



BLAND SHIRE COUNCIL  
*west wyalong*

# Annual Report 2018/19



# OUR VISION, MISSION AND VALUES



# Message from the Mayor and General Manager

It has been a very challenging but rewarding year for the Bland Shire with a raft of projects having been completed and a number of significant awards being received.

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

Round 1 - \$1.01 million  
Round 2 - \$1.34 million

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

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

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

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

Council recently became a member of a local government alliance involving the councils of Temora, Junee, Coolamon, Lockhart and Cootamundra – Gundagai to undertake a comprehensive internal audit process. The establishment of Audit, Risk and Improvement Committees will become mandatory in March 2021; however, Council is staying ahead of the game by commencing internal audits now.

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

Council recently completed the acquisition of a major portion of land in Central Road which will become the site of a new Business Park. It is expected that the development of this new facility will commence in early 2020.

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

Council's road network continues to present a challenge to both the elected representatives and the operational staff. With the flood damage works continuing Council is receiving some positive feedback but as the drought worsens Council's wet grading program may have to be put on hold.

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

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



Brian Monaghan  
**Mayor**



Ray Smith  
**General Manager**

## Table of Contents

Message from the Mayor and General Manager .....	3
2018/19 Highlights.....	6
Local Government Planning and Reporting Framework .....	9
Our Shire .....	11
Bland History .....	11
Bland Today .....	11
Councillors.....	15
Councillor Attendance & Representation .....	16
Details of Mayoral and Councillor Fees, Expenses and Facilities .....	20
Our Organisation Structure.....	24
Office of the General Manager .....	26
Our Workforce .....	27
Strategic Priorities .....	32
Report on Capital Works Projects.....	33
Business Activities.....	33
Private Works and Financial Assistance.....	35
Details of External Bodies, Companies and Partnerships.....	37
Legal Proceedings.....	40
Contracts Awarded.....	41
Public Forum Sessions - 2018/19 Participation .....	42
Disability Inclusion Act 2014.....	43
Corporate, Community, Development & Regulatory Services Directorate .....	44
Financial Statements.....	45
Rates.....	46
2018/19 Annual Report Government Information (Public Access) Act (GIPA).....	47
Public Interest Disclosures Report.....	54
Carers Recognition Act 2010.....	55
Development Statistics .....	56
Swimming Pool Inspections.....	58
Environmental Reporting .....	58
Companion Animals .....	59
Asset & Engineering Services Directorate .....	62
Asset Reporting.....	63
Stormwater Management .....	66
Recovery and Threat Abatement Plans .....	67
Coastal Protection Services .....	67
Appendix 1 .....	71
Appendix 2 .....	72
Appendix 3 .....	73

# 2018/19 Highlights

## OUR PEOPLE

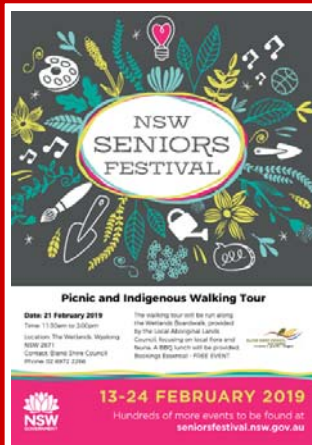
Wyalong/West Wyalong celebrated 125 Year of existence in March 2019. A weekend of activities included an old time bush dance, trades of yesteryear which included whip making, wood chopping, sheep shearing with old time shears, blacksmithing, Clydesdales, Light Horsemen, Mallee root throwing, fashion parade, rodeo and a day with Western Wheelers Show and Shine.



The West Wyalong Christmas Carnival was held in December with a huge crowd turning out for the much anticipated event. Council staff supported Business West Wyalong with this event and handed out 300 free show bags. Some staff also had the privilege to play the role of Santa.

Seniors week was celebrated in the week of February with many activities for the Seniors of the Bland Shire. Some activities were:

- Water Exercise classes
- Bus trip to Lake Cowal Conservation Centre
- Virtual Reality
- Picnic and Indigenous Walking Tour
- Movie Screen at Council
- West Wyalong Men's Shed Open Day

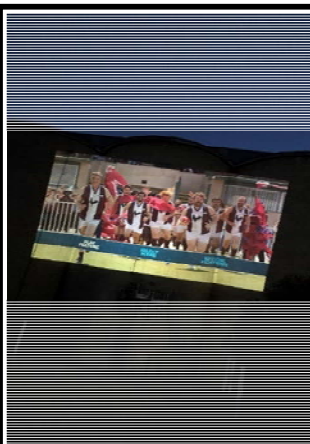


Weethalle silo Art had another big win with the Australia Post adding the Silo art image to a stamp. The Weethalle Silo Art stamp forms part of a larger stamp collection which captures silo art form across Australia. A small launch event was held in Weethalle on the 21<sup>st</sup> July 2018



## OUR PLACES

In a first for Mirrool community and the state of NSW, an outdoor silo cinema was held in Mirrool on the evening of Australia Day with about 250 people attending. This event was made possible through collaboration with Bland Shire Council and Smart Digital, a company specializing in outdoor cinema technology.



