,276
Roads	30/06/2020	–	–	130,871	130,871
Bridges	30/06/2020	–	–	14,079	14,079
Footpath	30/06/2020	–	–	5,192	5,192
Road – formation	30/06/2020	–	–	76,626	76,626
Stormwater	30/06/2018	–	–	22,289	22,289
Sewer	30/06/2018	–	–	14,891	14,891
Library	30/06/2018	–	–	106	106
Gravel restoration asset	30/06/2020	–	–	–	–
Sewer restoration asset	30/06/2020	–	–	13	13
Tip restoration asset	30/06/2020	–	–	280	280
Open Space/Recreational Assets	30/06/2018	–	–	18,506	18,506
Swimming Pools	30/06/2018	–	–	3,767	3,767
Other Infrastructure	30/06/2018	–	–	7,889	7,889
Total infrastructure, property, plant and equipment		–	21,724	325,202	346,926

Notes to the Financial Statements

for the year ended 30 June 2020

Note 22. Fair Value Measurement (continued)

2019	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	
Infrastructure, property, plant and equipment					
Plant and equipment	30/06/2018	–	9,812	–	9,812
Office equipment	30/06/2018	–	709	–	709
Furniture and fittings	30/06/2018	–	22	–	22
Operational land	30/06/2018	–	1,708	–	1,708
Community land	30/06/2018	–	2,631	–	2,631
Land improvement – depreciable	30/06/2018	–	–	716	716
Buildings	30/06/2018	–	–	26,505	26,505
Other structure	30/06/2018	–	–	3,339	3,339
Roads	30/06/2018	–	–	108,077	108,077
Bridges	30/06/2018	–	–	14,409	14,409
Footpath	30/06/2018	–	–	5,346	5,346
Road – formation	30/06/2018	–	–	76,626	76,626
Stormwater	30/06/2018	–	–	2,216	2,216
Sewer	30/06/2018	–	–	14,833	14,833
Library	30/06/2018	–	–	106	106
Gravel restoration asset	30/06/2018	–	–	581	581
Sewer restoration asset	30/06/2018	–	–	54	54
Tip restoration asset	30/06/2018	–	–	–	–
Open Space/Recreational Assets	30/06/2018	–	–	18,513	18,513
Swimming Pools	30/06/2018	–	–	3,875	3,875
Other Infrastructure	30/06/2018	–	–	8,164	8,164
Total infrastructure, property, plant and equipment		–	14,882	284,820	299,702

Note that capital WIP is not included above since it is carried at cost.

Notes to the Financial Statements

for the year ended 30 June 2020

Note 22. Fair Value Measurement (continued)

(2) 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:

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

Plant & Equipment, Office Equipment and Furniture & Fittings

Level 2 valuation inputs were used to value this asset category.

This asset category includes:

Plant & Equipment - e.g. motor vehicles, trucks, mowers, earthmoving equipment

Office Equipment - e.g. computer equipment

Furniture & Fittings - e.g. chairs, desks, cabinets, display systems

Operational and Community Land

Level 2 valuation inputs were used to value land. Sales prices of comparable land sites in close proximity are adjusted for differences in key attributes such as property size. The most significant inputs into this valuation approach are price per square metre.

Buildings (Residential Properties)

Residential properties fair value has been derived from sales prices of comparable properties after adjusting for property size. The most significant inputs into this valuation approach are price per square metre.

Land improvements- Depreciable

Land improvements are valued at current replacement cost. Since there are no active market and the factors cannot be observed these are classified as level 3 input categories. The input factors further discussed in note 23(4) b.

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.

Notes to the Financial Statements

for the year ended 30 June 2020

Note 22. Fair Value Measurement (continued)

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.

Bridges

Bridges are externally valued using Current Replacement cost approach. The level 3 inputs considered for valuing these assets are current cost of construction at the time of valuation to establish Gross replacement cost and useful life, estimated residual value, pattern of consumption and asset condition to arrive the accumulated depreciation.

Footpaths

Footpaths are externally valued using Current Replacement cost approach. The level 3 inputs considered for valuing these assets are current cost of construction at the time of valuation to establish Gross replacement cost and useful life, estimated residual value, pattern of consumption and asset condition to arrive the accumulated depreciation.

Open Space/Recreational Assets

Open Space/Recreational Assets are externally valued using Current Replacement cost approach. The level 3 inputs considered for valuing these assets are current cost of construction at the time of valuation to establish Gross replacement cost and useful life, estimated residual value, pattern of consumption and asset condition to arrive the accumulated depreciation.

Swimming Pools

Swimming Pools are externally valued using Current Replacement cost approach. The level 3 inputs considered for valuing these assets are current cost of construction at the time of valuation to establish Gross replacement cost and useful life, estimated residual value, pattern of consumption and asset condition to arrive the accumulated depreciation.

Other Infrastructure

Other infrastructure are externally valued using Current Replacement cost approach. The level 3 inputs considered for valuing these assets are current cost of construction at the time of valuation to establish Gross replacement cost and useful life, estimated residual value, pattern of consumption and asset condition to arrive the accumulated depreciation.

Sewer

Sewer Network Assets are externally valued using Current Replacement cost approach. The level 3 inputs considered for valuing these assets are current cost of construction at the time of valuation to establish Gross replacement cost and useful life, estimated residual value, pattern of consumption and asset condition to arrive the accumulated depreciation. Sewer assets have been indexed in line with the NSW Reference Rates Manual as published by the Office of Water

Restoration Assets

Restoration Assets were based on the cost at the time of calculation and the discount rate, CPI at the year end to calculate the amortisation cost. So these become part of level 3 input factors.

Notes to the Financial Statements

for the year ended 30 June 2020

Note 22. Fair Value Measurement (continued)

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

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

\$ '000	Land improvement non-depreciable	Land improvement depreciable	Buildings	Other structure	Roads
2019					
Opening balance	1,013	768	27,226	3,438	112,984
Transfers from/(to) another asset class	–	–	1	–	–
Purchases (GBV)	–	–	93	5	3,557
Disposals (WDV)	–	–	(1)	–	(808)
Depreciation and impairment	–	(52)	(814)	(104)	(9,673)
Closing balance	1,013	716	26,505	3,339	106,060
2020					
Opening balance	1,013	716	26,505	3,339	106,060
Transfers from/(to) another asset class	(1,013)	1,013	–	–	20,301
Purchases (GBV)	–	–	246	42	9,926
Disposals (WDV)	–	–	–	–	(858)
Depreciation and impairment	–	–	(818)	(105)	(4,347)
Closing balance	–	1,729	25,933	3,276	131,082

\$ '000	Aerodrome	Bridges	Traffic facilities	Footpath	Road-formation (earthwork)
2019					
Opening balance	3,448	14,217	522	5,538	76,625
Transfers from/(to) another asset class	–	–	–	–	1
Disposals (WDV)	–	–	–	(21)	–
Depreciation and impairment	–	–	–	(171)	–
Closing balance	3,448	14,217	522	5,346	76,626
2020					
Opening balance	3,448	14,217	522	5,346	76,626
Transfers from/(to) another asset class	–	192	–	–	–
Purchases (GBV)	–	–	–	17	–
Depreciation and impairment	–	(330)	–	(171)	–
Closing balance	3,448	14,079	522	5,192	76,626

Notes to the Financial Statements

for the year ended 30 June 2020

Note 22. Fair Value Measurement (continued)

\$ '000	Stormwater pipes, pits and drain	Sewer	Library	WIP	Gravel restoration asset
2019					
Opening balance	22,942	14,881	132	1,181	677
Transfers from/(to) another asset class	–	–	–	(1,181)	–
Purchases (GBV)	–	–	–	447	–
Depreciation and impairment	(326)	(48)	(26)	–	(96)
Closing balance	22,616	14,833	106	447	581
2020					
Opening balance	22,616	14,833	106	447	581
Transfers from/(to) another asset class	–	140	–	–	–
Purchases (GBV)	–	215	–	–	–
Depreciation and impairment	(327)	(294)	–	–	(581)
Closing balance	22,289	14,894	106	447	–

\$ '000	Sewer restoration asset	Tip restoration asset	Other infrastructure
2019			
Opening balance	57	2	8,421
Purchases (GBV)	–	–	54
Depreciation and impairment	(3)	(2)	(311)
Closing balance	54	–	8,164
2020			
Opening balance	54	–	8,164
Purchases (GBV)	–	–	37
Depreciation and impairment	(41)	280	(312)
Closing balance	13	280	7,889

Notes to the Financial Statements

for the year ended 30 June 2020

Note 22. Fair Value Measurement (continued)

\$ '000	Recreation asset	Swimming pool	Total
2019			
Opening balance	18,278	3,686	316,036
Transfers from/(to) another asset class	203	–	(976)
Purchases (GBV)	750	294	5,200
Disposals (WDV)	–	–	(830)
Depreciation and impairment	(718)	(105)	(12,449)
Closing balance	18,513	3,875	306,981
2020			
Opening balance	18,513	3,875	306,981
Transfers from/(to) another asset class	(203)	–	20,430
Purchases (GBV)	956	–	11,439
Disposals (WDV)	(3)	–	(861)
Depreciation and impairment	(757)	(108)	(7,911)
Closing balance	18,506	3,767	330,078

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

The following table summarises the quantitative information relating to the significant unobservable inputs used in deriving the various level 3 asset class fair values.

\$ '000	Fair value (30/6/20)	Valuation technique/s	Unobservable inputs
Infrastructure, property, plant and equipment			
Land improvement – non-depreciable	–	Written down current replacement cost	Gross replacement cost Asset condition
Land improvement – depreciable	1,677	Written down current replacement cost	Gross replacement cost Asset condition
Buildings	25,740	Written down current replacement cost	Gross replacement cost Asset condition Useful life Residual value
Other structure	3,276	Written down current replacement cost	Gross replacement cost Asset condition Useful life
Roads	130,871	Written down current replacement cost	Gross replacement cost Asset condition Useful life Residual value
Bridges	14,079	Written down current replacement cost	Gross replacement cost Asset condition Useful life Residual value
Footpath	5,192	Written down current replacement cost	Gross replacement cost Asset condition Useful life Residual value
Road – formation	76,626	Current replacement cost	Gross replacement cost
Stormwater	22,289	Written down current replacement cost	Gross replacement cost Asset condition Useful life Residual value

Notes to the Financial Statements

for the year ended 30 June 2020

Note 22. Fair Value Measurement (continued)

\$ '000	Fair value (30/6/20)	Valuation technique/s	Unobservable inputs
Sewer	14,891	Written down current replacement cost	Gross replacement cost Asset condition Useful life Residual value
Library	106	Written down current replacement cost	Gross replacement cost Useful life
Work in progress	356	Current replacement cost	Gross replacement cost
Gravel restoration asset	–	Written down current replacement cost	Restoration cost – historic Discount rate
Sewer restoration asset	13	Gross replacement cost	Restoration cost – historic Discount rate
Tip restoration asset	180	Written down current replacement cost	Restoration cost – historic Discount rate
Other Infrastructure	7,889	Written down current replacement cost	Gross replacement cost Asset condition Useful life
Recreational Assets	18,506	Written down current replacement cost	Gross replacement cost Asset condition Useful life
Swimming Pools	3,767	Written down current replacement cost	Gross replacement cost Asset condition Useful life

(4) Highest and best use

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

Notes to the Financial Statements

for the year ended 30 June 2020

Note 23. Related party disclosures

(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:

\$ '000	2020	2019
Compensation:		
Short-term benefits	647	697
Total	647	697

(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	Ref	Value of transactions during year	Outstanding balance (incl. loans and commitments)	Terms and conditions	Provisions for impairment of receivables outstanding	Expense recognised for impairment of receivables
\$ '000						
2020						
Employee expenses relating to close family of KMP	1	92	–	Council Staff award	–	–
2019						
Employee expenses relating to close family of KMP	1	87	–	Council Staff award	–	–

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

Notes to the Financial Statements

for the year ended 30 June 2020

Note 24. Events occurring after the reporting date

Council is unaware of any material or significant 'non-adjusting events' that should be disclosed.

Note 25. Statement of developer contributions

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

	as at 30/06/19			Interest earned in year	Expenditure during year	Internal borrowing (to)/from	as at 30/06/20	
	Opening Balance	Contributions received during the year					Held as restricted asset	Cumulative internal borrowings due/(payable)
\$ '000		Cash	Non-cash					
Drainage	3	–	–	–	–	–	3	–
Roads	3	–	–	–	–	–	3	–
Parking	7	–	–	–	–	–	7	–
Open space	1	–	–	–	–	–	1	–
Community facilities	109	24	–	–	–	–	133	–
Other	3	–	–	–	–	–	3	–
S7.11 contributions – under a plan	126	24	–	–	–	–	150	–
Total S7.11 and S7.12 revenue under plans	126	24	–	–	–	–	150	–
S64 contributions	95	5	–	–	–	–	100	–
Total contributions	221	29	–	–	–	–	250	–

Notes to the Financial Statements
for the year ended 30 June 2020

Note 25. Statement of developer contributions (continued)

\$ '000	as at 30/06/19			Contributions received during the year	Interest earned in year	Expenditure during year	Internal borrowing (to)/from	as at 30/06/20	
	Opening Balance	Cash	Non-cash					Held as restricted asset	Cumulative internal borrowings due/(payable)
S7.11 Contributions – under a plan									
CONTRIBUTION PLAN									
Drainage	3	–	–	–	–	–	–	3	–
Roads	3	–	–	–	–	–	–	3	–
Parking	7	–	–	–	–	–	–	7	–
Open space	1	–	–	–	–	–	–	1	–
Community facilities	109	24	–	–	–	–	–	133	–
Other	3	–	–	–	–	–	–	3	–
Total	126	24	–	–	–	–	–	150	–

Notes to the Financial Statements

for the year ended 30 June 2020

Note 26. Result by fund

\$ '000	General ¹ 2020	Sewer 2020
Income Statement by fund		
Income from continuing operations		
Rates and annual charges	7,780	1,576
User charges and fees	2,087	35
Interest and investment revenue	460	12
Other revenues	1,113	–
Grants and contributions provided for operating purposes	13,761	3
Grants and contributions provided for capital purposes	13,787	–
Rental income	140	–
Total income from continuing operations	39,128	1,626
Expenses from continuing operations		
Employee benefits and on-costs	6,271	122
Borrowing costs	79	–
Materials and contracts	4,566	1,005
Depreciation and amortisation	8,350	309
Other expenses	2,501	–
Net losses from the disposal of assets	798	–
Total expenses from continuing operations	22,565	1,436
Operating result from continuing operations	16,563	190
Net operating result for the year	16,563	190
Net operating result attributable to each council fund	16,563	190
Net operating result for the year before grants and contributions provided for capital purposes	2,776	190

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

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

Notes to the Financial Statements

for the year ended 30 June 2020

Note 26. Result by fund (continued)

\$ '000	General ¹ 2020	Sewer 2020
Statement of Financial Position by fund		
ASSETS		
Current assets		
Cash and cash equivalents	3,150	3,980
Investments	32,892	1,308
Receivables	1,385	243
Inventories	1,326	–
Total current assets	38,753	5,531
Non-current assets		
Investments	6,000	–
Receivables	210	–
Infrastructure, property, plant and equipment	331,623	15,412
Investment property	1,254	–
Other	198	–
Total non-current assets	339,285	15,412
TOTAL ASSETS	378,038	20,943
LIABILITIES		
Current liabilities		
Payables	938	–
Contract liabilities	172	–
Borrowings	93	–
Provisions	2,729	–
Total current liabilities	3,932	–
Non-current liabilities		
Payables	32	7
Borrowings	925	–
Provisions	4,204	181
Total non-current liabilities	5,161	188
TOTAL LIABILITIES	9,093	188
Net assets	368,945	20,755
EQUITY		
Accumulated surplus	143,456	14,337
Revaluation reserves	225,489	6,418
Council equity interest	368,945	20,755
Total equity	368,945	20,755

NB. All amounts disclosed above are gross – that is, they include internal charges and recoveries made between the funds. Assets and liabilities shown in the sewer columns are restricted for use for these activities.

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

Notes to the Financial Statements

for the year ended 30 June 2020

Note 27(a). Statement of performance measures – consolidated results

\$ '000	Amounts	Indicator	Prior periods		Benchmark
	2020	2020	2019	2018	
1. Operating performance ratio					
Total continuing operating revenue excluding capital grants and contributions less operating expenses ^{1,2}	3,764	13.96%	6.64%	(1.05)%	>0.00%
Total continuing operating revenue excluding capital grants and contributions ¹	26,967				
2. Own source operating revenue ratio					
Total continuing operating revenue excluding all grants and contributions ¹	13,203	32.40%	39.42%	44.71%	>60.00%
Total continuing operating revenue ¹	40,754				
3. Unrestricted current ratio					
Current assets less all external restrictions	39,478	21.46x	16.52x	14.30x	>1.50x
Current liabilities less specific purpose liabilities	1,840				
4. Debt service cover ratio					
Operating result before capital excluding interest and depreciation/impairment/amortisation ¹	12,502	81.18x	24.16x	16.24x	>2.00x
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)	154				
5. Rates, annual charges, interest and extra charges outstanding percentage					
Rates, annual and extra charges outstanding	1,011	9.94%	7.97%	6.93%	<10.00%
Rates, annual and extra charges collectible	10,171				
6. Cash expense cover ratio					
Current year's cash and cash equivalents plus all term deposits	47,330	36.60	28.43	25.72	>3.00
Monthly payments from cash flow of operating and financing activities	1,293	mths	mths	mths	mths

(1) Excludes fair value increments on investment properties, reversal of revaluation decrements, reversal of impairment losses on receivables, net gain on sale of assets and net share of interests in joint ventures and associates using the equity method and includes pensioner rate subsidies

(2) Excludes impairment/revaluation decrements of IPPE, fair value decrements on investment properties, net loss on disposal of assets and net loss on share of interests in joint ventures and associates using the equity method