Council resolved its flood damage claim with the RMS after the floods of 2016.

Many of the unsealed roads will have some repairs made to it by either wet grading, repairs or gravel patching by Council staff and contractors.

Through the Stronger Country Communities program – Round 1, Council approved projects to improve facilities in the Bland Shire which included:

- Refurbishment of the Holland Park Pool Waterslide
- Heating of the Holland Park Pool
- Establishing of the West Wyalong Community Cinema
- Upgrade of Ungarie tennis Court



Bland Shire Council once again offered a free tip day to residents of the Bland Shire with the landfill sites being open to the community on Saturday, 3 May 2019.

The program has been a great success since its inception in 2013 by engaging the community and delivering environmental benefits.



## OUR LEADERSHIP

The Office of Environment and Heritage, the Office of the Small Business Commissioner and Bland Shire Council hosted successful 'Introduction to energy management' and 'Visual Merchandising' workshops and one on one consultations in the Bland Shire in April 2019. This event was attended by 15 businesses of the Bland Shire.



NSW Small Business Month was held in October 2018 and Bland Shire Council had the privilege of having Tom O'Toole, the Beechworth baker as guest speaker at the event. The event was well attended by 98 guests from a range of businesses in the Bland Shire. The evening was a great success with lots of humour from Tom as he told his story of success as the baker of Beechworth.

A group of the Knit and Knatter ladies in the Bland Shire Library attended a morning tea in Wagga Wagga in August 2018.

The tea was hosted by Michael O'Reilly Pharmacy to thank the knitters for participating in the annual three-month Guardian Angel Knitting Program providing blankets and garments to various charities



Council has entered into an historic agreement with West Wyalong High School providing students with the opportunity to commence school based Work Experience, School Based Traineeships and Apprenticeships. The partnership agreement is a joint agreement to enhance the career opportunities available at Bland Shire Council to students at West Wyalong High School



## OUR PROSPERITY

NRMA announced that as part of their Social Dividend Investment Strategy, the NRMA established Electric Charging Stations free for NRMA members. With West Wyalong being in an ideal location, a station was installed at the Water Street Car park at no cost to Bland Shire. The station is branded with the Bland Shire Council logo.



Round 2 of the Stronger Country Communities Fund through NSW Government helped improve facilities in the Bland Shire. Projects that received the funding included:

- Barmedman Mineral Pool Upgrade
- Cooida Park Rejuvenation
- West Wyalong Rugby Club and Rodeo power and sports lights
- Kikiora Hall amenities block and kitchen upgrade.

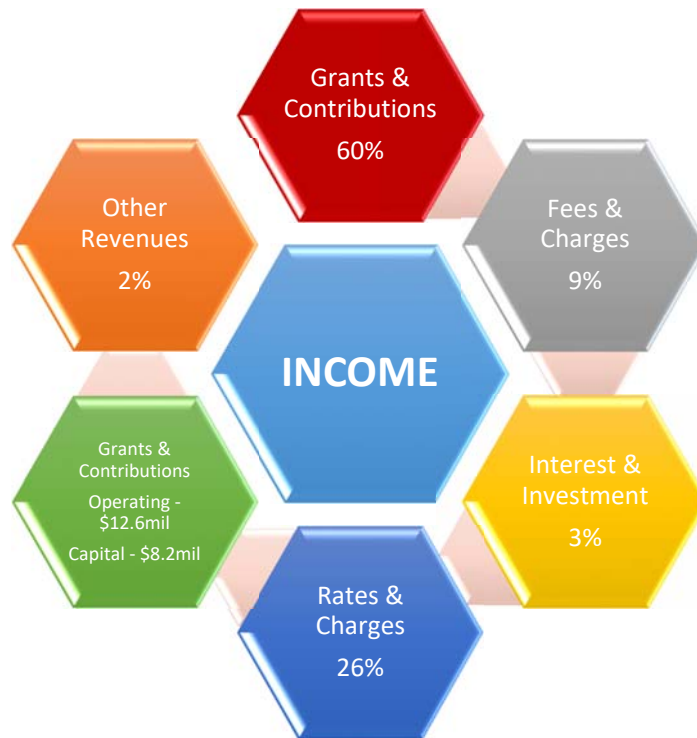
71<sup>st</sup> Model Aeronautical Association of Australia Nationals were held in West Wyalong over a 10 day period in April 2019. The event attracted 200 competitors with 578 individual events. This is a huge injection into the Bland Shire economy as all accommodation was booked out and some food outlets used the opportunity to provide food at the different locations throughout the week.