Notes to the Financial Statements

for the year ended 30 June 2020

Note 27(b). Statement of performance measures – by fund

\$ '000	General Indicators ³		Sewer Indicators		Benchmark
	2020	2019	2020	2019	
1. Operating performance ratio					
Total continuing operating revenue excluding capital grants and contributions less operating expenses ^{1,2}	14.10%	6.61%	11.69%	7.15%	>0.00%
Total continuing operating revenue excluding capital grants and contributions ¹					
2. Own source operating revenue ratio					
Total continuing operating revenue excluding capital grants and contributions ¹	29.60%	36.56%	99.82%	100.00%	>60.00%
Total continuing operating revenue ¹					
3. Unrestricted current ratio					
Current assets less all external restrictions	21.46x	16.52x	∞	∞	>1.50x
Current liabilities less specific purpose liabilities					
4. Debt service cover ratio					
Operating result before capital excluding interest and depreciation/impairment/amortisation ¹	77.94x	23.21x	∞	∞	>2.00x
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	11.76%	9.42%	0.00%	0.00%	<10.00%
Rates, annual and extra charges collectible					
6. Cash expense cover ratio					
Current year's cash and cash equivalents plus all term deposits	33.52	25.64	∞	∞	>3.00
Payments from cash flow of operating and financing activities	mths	mths			mths

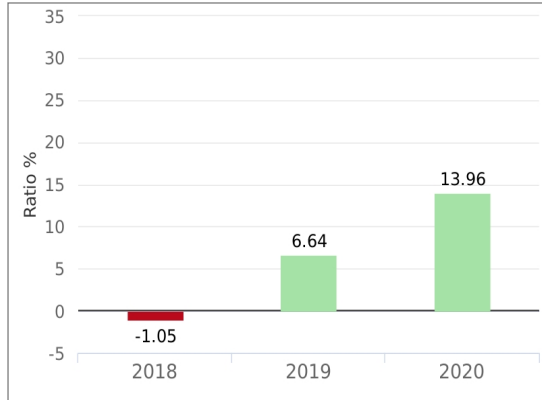
(1) - (2) Refer to Notes at Note 24a above.

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

Notes to the Financial Statements
for the year ended 30 June 2020

Note 27(c). Statement of performance measures – consolidated results (graphs)

1. Operating performance ratio



Purpose of operating performance ratio

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

Commentary on 2019/20 result

2019/20 ratio 13.96%

Council's operating performance ratio has again met the benchmark for all funds.

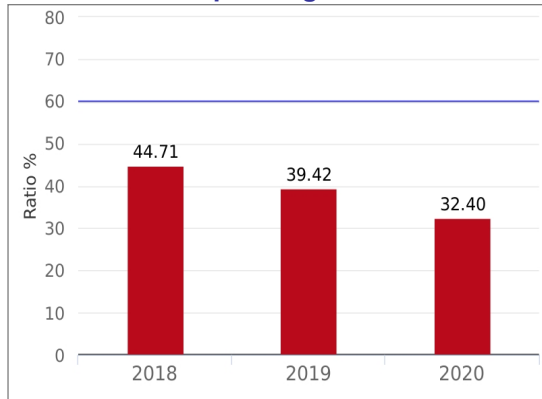
Benchmark: — > 0.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting #28

Ratio achieves benchmark

Ratio is outside benchmark

2. Own source operating revenue ratio



Purpose of own source operating revenue ratio

This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.

Commentary on 2019/20 result

2019/20 ratio 32.40%

Own source revenue is consistent with previous year's results. The majority of Council's revenue is grant based, with the flood damage program and other additional grants this year impacting the own source revenue ratio.

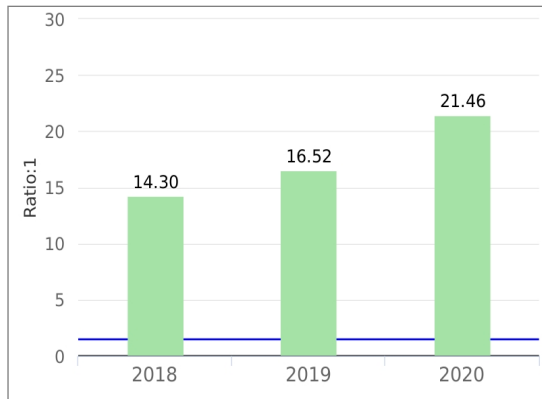
Benchmark: — > 60.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting #28

Ratio achieves benchmark

Ratio is outside benchmark

3. Unrestricted current ratio



Purpose of unrestricted current ratio

To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.

Commentary on 2019/20 result

2019/20 ratio 21.46x

Council's ratio remains well above the benchmark with more than adequate funds to satisfy its short term obligations.

Benchmark: — > 1.50x

Source of benchmark: Code of Accounting Practice and Financial Reporting #28

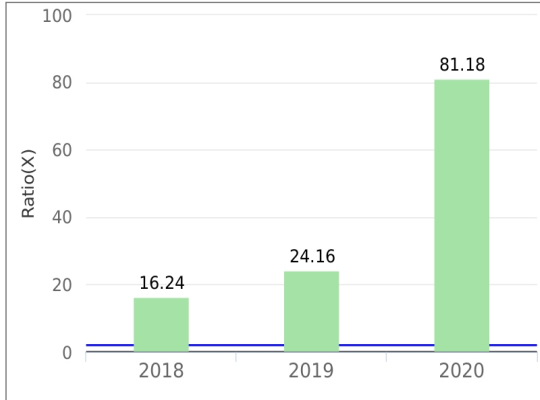
Ratio achieves benchmark

Ratio is outside benchmark

Notes to the Financial Statements
for the year ended 30 June 2020

Note 27(c). Statement of performance measures – consolidated results (graphs)

4. Debt service cover ratio



Purpose of debt service cover ratio

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments

Commentary on 2019/20 result

2019/20 ratio 81.18x

Council is in a strong position to meet our obligations with loan and minor lease payments.

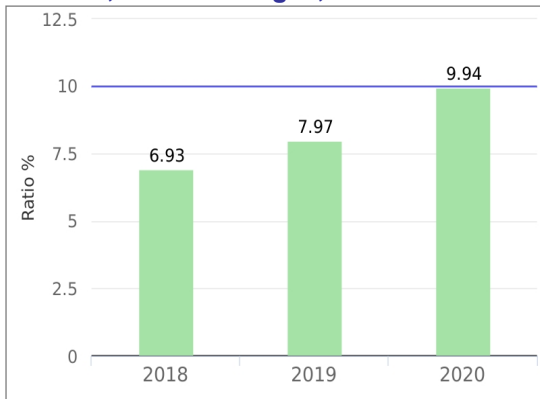
Benchmark: — > 2.00x

Ratio achieves benchmark

Source of benchmark: Code of Accounting Practice and Financial Reporting #28

Ratio is outside benchmark

5. Rates, annual charges, interest and extra charges outstanding percentage



Purpose of rates, annual charges, interest and extra charges outstanding

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

Commentary on 2019/20 result

2019/20 ratio 9.94%

Council's outstanding rates and charges has increased slightly during the year due to the impact of the recent drought events and COVID-19, however it is still within the benchmark for rural councils.

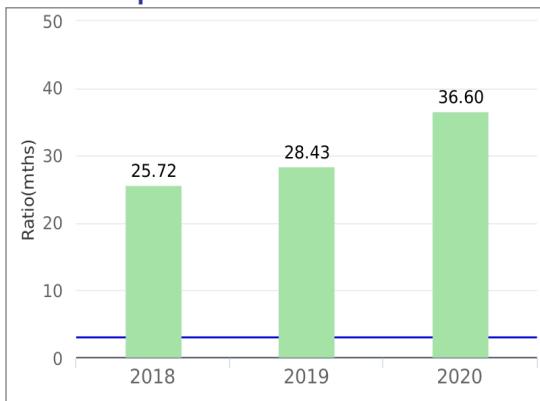
Benchmark: — < 10.00%

Ratio achieves benchmark

Source of benchmark: Code of Accounting Practice and Financial Reporting #28

Ratio is outside benchmark

6. Cash expense cover ratio



Purpose of cash expense cover ratio

This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow.

Commentary on 2019/20 result

2019/20 ratio 36.60 mths

Efficient financial management practices have enabled Council to operate effectively in meeting its expense obligations.

Benchmark: — > 3.00mths

Ratio achieves benchmark

Source of benchmark: Code of Accounting Practice and Financial Reporting #28

Ratio is outside benchmark

Notes to the Financial Statements

for the year ended 30 June 2020

Note 28. Council information and contact details

Principal place of business:

6-10 Shire Street
West Wyalong NSW 2671

Contact details

Mailing Address:

PO Box 21
West Wyalong NSW 2671

Telephone: (02) 6972 2266

Facsimile: (02) 6972 2145

Opening hours:

8:30am - 5:00pm
Monday to Friday

Internet: www.blandshire.nsw.gov.au

Email: council@blandshire.nsw.gov.au

Officers

General Manager

Raymond Smith

Responsible Accounting Officer

Leesa Bryant

Auditors

NSW Audit Office
Level 15
Margaret Street
Sydney NSW 2001

GPO Box 12
Sydney NSW 2001

Elected members

Mayor

Brian Monaghan

Councillors

Liz McGlynn
Bruce Baker
Rodney Crowe
Penny English
Kerry Keatley
Tony Lord
Murray Thomas
Jan Wyse

Other information

ABN: 13 251 814 087



INDEPENDENT AUDITOR'S REPORT

Report on the general purpose financial statements

Bland Shire Council

To the Councillors of Bland Shire Council

Opinion

I have audited the accompanying financial statements of Bland Shire Council (the Council), which comprise the Statement by Councillors and Management, the Income Statement and Statement of Comprehensive Income for the year ended 30 June 2020, the Statement of Financial Position as at 30 June 2020, the Statement of Changes in Equity and Statement of Cash Flows for the year then ended and notes comprising a summary of significant accounting policies and other explanatory information.

In my opinion:

- the Council's accounting records have been kept in accordance with the requirements of the *Local Government Act 1993*, Chapter 13, Part 3, Division 2 (the Division)
- the financial statements:
 - have been prepared, in all material respects, in accordance with the requirements of this Division
 - are consistent with the Council's accounting records
 - present fairly, in all material respects, the financial position of the Council as at 30 June 2020, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- all information relevant to the conduct of the audit has been obtained
- no material deficiencies in the accounting records or financial statements have come to light during the audit.

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Other Information

The Council's annual report for the year ended 30 June 2020 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the special purpose financial statements and Special Schedules (the Schedules).

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the special purpose financial statements and Special Schedule - Permissible income for general rates.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Financial Statements

The Councillors are responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards and the *Local Government Act 1993*, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar4.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- on the Original Budget information included in the Income Statement, Statement of Cash Flows, and Note 21 Material budget variations
- on the Special Schedules. A separate opinion has been provided on Special Schedule - Permissible income for general rates
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.



Chariee Bultitude
Delegate of the Auditor-General for New South Wales

17 November 2020
SYDNEY



Cr Brian Monaghan
Mayor
Bland Shire Council
PO Box 21
WEST WYALONG NSW 2671

Contact: Chariee Bultitude
Phone no: (02) 9275 7104
Our ref: D2027079/1694

17 November 2020

Dear Mayor

**Report on the Conduct of the Audit
for the year ended 30 June 2020
Bland Shire Council**

I have audited the general purpose financial statements (GPFS) of the Bland Shire Council (the Council) for the year ended 30 June 2020 as required by section 415 of the *Local Government Act 1993* (the Act).

I expressed an unmodified opinion on the Council's GPFS.

This Report on the Conduct of the Audit (the Report) for the Council for the year ended 30 June 2020 is issued in accordance with section 417 of the Act. This Report should be read in conjunction with my audit opinion on the GPFS issued under section 417(2) of the Act.

INCOME STATEMENT

Operating result

	2020	2019	Variance
	\$m	\$m	%
Rates and annual charges revenue	9.36	9.05	↑ 3.43
Grants and contributions revenue	27.55	20.86	↑ 32.07
Operating result from continuing operations	16.75	9.32	↑ 79.72
Net operating result before capital grants and contributions	2.97	1.08	↑ 175.0

The Council's operating result from continuing operations (\$16.75 million including depreciation and amortisation expense of \$8.66 million) was \$7.43 million higher than the 2018–19 result. This is primarily due to an additional \$6.69 million of operating and capital grants received during the year.

The net operating result before capital grants and contributions (\$2.97 million) was \$1.89 million higher than the 2018–19 result. This is primarily due to a \$0.81 million decrease in materials and contracts expense and \$0.36 million decrease in employee benefits and on-costs expense.

Rates and annual charges revenue (\$9.36 million) increased by \$0.31 million (3.36 per cent) in 2019-20 due to:

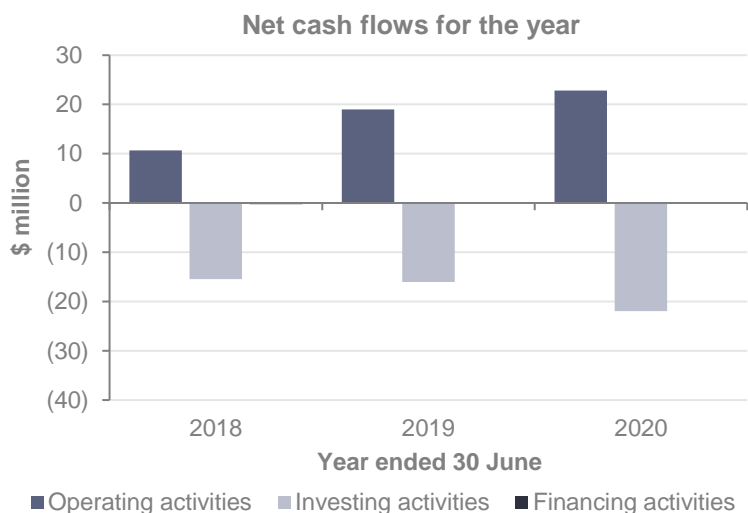
- the IPART rate peg, which increased general rates revenue by 2.7 per cent in 2019-20; and
- a 0.3 per cent increase in the number of assessments issued in 2019-20.

Grants and contributions revenue (\$27.55 million) increased by \$6.69 million (32.07 per cent) in 2019-20 due to:

- \$4.1 million of 2019–20 financial assistance grants received in 2018–19
- \$0.86 million of additional roads to recovery funding received in 2019-20; and
- \$2.92 million of additional other roads and bridges funding received in 2019-20.

STATEMENT OF CASH FLOWS

- Council's cash and cash equivalents was \$7.13 million (\$6.35 million for the year ended 30 June 2019). There was a net increase in cash and cash equivalents of \$0.78 million at 30 June 2020.
- Net cash provided by operating activities has increased by \$3.58 million. This is primarily due to increased receipts of grants and contributions of \$4.0 million.
- Net cash used in investing activities has increased by \$5.68 million. This is primarily due to increased purchases of investments of \$6.53 million, which is partially offset by decreased payments for infrastructure, property, plant and equipment of \$2.10 million.
- Net cash provided by financing activities has remained consistent.



FINANCIAL POSITION

Cash and investments

Cash and investments	2020	2019	Commentary
	\$m	\$m	
External restrictions	10.56	3.49	<ul style="list-style-type: none"> • Externally restricted cash and investments are restricted in their use by externally imposed requirements. The increase of \$7.17 million is primarily due to an increase in restricted sewerage services cash of \$4.85 million and an increase in specific purpose unexpended grants of \$2.29 million. • Internally restricted cash and investments have been restricted in their use by resolution or policy of Council to reflect identified programs of works and any forward plans identified by Council. The increase of \$1.19 million is primarily due to an increase in the infrastructure replacement reserve of \$0.96 million. • Unrestricted cash and investments was \$20.94 million, which is available to provide liquidity for day-to-day operations of the Council.
Internal restrictions	15.73	14.54	
Unrestricted	21.04	19.02	
Cash and investments	47.33	37.05	

Debt

Council has \$1.02 million of external borrowings (2019: \$1.09 million) which is secured over the revenue of Council.

PERFORMANCE

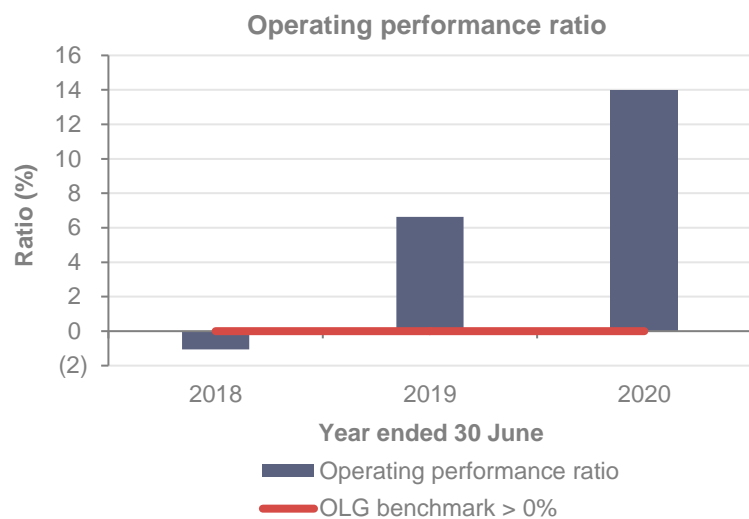
Performance measures

The following section provides an overview of the Council's performance against the performance measures and performance benchmarks set by the Office of Local Government (OLG) within the Department of Planning, Industry and Environment.

Operating performance ratio

The 'operating performance ratio' measures how well council contained operating expenditure within operating revenue (excluding capital grants and contributions, fair value adjustments, and reversal of revaluation decrements). The benchmark set by OLG is greater than zero per cent.

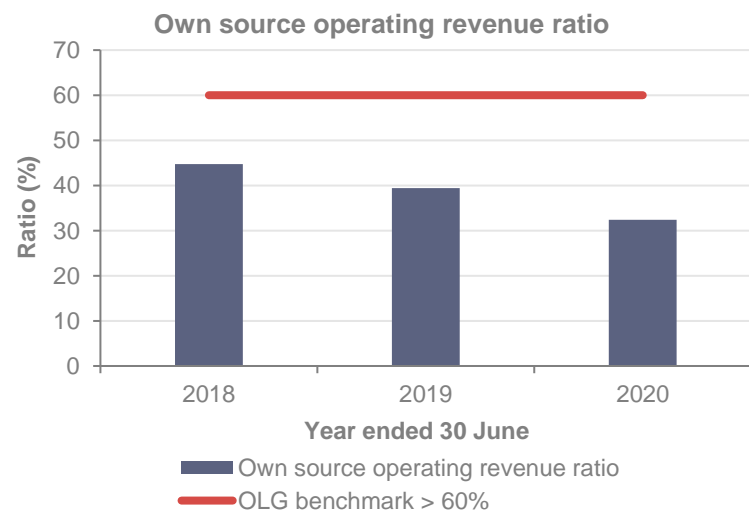
The Council's ratio of 13.96% exceeded the OLG benchmark for the current reporting period.