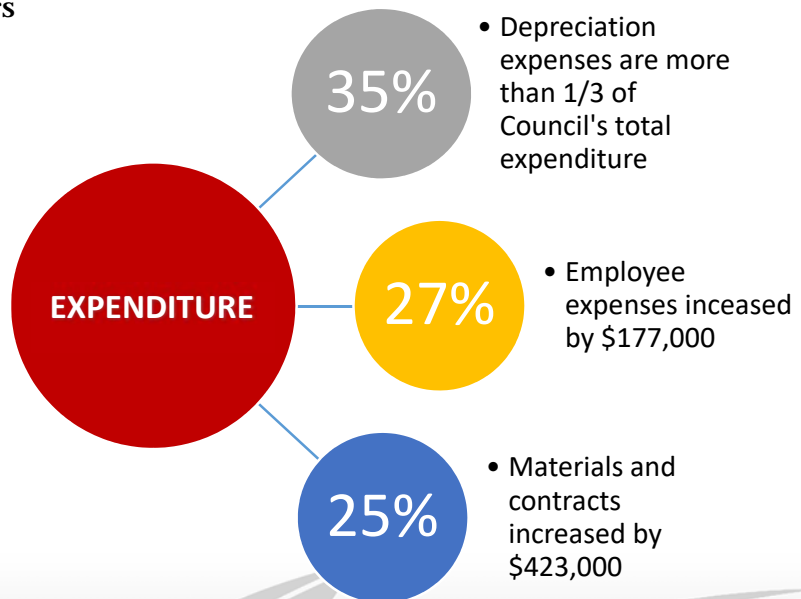
Bland Shire together with Campervan & Motorhome Club of Australia Limited were successful with a grant application through the NSW Government for funds to install a dump point at the Barmedman oval. An application to recognise Barmedman as an RV friendly town has also been approved and signs were installed at either end of Barmedman.



# 2018/19 Financial Snapshot



Council received \$6.3million in flood damage grant and spent \$7.4million on 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 Assessment Plan.



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

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



### **Revenue Policy (1 Year)**

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



### **Annual Report (1 Year)**

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

# Our Shire

## Bland History

The Shire of Bland was first declared in 1906. A “temporary” council was incorporated on 16<sup>th</sup> 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 7<sup>th</sup> December 1937 and the present day Bland Shire Council was created.