Own source operating revenue ratio

The 'own source operating revenue ratio' measures council's fiscal flexibility and the degree to which it relies on external funding sources such as operating grants and contributions. The benchmark set by OLG is greater than 60 per cent.

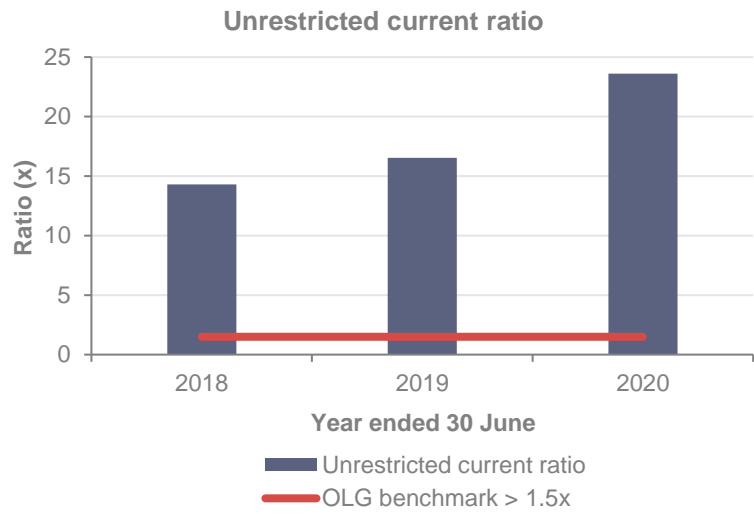
The Council's ratio of 32.40% did not meet the OLG benchmark for the current reporting period. This indicates that the Council is more reliant on external funding sources, such as grants and contributions for all years shown in the calculation.



Unrestricted current ratio

The 'unrestricted current ratio' is specific to local government and represents council's ability to meet its short-term obligations as they fall due. The benchmark set by OLG is greater than 1.5 times.

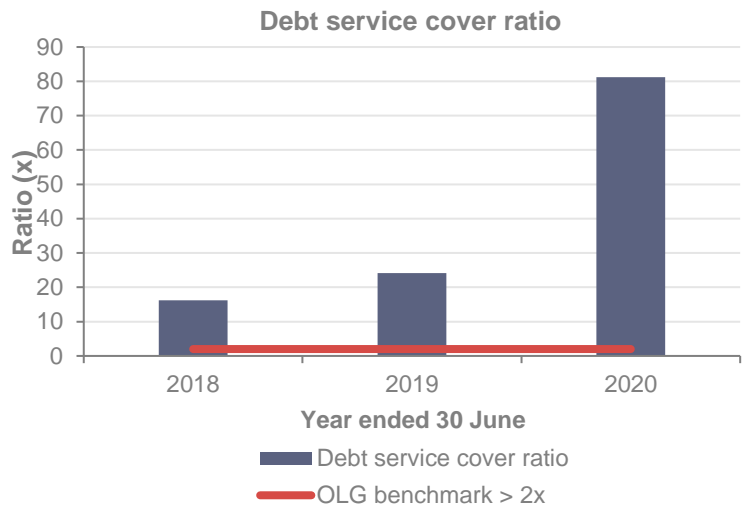
The Council's ratio of 23.61 times exceeded the OLG benchmark for the current reporting period. This indicates that the Council has sufficient liquidity to meet its current liabilities as and when they fall due.



Debt service cover ratio

The 'debt service cover ratio' measures the operating cash to service debt including interest, principal and lease payments. The benchmark set by OLG is greater than two times.

The Council's ratio of 81.18 times exceeded the OLG benchmark for the current reporting period. This indicates that the Council has sufficient operating revenue to service its debt.

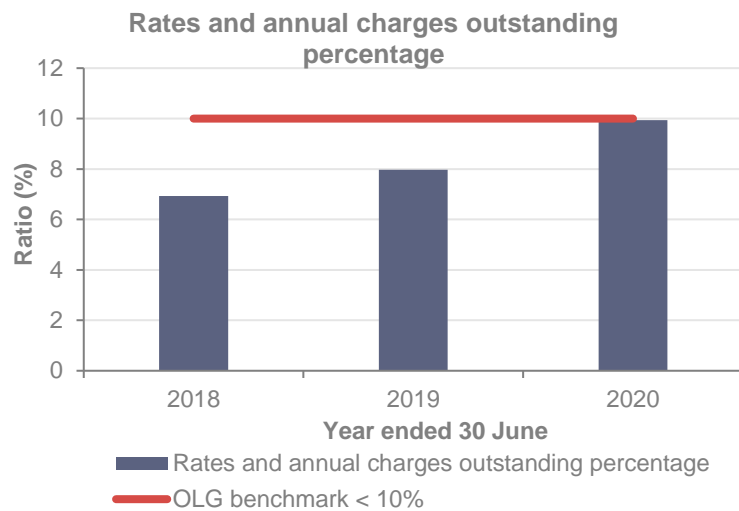


Rates and annual charges outstanding percentage

The 'rates and annual charges outstanding percentage' assesses the impact of uncollected rates and annual charges on council's liquidity and the adequacy of debt recovery efforts. The benchmark set by OLG is less than 10 per cent for regional and rural councils.

The Council's ratio of 9.94% met the OLG benchmark for the current reporting period.

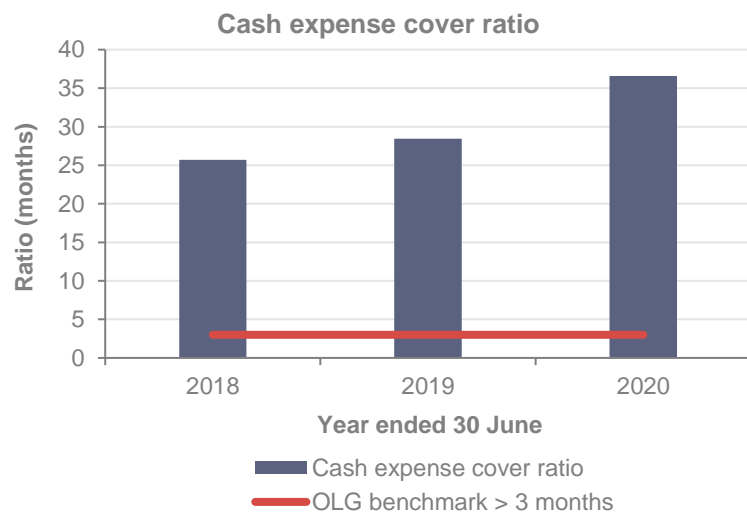
The rates and annual charges outstanding percentage has increased from the previous year due to the impact of the recent drought events and COVID-19, but remains below the OLG benchmark which is a reflection of the ongoing sound debt recovery procedures at the Council.



Cash expense cover ratio

This liquidity ratio indicates the number of months the council can continue paying for its immediate expenses without additional cash inflow. The benchmark set by OLG is greater than three months.

The Council's ratio of 36.60 months exceeded the OLG benchmark for the current reporting period. This indicates that Council had the capacity to cover 36.60 months of operating cash expenditure without additional cash inflows at 30 June 2020.



Infrastructure, property, plant and equipment renewals

The Council renewed \$4.15 million of assets in the 2019-20 financial year, compared to \$2.79 million of assets in the 2018-19 year. The increase is primarily due to an increase in road renewals together with \$0.7 million more for other open space / recreational asset renewals.

OTHER MATTERS

Impact of new accounting standards

AASB 15 'Revenue from Contracts with Customers' and AASB 1058 'Income for Not-for-Profit Entities'

The Council adopted the new accounting standards AASB 15 'Contracts with Customers' and AASB 1058 'Income of Not-for-Profit Entities' (collectively referred to as the Revenue Standards) for the first time in their 2019–20 financial statements.

AASB 15 introduces a new approach to recognising revenue based on the principle that revenue is recognised when control of a good or service transfers to a customer. AASB 15 impacts the timing and amount of revenue recorded in a councils' financial statements, particularly for grant revenue. AASB 15 also increases the amount of disclosures required.

AASB 1058 prescribes how not-for-profit entities account for transactions conducted on non-commercial terms and the receipt of volunteer services. AASB 1058 significantly impacts the timing and amount of income recorded in a councils' financial statements, particularly for grant income and rates which are paid before the commencement of the rating period.

The Council recognised a \$2.83 million adjustment to opening accumulated surplus at 1 July 2019 on adoption of the new Revenue Standards.

The Council disclosed the impact of adopting the new Revenue Standards in Note 16.

AASB 16 'Leases'

The Council adopted the new accounting standard AASB 16 'Leases' for the first time in their 2019–20 financial statements.

AASB 16 changes the way lessees treat operating leases for financial reporting. With a few exceptions, operating leases will now be recorded in the Statement of Financial Position as a right-of-use asset, with a corresponding lease liability.

AASB 16 results in lessees recording more assets and liabilities in the Statement of Financial Position and changes the timing and pattern of expenses recorded in the Income Statement.

The Council recognised no right-of-use assets or lease liabilities at 1 July 2019 on adoption of AASB 16.

The Council disclosed the impact of adopting AASB 16 in Note 16.

Legislative compliance

My audit procedures did not identify any instances of non-compliance with legislative requirements or a material deficiency in the Council's accounting records or financial statements. The Council's:

- accounting records were maintained in a manner and form to allow the GPFS to be prepared and effectively audited
- staff provided all accounting records and information relevant to the audit.



Chariee Bultitude
Delegate of the Auditor-General for New South Wales

cc: Mr Ray Smith, General Manager
Mr Gary Lavelle, Chair of Audit, Risk and Improvement Committee
Mr Jim Betts, Secretary of the Department of Planning, Industry and Environment

Bland Shire Council

SPECIAL PURPOSE FINANCIAL STATEMENTS

for the year ended 30 June 2020

Special Purpose Financial Statements

for the year ended 30 June 2020

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Statement of Financial Position – Sewerage Business Activity	5
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Background

- i. These Special Purpose Financial Statements have been prepared for the use by both Council and the Office of Local Government in fulfilling their requirements under National Competition Policy.
- ii. The principle of competitive neutrality is based on the concept of a 'level playing field' between persons/entities competing in a market place, particularly between private and public sector competitors.

Essentially, the principle is that government businesses, whether Commonwealth, state or local, should operate without net competitive advantages over other businesses as a result of their public ownership.

- iii. For Council, the principle of competitive neutrality and public reporting applies only to declared business activities.

These include **(a)** those activities classified by the Australian Bureau of Statistics as business activities being water supply, sewerage services, abattoirs, gas production and reticulation, and **(b)** those activities with a turnover of more than \$2 million that Council has formally declared as a business activity (defined as Category 1 activities).

- iv. In preparing these financial statements for Council's self-classified Category 1 businesses and ABS-defined activities, councils must **(a)** adopt a corporatisation model and **(b)** apply full cost attribution including tax-equivalent regime payments and debt guarantee fees (where the business benefits from Council's borrowing position by comparison with commercial rates).

Special Purpose Financial Statements

for the year ended 30 June 2020

Statement by Councillors and Management made pursuant to the Local Government Code of Accounting Practice and Financial Reporting

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

- the NSW Government Policy Statement '*Application of National Competition Policy to Local Government*',
- the Division of Local Government Guidelines '*Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality*',
- the Local Government *Code of Accounting Practice and Financial Reporting*,
- the NSW Office of *Water Best-Practice Management of Water and Sewerage Guidelines*.

To the best of our knowledge and belief, these statements:

- present fairly the operating result and financial position for each of Council's declared business activities for the year, and
- accord with Council's accounting and other records.
- present overhead reallocation charges to the water and sewerage businesses as fair and reasonable.

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

Signed in accordance with a resolution of Council made on 20 October 2020.



Brian Monaghan
Mayor
20 October 2020



Rodney Crowe
Councillor
20 October 2020



Raymond Smith
General Manager
20 October 2020



Leesa Bryant
Responsible Accounting Officer
20 October 2020

Income Statement – Sewerage Business Activity

for the year ended 30 June 2020

\$ '000	2020	2019
Income from continuing operations		
Access charges	1,576	1,498
Liquid trade waste charges	28	41
Fees	7	1
Interest	12	12
Grants and contributions provided for non-capital purposes	3	–
Total income from continuing operations	1,626	1,552
Expenses from continuing operations		
Employee benefits and on-costs	122	179
Materials and contracts	1,005	947
Depreciation, amortisation and impairment	309	315
Total expenses from continuing operations	1,436	1,441
Surplus (deficit) from continuing operations before capital amounts	190	111
Surplus (deficit) from continuing operations after capital amounts	190	111
Surplus (deficit) from all operations before tax	190	111
Less: corporate taxation equivalent (27.5%) [based on result before capital]	(52)	(31)
SURPLUS (DEFICIT) AFTER TAX	138	80
Plus accumulated surplus	14,147	14,036
Plus adjustments for amounts unpaid:		
– Corporate taxation equivalent	52	31
Closing accumulated surplus	14,337	14,147
Return on capital %	1.2%	0.7%
Subsidy from Council	–	96
Calculation of dividend payable:		
Surplus (deficit) after tax	138	80
Surplus for dividend calculation purposes	138	80
Potential dividend calculated from surplus	69	40

Statement of Financial Position – Sewerage Business Activity

as at 30 June 2020

\$ '000	2020	2019
ASSETS		
Current assets		
Cash and cash equivalents	3,980	3,637
Investments	1,308	1,308
Receivables	243	190
Total current assets	5,531	5,135
Non-current assets		
Infrastructure, property, plant and equipment	15,412	15,649
Total non-current assets	15,412	15,649
TOTAL ASSETS	20,943	20,784
LIABILITIES		
Non-current liabilities		
Payables	7	7
Provisions	181	181
Total non-current liabilities	188	188
TOTAL LIABILITIES	188	188
NET ASSETS	20,755	20,596
EQUITY		
Accumulated surplus	14,337	14,147
Revaluation reserves	6,418	6,418
TOTAL EQUITY	20,755	20,565

Bland Shire Council

Notes to the Special Purpose Financial Statements

for the year ended 30 June 2020

Note 1. Significant Accounting Policies

A statement summarising the supplemental accounting policies adopted in the preparation of the Special Purpose Financial Statements (SPFS) for National Competition Policy (NCP) reporting purposes follows.

These financial statements are SPFS prepared for use by Council and the Office of Local Government. For the purposes of these statements, the Council is a non-reporting not-for-profit entity.

The figures presented in these Special Purpose Financial Statements have been prepared in accordance with the recognition and measurement criteria of relevant Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board (AASB) and Australian Accounting Interpretations.

The disclosures in these Special Purpose Financial Statements have been prepared in accordance with the Local Government Act 2093 (NSW), the *Local Government (General) Regulation 2005*, and the Local Government Code of Accounting Practice and Financial Reporting.

The statements are prepared on an accruals basis. They are based on historic costs and do not take into account changing money values or, except where specifically stated, current values of non-current assets. Certain taxes and other costs, appropriately described, have been imputed for the purposes of the National Competition Policy.

The Statement of Financial Position includes notional assets/liabilities receivable from/payable to Council's general fund. These balances reflect a notional intra-entity funding arrangement with the declared business activities.

National Competition Policy

Council has adopted the principle of 'competitive neutrality' in its business activities as part of the National Competition Policy which is being applied throughout Australia at all levels of government.

The framework for its application is set out in the June 1996 NSW government policy statement titled 'Application of National Competition Policy to Local Government'.

The *Pricing and Costing for Council Businesses, A Guide to Competitive Neutrality* issued by the Office of Local Government in July 1997 has also been adopted.

The pricing and costing guidelines outline the process for identifying and allocating costs to activities and provide a standard for disclosure requirements.

These disclosures are reflected in Council's pricing and/or financial reporting systems and include taxation equivalents, Council subsidies, return on investments (rate of return), and dividends paid.

Declared business activities

In accordance with *Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality*, Council has declared that the following are to be considered as business activities:

Category 1

(where gross operating turnover is over \$2 million)

Nil

Category 2

(where gross operating turnover is less than \$2 million)

Sewerage Services

The operation of sewer reticulation and treatment schemes as West Wyalong, Ungarie and Barmedman.

Monetary amounts

Amounts shown in the financial statements are in Australian dollars and rounded to the nearest one thousand dollars.

Notes to the Special Purpose Financial Statements

for the year ended 30 June 2020

Note 1. Significant Accounting Policies (continued)

(i) Taxation equivalent charges

Council is liable to pay various taxes and financial duties. Where this is the case, they are disclosed as a cost of operations just like all other costs.

However, where Council does not pay some taxes which are generally paid by private sector businesses, such as income tax, these equivalent tax payments have been applied to all Council-nominated business activities and are reflected in Special Purpose Financial Statements.

For the purposes of disclosing comparative information relevant to the private sector equivalent, the following taxation equivalents have been applied to all Council-nominated business activities (this does not include Council's non-business activities):

Notional rate applied (%)

Corporate income tax rate – 27.5%

Land tax – the first \$692,000 of combined land values attracts 0%. For the combined land values in excess of \$692,001 up to \$4,231,000 the rate is 1.6% + \$100. For the remaining combined land value that exceeds \$4,231,000 a premium marginal rate of 2.0% applies.

Payroll tax – 5.45% on the value of taxable salaries and wages in excess of \$850,000.

In accordance with the Department of Industry (DoI) – Water guidelines, a payment for the amount calculated as the annual tax equivalent charges (excluding income tax) must be paid from water supply and sewerage business activities.

The payment of taxation equivalent charges, referred to in the DoI – Water guidelines as a 'dividend for taxation equivalent', may be applied for any purpose allowed under the *Local Government Act, 1993*.

Achievement of substantial compliance to the DoI – Water guidelines is not a prerequisite for the payment of the tax equivalent charges, however the payment must not exceed \$3 per assessment.