## Bland Today

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

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

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

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

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

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

**TOTAL POPULATION**

5959

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

**POPULATION—MALE**

3054

**POPULATION—FEMALE**

2905

**COUNCIL AREA (SQ KM)**

8557.7

**MEDIAN AGE**

41.7 Years

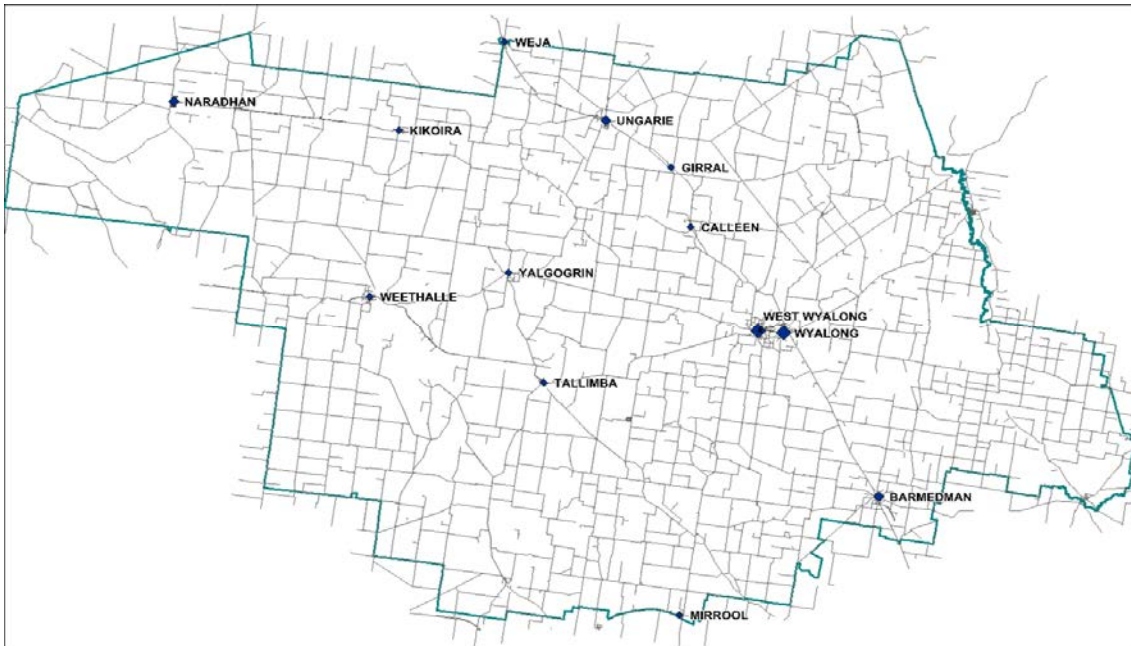
**MEDIAN TOTAL INCOME**

2013 - \$36,390

**POPULATION DENSITY**

0.7 PERSONS per KM<sup>2</sup>

**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

<b>Age Group Distribution - Bland LGA (2016 Census)</b>				
<b>Age</b>	<b>Number</b>	<b>%age of total persons</b>	<b>Australia</b>	<b>%age of total persons</b>
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 2020.



**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 Asset & Engineering Services
NSW Public Libraries Association	Cr Wyse Director Corporate, Community, Development & Regulatory 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 Senior Economic Development & Tourism Advisor
Goldenfields Water County Council	Cr McGlynn
Murrumbidgee Primary Health Network	Cr Monaghan
Lachlan Valley Noxious Plants Advisory Committee	Cr Crowe Foreman Environmental Services
Australian Rural Roads Group	Mayor Monaghan Cr McGlynn (alternate) Cr Thomas (alternate)
Riverina Regional Library	Cr Wyse Director Corporate, Community, Development & Regulatory 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 3<sup>rd</sup> Tuesday of each month, except January, commencing at 6.30pm. These meetings must be conducted in accordance with the Local Government Act, Regulations and Council's Code of Meeting Practice. A decision supported by a majority of the votes at a Council meeting at which a quorum is present is a decision of the Council.

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

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

Councillor Attendance	17 July 2018	21 August 2018	18 September 2018	16 October 2018	20 November 2018	18 December 2018	19 February 2019	19 March 2019	16 April 20189	21 May 2019	25 June 2019
Council Meetings 2018/19											
Cr Bruce Baker	✓	✓	✓	✓	✓	✓	✓	X	✓	✓	✓
Cr Rodney Crowe	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Cr Penny English	X	✓	✓	✓	✓	✓	X	✓	✓	✓	X
Cr Kerry Keatley	✓	X	✓	✓	✓	✓	✓	✓	✓	✓	✓
Cr Tony Lord	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Cr Liz McGlynn	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Cr Brian Monaghan	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Cr Murray Thomas	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Cr Jan Wyse	✓	✓	✓	✓	✓	✓	✓	✓	X	✓	X
✓ in attendance                      x not in attendance											

## Council Workshops

Council Workshops are held on the 1<sup>st</sup> 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	3 July 2018	7 August 2018	4 September 2018	2 October 2018	6 November 2018	4 December 2018	11 December 2019	5 February 2019	5 March 2019	7 April 2019	4 May 2019	2 June 2019
Council Workshops 2018/19												
Cr Bruce Baker	✓	✓	✓	✓	✓	✓	✓	✓	X	✓	✓	✓
Cr Rodney Crowe	✓	✓	✓	✓	X	✓	✓	✓	✓	✓	✓	✓
Cr Penny English	✓	✓	✓	X	✓	X	✓	✓	✓	✓	✓	✓
Cr Kerry Keatley	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Cr Tony Lord	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Cr Liz McGlynn	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Cr Brian Monaghan	✓	✓	✓	✓	✓	✓	✓	X	✓	✓	✓	✓
Cr Murray Thomas	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Cr Jan Wyse	✓	X	✓	✓	✓	✓	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.