Income tax

An income tax equivalent has been applied on the profits of the business activities.

Whilst income tax is not a specific cost for the purpose of pricing a good or service, it needs to be taken into account in terms of assessing the rate of return required on capital invested.

Accordingly, the return on capital invested is set at a pre-tax level - gain/(loss) from ordinary activities before capital amounts, as would be applied by a private sector competitor. That is, it should include a provision equivalent to the corporate income tax rate, currently 27.5%.

Income tax is only applied where a gain/ (loss) from ordinary activities before capital amounts has been achieved.

Since the taxation equivalent is notional – that is, it is payable to Council as the 'owner' of business operations - it represents an internal payment and has no effect on the operations of the Council. Accordingly, there is no need for disclosure of internal charges in the SPFS.

The rate applied of 27.5% is the equivalent company tax rate prevalent at reporting date. No adjustments have been made for variations that have occurred during the year.

Local government rates and charges

A calculation of the equivalent rates and charges payable on all category 1 businesses has been applied to all land assets owned or exclusively used by the business activity.

Loan and debt guarantee fees

The debt guarantee fee is designed to ensure that council business activities face 'true' commercial borrowing costs in line with private sector competitors.

Notes to the Special Purpose Financial Statements for the year ended 30 June 2020

Note 1. Significant Accounting Policies (continued)

In order to calculate a debt guarantee fee, Council has determined what the differential borrowing rate would have been between the commercial rate and Council's borrowing rate for its business activities.

(ii) Subsidies

Government policy requires that subsidies provided to customers, and the funding of those subsidies, must be explicitly disclosed.

Subsidies occur when Council provides services on a less-than-cost-recovery basis. This option is exercised on a range of services in order for Council to meet its community service obligations.

Accordingly, 'subsidies disclosed' (in relation to National Competition Policy) represents the difference between revenue generated from 'rate of return' pricing and revenue generated from prices set by Council in any given financial year.

The overall effect of subsidies is contained within the Income Statement of each reported business activity.

(iii) Return on investments (rate of return)

The NCP policy statement requires that councils with Category 1 businesses 'would be expected to generate a return on capital funds employed that is comparable to rates of return for private businesses operating in a similar field'.

Such funds are subsequently available for meeting commitments or financing future investment strategies.

The actual rate of return achieved by each business activity is disclosed at the foot of each respective Income Statement.

The rate of return is calculated as follows:

Operating result before capital income + interest expense

Written down value of I,PP&E as at 30 June

As a minimum, business activities should generate a return equal to the Commonwealth 10 year bond rate which is 0.88% at 30/6/20.

(iv) Dividends

Council is not required to pay dividends to either itself (as owner of a range of businesses) or to any external entities.

Local government water supply and sewerage businesses are permitted to pay an annual dividend from its water supply or sewerage business surplus.

Each dividend must be calculated and approved in accordance with the Department of Industry – Water guidelines and must not exceed:

- 50% of this surplus in any one year, or
- the number of water supply or sewerage assessments at 30 June 2019 multiplied by \$30 (less the payment for tax equivalent charges, not exceeding \$3 per assessment).

In accordance with the Department of Industry – Water guidelines a Dividend Payment form, Statement of Compliance, Unqualified Independent Financial Audit Report and Compliance Audit Report are required to be submitted to the Department of Industry – Water.



INDEPENDENT AUDITOR'S REPORT
Report on the special purpose financial statements
Bland Shire Council

To the Councillors of Bland Shire Council

Opinion

I have audited the accompanying special purpose financial statements (the financial statements) of Bland Shire Council's (the Council) Declared Business Activity, Sewerage, which comprise the Statement by Councillors and Management, the Income Statement of the Declared Business Activity for the year ended 30 June 2020, the Statement of Financial Position of the Declared Business Activity as at 30 June 2020 and Note 1 Significant accounting policies for the Business Activity declared by Council.

In my opinion, the financial statements present fairly, in all material respects, the financial position of the Council's declared Business Activity as at 30 June 2020, and its financial performance for the year then ended, in accordance with the Australian Accounting Standards described in Note 1 and the Local Government Code of Accounting Practice and Financial Reporting – update number 28 (LG Code).

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as the auditor of councils
- precluding the Auditor-General from providing non-audit services.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Emphasis of Matter - Basis of Accounting

Without modifying my opinion, I draw attention to Note 1 to the financial statements which describes the basis of accounting. The financial statements have been prepared for the purpose of fulfilling the Council's financial reporting responsibilities under the LG Code. As a result, the financial statements may not be suitable for another purpose.

Other Information

The Council's annual report for the year ended 30 June 2020 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the general purpose financial statements and Special Schedules (the Schedules).

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the general purpose financial statements and Special Schedule 'Permissible income for general rates'.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Financial Statements

The Councillors are responsible for the preparation and fair presentation of the financial statements and for determining that the accounting policies, described in Note 1 to the financial statements, are appropriate to meet the requirements in the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar4.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.



Chariee Bultitude
Delegate of the Auditor-General for New South Wales

17 November 2020
SYDNEY

Bland Shire Council

SPECIAL SCHEDULES
for the year ended 30 June 2020

Special Schedules

for the year ended 30 June 2020

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Permissible income for general rates

\$ '000	Notes	Calculation 2020/21	Calculation 2019/20
Notional general income calculation ¹			
Last year notional general income yield	a	6,701	6,511
Plus or minus adjustments ²	b	4	14
Notional general income	c = a + b	6,705	6,525
Permissible income calculation			
Or rate peg percentage	e	2.60%	2.70%
Or plus rate peg amount	i = e x (c + g)	174	176
Sub-total	k = (c + g + h + i + j)	6,879	6,701
Plus (or minus) last year's carry forward total	l	1	1
Sub-total	n = (l + m)	1	1
Total permissible income	o = k + n	6,880	6,702
Less notional general income yield	p	6,879	6,701
Catch-up or (excess) result	q = o - p	2	2
Carry forward to next year ⁶	t = q + r + s	2	2

Notes

- (1) The notional general income will not reconcile with rate income in the financial statements in the corresponding year. The statements are reported on an accrual accounting basis which include amounts that relate to prior years' rates income.
- (2) Adjustments account for changes in the number of assessments and any increase or decrease in land value occurring during the year. The adjustments are called 'supplementary valuations' as defined in the Valuation of Land Act 1916.
- (6) Carry forward amounts which are in excess (an amount that exceeds the permissible income) require ministerial approval by order published in the NSW Government Gazette in accordance with section 512 of the Local Government Act 1993. The OLG will extract these amounts from Council's Permissible income for general rates Statement in the financial data return (FDR) to administer this process.



INDEPENDENT AUDITOR'S REPORT
Special Schedule - Permissible income for general rates
Bland Shire Council

To the Councillors of Bland Shire Council

Opinion

I have audited the accompanying Special Schedule – Permissible income for general rates (the Schedule) of Bland Shire Council (the Council) for the year ending 30 June 2021.

In my opinion, the Schedule is prepared, in all material respects in accordance with the requirements of the Local Government Code of Accounting Practice and Financial Reporting – update number 28 (LG Code), and is in accordance with the books and records of the Council.

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Schedule' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Emphasis of Matter - Basis of Accounting

Without modifying my opinion, I draw attention to the special purpose framework used to prepare the Schedule. The Schedule has been prepared for the purpose of fulfilling the Council's reporting obligations under the LG Code. As a result, the Schedule may not be suitable for another purpose.

Other Information

The Council's annual report for the year ended 30 June 2020 includes other information in addition to the Schedule and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the general purpose financial statements, special purpose financial statements and Special Schedule 'Report on infrastructure assets as at 30 June 2020.

My opinion on the Schedule does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the general purpose financial statements and the special purpose financial statements.

In connection with my audit of the Schedule, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the Schedule or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Schedule

The Councillors are responsible for the preparation of the Schedule in accordance with the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation of the Schedule that is free from material misstatement, whether due to fraud or error.

In preparing the Schedule, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Schedule

My objectives are to:

- obtain reasonable assurance whether the Schedule as a whole is free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the Schedule.

A description of my responsibilities for the audit of the Schedule is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar8.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited Schedule on any website where it may be presented
- about any other information which may have been hyperlinked to/from the Schedule.