Councillor Attendance	24 July 2018	11 September 2018	13 November 2018	12 February 2019	11 June 2019
Cr Bruce Baker	✓	✓	✓	X	✓
Cr Rodney Crowe	X	✓	X	✓	X
Cr Penny English	X	✓	X	X	✓
Cr Kerry Keatley	✓	✓	✓	✓	✓
Cr Tony Lord	X	✓	✓	✓	X
Cr Liz McGlynn	✓	✓	✓	✓	✓
Cr Brian Monaghan	✓	✓	✓	✓	X
Cr Murray Thomas	✓	✓	✓	✓	✓
Cr Jan Wyse	X	X	✓	✓	✓
✓ in attendance                      X not in attendance					

# Details of Mayoral and Councillor Fees, Expenses and Facilities

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

The total amount expended on payment of expenses and provision of facilities during the year was \$173,774.

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

i) Mayoral Fees	\$ 25,250
ii) Councillors Fees/Allowances	\$ 103,167

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 \$9,800.

*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 \$3,608.

*Attendance of councillors at conferences and seminars*

Costs associated with attendance at approved conferences and seminars are fully reimbursed. Costs of attending other conferences and meetings of other organisations in accordance with a resolution of the council are also reimbursed.

Event	Cost
LGNSW Conference	\$ 4,108

*Training of councillors and provision of skill development*

Expenses incurred during 2018/19 in the training of councillors and provision of skill development:

Event	Cost
Councillor Training	\$ 10,857

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

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

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

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

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

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

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

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

*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, Development & Regulatory Services and Director Assets & Engineering Services are designated senior staff positions and the incumbents are employed under a contract arrangement. Executive remuneration packages are on a total employment cost basis and inclusive of a Council owned vehicle, superannuation and salary.

### *General Manager's Total Remuneration*

Total Remuneration Package – General Manager	
Component	Value
Total value of the salary component of the package	201,823.39
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	19,173.23
Total value of any non-cash benefits for which the general manager may elect under the package	18,000
Total amount payable by way of fringe benefits tax for any such non-cash benefits	0
<b>Total Remuneration Package</b>	<b>\$ 238,996.62</b>

### *Senior Staff Packages Total Remuneration*

Total Remuneration – Senior Staff Packages (Directors)	
Component	Total Value
Total value of the salary component of their packages	350,980.24
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	33,343.12
Total value of any non-cash benefits for which any of them may elect under the package	36,000
Total amount payable by way of fringe benefits tax for any such non-cash benefits	41,669.40
<b>Total Remuneration Packages</b>	<b>\$ 461,992.76</b>

# Office of the General Manager



**General Manager**

**Ray Smith**

## Office of the General Manager Responsibility Areas:

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

# Our Workforce

The total number of employees at Bland Shire Council as at 30 June 2019 is 134.

Year	Full time	Part time	Casual	Total
2013	104	16	26	146
2014	108	11	23	142
2015	102	15	26	143
2016	95	12	22	129
2017	93	16	16	125
2018	100	12	15	127
2019	103	16	15	134

There has been an increase in full time and part time employees across all of Council's functions.

## Staff Turnover

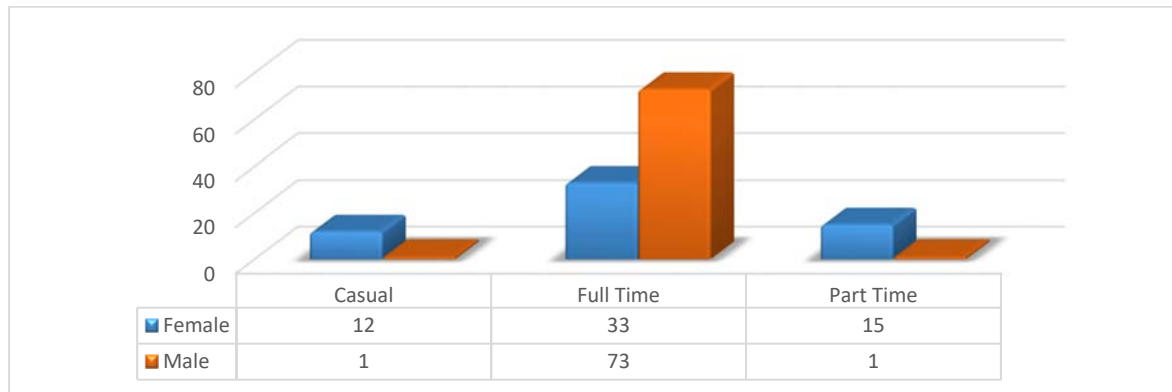
Statistics include all classifications, e.g. full time, part time, temporary and casual.