Chariee Bultitude
Delegate of the Auditor-General for New South Wales

17 November 2020
SYDNEY

Report on Infrastructure Assets
as at 30 June 2020

Asset Class	Asset Category	Estimated cost		2019/20 Required maintenance ^a	2019/20 Actual maintenance	Net carrying amount	Gross replacement cost (GRC)	Assets in condition as a percentage of gross replacement cost				
		Estimated cost to bring assets to satisfactory standard	to bring to the agreed level of service set by Council					\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
(a) Report on Infrastructure Assets - Values												
Buildings	Buildings – non-specialised	–	–	–	–	–	–	0.0%	0.0%	0.0%	0.0%	0.0%
	Other	–	–	–	–	25,630	–	0.0%	0.0%	0.0%	0.0%	0.0%
	Sub-total	–	–	–	–	25,630	–	0.0%	0.0%	0.0%	0.0%	0.0%
Other structures	Other structures	–	–	–	–	3,276	–	0.0%	0.0%	0.0%	0.0%	0.0%
	Sub-total	–	–	–	–	3,276	–	0.0%	0.0%	0.0%	0.0%	0.0%
Roads	Sealed roads	–	–	–	–	–	–	0.0%	0.0%	0.0%	0.0%	0.0%
	Unsealed roads	–	–	–	–	–	–	0.0%	0.0%	0.0%	0.0%	0.0%
	Bridges	–	–	–	–	–	–	0.0%	0.0%	0.0%	0.0%	0.0%
	Footpaths	–	–	–	–	–	–	0.0%	0.0%	0.0%	0.0%	0.0%
	Other road assets	–	–	–	–	–	–	0.0%	0.0%	0.0%	0.0%	0.0%
	Sub-total	–	–	–	–	226,748	–	0.0%	0.0%	0.0%	0.0%	0.0%
Sewerage network	Sewerage network	–	–	–	–	–	–	0.0%	0.0%	0.0%	0.0%	0.0%
	Sub-total	–	–	–	–	14,891	–	0.0%	0.0%	0.0%	0.0%	0.0%
Stormwater drainage	Stormwater drainage	–	–	–	–	–	–	0.0%	0.0%	0.0%	0.0%	0.0%
	Sub-total	–	–	–	–	22,289	–	0.0%	0.0%	0.0%	0.0%	0.0%
Open space / recreational assets	Swimming pools	–	–	–	–	22,156	–	0.0%	0.0%	0.0%	0.0%	0.0%
	Other	–	–	–	–	–	–	0.0%	0.0%	0.0%	0.0%	0.0%
	Sub-total	–	–	–	–	22,156	–	0.0%	0.0%	0.0%	0.0%	0.0%

Report on Infrastructure Assets (continued)

as at 30 June 2020

Asset Class	Asset Category	Estimated cost		2019/20 Required maintenance ^a	2019/20 Actual maintenance	Net carrying amount	Gross replacement cost (GRC)	Assets in condition as a percentage of gross replacement cost				
		Estimated cost to bring assets to satisfactory standard	to bring to the agreed level of service set by Council					1	2	3	4	5
		\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000					
Other infrastructure assets	Other	–	–	–	–	7,889	–	0.0%	0.0%	0.0%	0.0%	0.0%
	Sub-total	–	–	–	–	7,889	–	0.0%	0.0%	0.0%	0.0%	0.0%
	TOTAL - ALL ASSETS	–	–	–	–	322,879	–	0.0%	0.0%	0.0%	0.0%	0.0%

(a) Required maintenance is the amount identified in Council's asset management plans.

Infrastructure asset condition assessment 'key'

1	Excellent/very good	No work required (normal maintenance)
2	Good	Only minor maintenance work required
3	Satisfactory	Maintenance work required
4	Poor	Renewal required
5	Very poor	Urgent renewal/upgrading required

Report on Infrastructure Assets (continued)

as at 30 June 2020

\$ '000	Amounts	Indicator	Prior periods		Benchmark
	2020	2020	2019	2018	
Infrastructure asset performance indicators (consolidated) *					
Buildings and infrastructure renewals ratio ¹					
Asset renewals ²	4,798	63.37%	18.72%	55.30%	>=100.00%
Depreciation, amortisation and impairment	7,572				
Infrastructure backlog ratio ¹					
Estimated cost to bring assets to a satisfactory standard	28,491	8.82%	14.92%	12.12%	<2.00%
Net carrying amount of infrastructure assets	322,879				
Asset maintenance ratio					
Actual asset maintenance	—	0.00%	113.94%	113.14%	>100.00%
Required asset maintenance	3,900				
Cost to bring assets to agreed service level					
Estimated cost to bring assets to an agreed service level set by Council	28,491	∞	10.28%	8.86%	
Gross replacement cost	—				

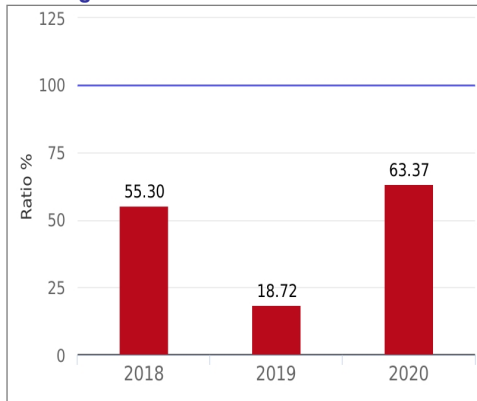
(*) All asset performance indicators are calculated using classes identified in the previous table.

(1) Excludes Work In Progress (WIP)

(2) Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.

Report on Infrastructure Assets (continued)
as at 30 June 2020

Buildings and infrastructure renewals ratio



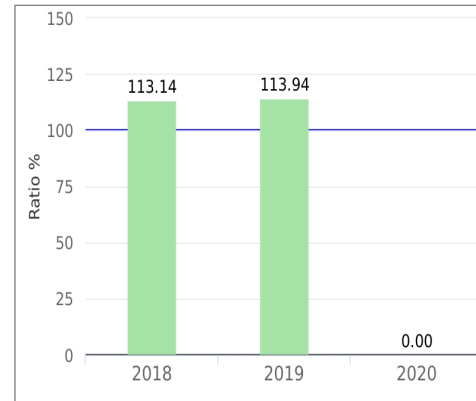
Buildings and infrastructure renewals ratio

To assess the rate at which these assets are being renewed relative to the rate at which they are depreciating.

Commentary on result	
19/20 ratio	63.37%

Benchmark: — $\geq 100.00\%$ ■ Ratio achieves benchmark
 Source of benchmark: Code of Accounting Practice and Financial Reporting #28 ■ Ratio is outside benchmark

Asset maintenance ratio



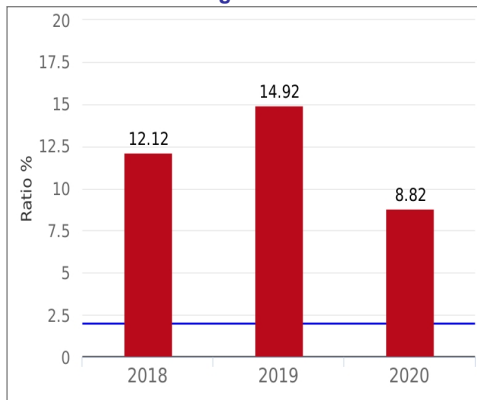
Asset maintenance ratio

Compares actual vs. required annual asset maintenance. A ratio above 1.0 indicates Council is investing enough funds to stop the infrastructure backlog growing.

Commentary on result	
19/20 ratio	0.00%

Benchmark: — $> 100.00\%$ ■ Ratio achieves benchmark
 Source of benchmark: Code of Accounting Practice and Financial Reporting #28 ■ Ratio is outside benchmark

Infrastructure backlog ratio



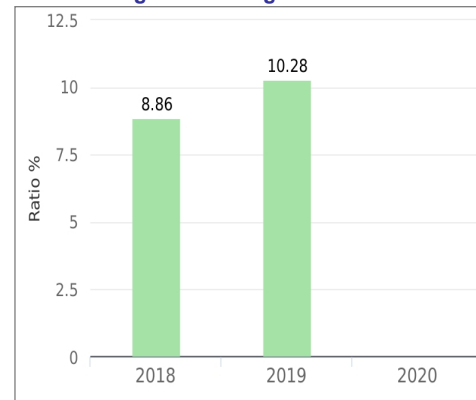
Infrastructure backlog ratio

This ratio shows what proportion the backlog is against the total value of a Council's infrastructure.

Commentary on result	
19/20 ratio	8.82%

Benchmark: — $< 2.00\%$ ■ Ratio achieves benchmark
 Source of benchmark: Code of Accounting Practice and Financial Reporting #28 ■ Ratio is outside benchmark

Cost to bring assets to agreed service level



Cost to bring assets to agreed service level

This ratio provides a snapshot of the proportion of outstanding renewal works compared to the total value of assets under Council's care and stewardship.

Commentary on result	
19/20 ratio	∞

Report on Infrastructure Assets (continued)
as at 30 June 2020

\$ '000	General fund		Sewer fund		Benchmark
	2020	2019	2020	2019	
Infrastructure asset performance indicators (by fund)					
Buildings and infrastructure renewals ratio ¹					
Asset renewals ²					
Depreciation, amortisation and impairment	65.95%	19.08%	0.00%	0.00%	>=100.00%
Infrastructure backlog ratio ¹					
Estimated cost to bring assets to a satisfactory standard					
Net carrying amount of infrastructure assets	9.25%	15.37%	0.00%	6.12%	<2.00%
Asset maintenance ratio					
Actual asset maintenance					
Required asset maintenance	0.00%	110.26%	∞	153.19%	>100.00%
Cost to bring assets to agreed service level					
Estimated cost to bring assets to an agreed service level set by Council					
Gross replacement cost	∞	10.64%	∞	3.87%	

(1) Excludes Work In Progress (WIP)

(2) Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.



6 Shire Street
PO Box 21
West Wyalong NSW 2671
Ph: 02 6972 2266
Fax: 02 6972 2145
Email: council@blandshire.nsw.gov.au
Web Page: www.blandshire.nsw.gov.au

Annual Report

2019/20



Your Vision, Our Future – Bland Shire
Annual Report 2019/20
Adopted: 17 November 2020