Year	Number	Turnover rate
2012/13	10	6.84%
2013/14	12	8.45%
2014/15	14	9.79%
2015/16	7	5.42%
2016/17	4	3.2%
2017/18	2	1.5%
2018/19	5	3.7%

Staff turnover for the period 2018/2019 has increased in comparison to 2017/2018. Below is a table to illustrate terminations for the period 2018/2019.

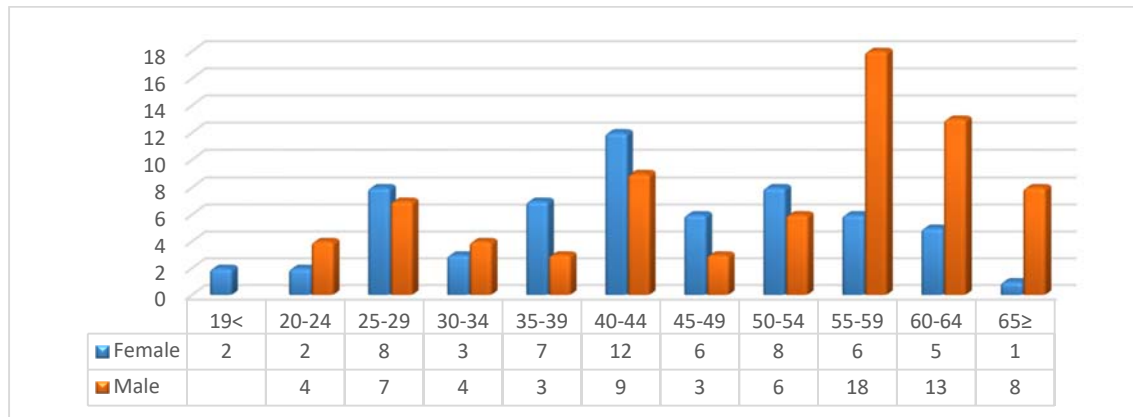
Employment Type	Male	Female
Full Time	2	4
Part Time	0	1
Casual	0	6
Trainee	1	0

## Staff by Gender and Employment Type



Council supports work-life balance, this is evident in the 45% 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, 20% of the total workforce reaches retirement age in the next 2-5 years. Succession planning and transition to retirement programs are being developed to maintain the workforce and transfer skills and knowledge. Council has appointed 2 apprentices and 1 trainee to aid in closing the skills gap and for future succession plans.



## Diversity

Number of Female Staff	60
Number of Male Staff	74

There has been an increase of 10% from the period 2015/2016 in the numbers of female staff and a 4% increase in male staff for the same period. This is due to the increased turnover.

## Human Resources Activities

### *Human Resource Management activities undertaken by Council in 2018/19*

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

### *Workplace Relations*

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

### *Recruitment and selection*

During 2018/2019, 23 positions were advertised. The 23 vacancies were filled by either new full time employees, promotions or casual employees.

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

### *Traineeships/Apprenticeships*

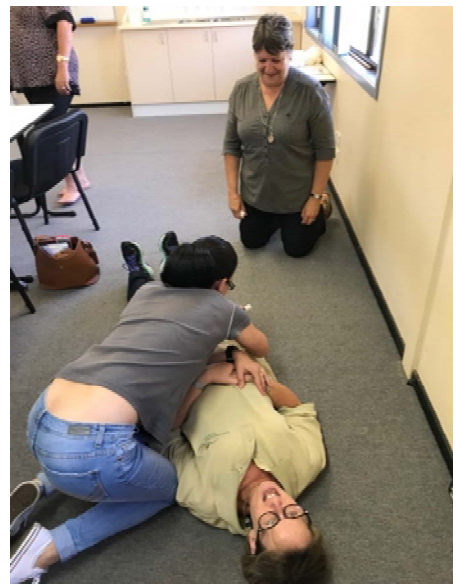
Council is committed to offer development opportunities to the community. Cadetships, traineeships and apprenticeships offered by the Council cut across a range of operations and include Financial Services, Civil Construction, Conservation and Land Management, Children's Services and Horticulture. During 2018/2019, 2 trainees completed their traineeships.

### *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 2018/2019.

*Learning and Development*

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



# EEO Management Plan

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

*Activities undertaken during 2018/2019 to implement the Council's Equal Employment Opportunity Management Plan*

## Workplace Diversity

As of 30 June 2019, 44% of staff was females, compared to 55% males.

## EEO Management Plan 2018/2019

Key achievements were:

Policies and Procedures:

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

Communication and Awareness:

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

Training and Development:

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

Recruitment, Promotion, Transfer and Separation:

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

Grievance Handling:

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

Implementation, Evaluation and Review:

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

# Strategic Priorities




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

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

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

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

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

2018/19 Operational Plan Actions	
as at 30/6/2019	
Total number of actions:	219
 On target	50
 Not progressed	2
 Complete	167



# Report on Capital Works Projects

Capital Works, Projects & Tasks – 2018/19	
Project	Progress & Status as at 30 June 2019
Shade sail Tallimba park	Completed
Barmedman Dump Point	Completed
McAlister Oval Gates	Completed
McAlister Oval Scoreboard	Completed
Holland Park Pool Waterslide Rejuvenation	Completed
Sewer Pump Station	Completed
MR57 (nth) 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 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 2018/19.

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	\$1,652,353	Nil

## *Section 355 Committees of Management*

Annual assistance provided to Council Committees of Management as defined under S.355 during the 2018/19 year was \$5,468.64.

*Contributions and Grants to Financially Assist Others*

<b>Contributions, Grants and Donations 2017/18</b>		
<b>Beneficiary</b>	<b>Purpose</b>	<b>Amount</b>
West Wyalong Community Radio	Strengthening Communities	\$2,000
Rounds & Rectangles Art and Photographic Exhibition Prize – Splatter Gallery	Strengthening Communities	\$4,000
2018 Graduation Contribution - West Wyalong TAFE	Annual Contribution	\$ 100
Sponsorship Crooked Mile Show & Shine - Western Wheelers	Strengthening Communities	\$2,000
West Wyalong Community Rose Garden	Strengthening Communities	\$2,000
West Wyalong Horse Sports & Rodeo Association Inc.	Strengthening Communities	\$2,900
West Wyalong Movies	Strengthening Communities	\$4,000
PA System – Lions Club of West Wyalong	Strengthening Communities	\$1,000
Weethalle Country Music Muster – Weethalle Show Society	Strengthening Communities	\$ 561
Australian Yard Dog Championships – West Wyalong Yard Dog Club	Strengthening Communities	\$2,000
Southern Sports Academy	Annual Contribution	\$ 545
Students in the Bland Shire	Scholarships Program	\$10,000
Various projects in Bland Shire	Drought Communities Program	\$1,000,000
<b>TOTAL</b>		<b>\$ 1,031,106</b>

# Details of External Bodies, Companies and Partnerships

## *External bodies that exercised functions delegated by Council*

The Council had delegated functions to the following bodies:

- **Lachlan Valley Noxious Plants Advisory Committee** - The encouragement and promotion of a common approach by Councils in its area to the control of noxious plants in the area.
- **Road and Maritime Services** - Complete works as delegated
- **Riverina Eastern Regional Organisation of Councils (REROC)** - The development of resource sharing initiatives between member councils and other adjoining councils.
- **Central NSW Organisation of Councils (CENTROC)** - The development of resource sharing initiatives between member councils and other adjoining councils.
- **Murrumbidgee Local Land Services** – Resource sharing through statutory obligations.

Council jointly participates in the:

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

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

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

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

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

Year	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
<b>Dividend Paid to Council</b>	\$ 25,622.62	\$ 29,852.92	\$28,314.83	\$19,752.75	\$10,076.19	\$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 a total of seven (7) presentations during the 2018/19 year.

Council Meeting	Organisation
July 2018	Office of Environment & Heritage ESCO Pacific Pty Ltd
August 2018	Murrumbidgee Local Health District
November 2018	REROC
February 2019	Local Member for Cootamundra
March 2019	Evolution Mining
June 2019	Goldenfields Water County Council

# 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
Aberlines Garage Pty Ltd	Plant purchases, vehicle parts and service	\$ 152,811.37
Armstrong Toyota	Plant purchases, vehicle parts and service	\$ 371,268.09
Western Kerbing	Provision of concreting services	\$ 664,731.52
Downer EDI Works Pty Ltd	Spray bitumen and supply emoleum	\$ 347,823.14
Leisure & Recreation Group	Pool Management Services	\$ 185,033.80
Millers Metals	Gravel crushing and supply	\$ 667,025.83
Oilsplus	Fuel and oil purchases	\$ 767,445.76
Origin Energy	Electricity supply	\$ 387,154.60
Rods Earthmoving	Plant hire, roadworks	\$1,243,065.15
Wagga Truck Hino	Plant purchases, vehicle parts and service	\$ 180,777.60
Interflow Pty Ltd	Sewer mains relining	\$ 127,657.99
Cleary Earthworks & Civil	Plant hire, roadworks	\$2,537,876.98
BJ & VM Keys Earthmoving	Plant hire, roadworks	\$3,442,515.90
Dan Ford Fencing & Earthmoving	Plant hire, roadworks	\$ 486,593.25

# Public Forum Sessions - 2018/19 Participation

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

There were a total of four (4) attendees that addressed Council during the Public Forum session of its meetings held during the 2018/19 year.

Council Meeting	Participant	Issue
August 2018	Howard Mangelsdorf	Airport landing fees
December 2018	Georgina Duncan	Retirement presentation
December 2018	Adele Casey	2017/18 Financial Statements & Audit Result
June 2019	Raewyn Galton	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, Development & Regulatory Services Directorate



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

**Adele Casey**

## **Director Corporate, Community, Development & Regulatory Services Responsibility Areas:**

- Rates
- Corporate Budget – finance operations
- Annual Financial Statements
- Long Term Financial Planning
- Manage s355 Committees
- Customer Service
- Corporate Records Management & Administration
- Information Technology
- GIPA
- Aged & Community Care
- GIS
- Family Day Care
- Preschool
- Mobile Resource Unit
- Vacation Care
- Toy Library
- It Takes A Village Program
- Library Services
- Town Planning
- Development Control
- Public Health & Regulatory Controls
- Heritage Management
- Environmental Management
- Ranger
- Museums
- Council Properties Management

# Financial Statements

Council's audited 2018/19 Financial Statements and Special Schedules are attached as Appendix 3.

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

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

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

Grants & Contributions for operating have returned to previous levels and should remain until the advance FAG payment stops which will result in a reduction the year it stops.

The flood damage grant received increased capital grants & contributions by over \$6million. Flood damage works are still continuing.

Employee benefits and on costs had an increase compared to 2017/18 figures, but is consistent with CPI and wage increases for the year.

# Rates

## Rates & Charges Written Off

### Rates & Annual Charges

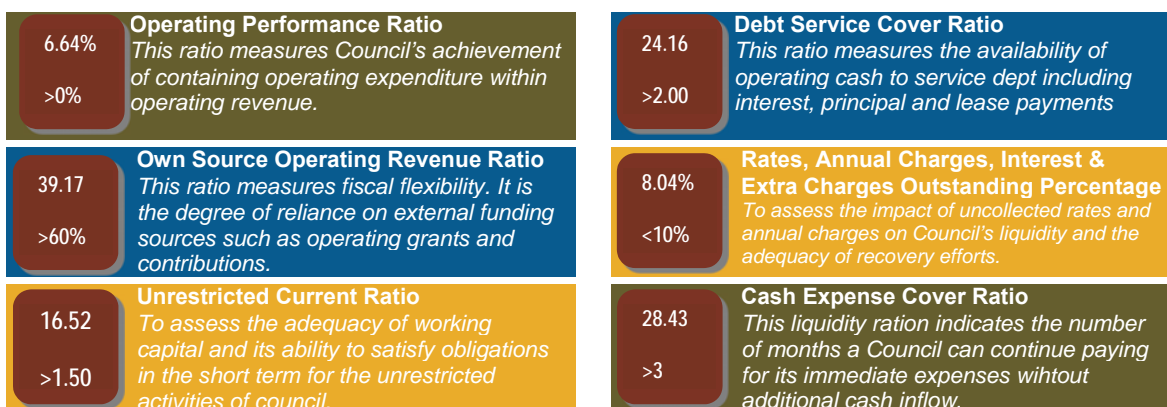
Rates	6,627
Sewer	1,998
Domestic Waste Management Charges	3,210
Trade Waste Charges	0
Pensioner Rebates	156,550
<b>TOTAL</b>	<b>168,385</b>

## 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.



# 2018/19 Annual Report

## Government Information (Public Access) Act (GIPA)

### Obligations under s.125 of the GIPA Act

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

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

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

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

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

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

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

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

- Plans & Policies (updated)
  - Cash Handling
  - Model Code of Meeting Practice
  - IT Change Management
  - Business Credit Cards for Purchasing
  - Housing
  - Information Point
  - Information Security Incident Management
  - Bullying & Harassment
  - EEO Committee Constitution
  - EEO
  - EEO Management Plan
  - Service & Achievement Awards
  - Salary
  - Internal Reporting
  - Pollution Incident Response Management Plan
  - Aerodrome Manual 2018
- Children's Services Policies
  - Assessment Appropriate Reassessment Approved FDC Venues
  - Emergency Plan
  - Transport
  - Child Swapping (Family Day Care)
  - Governance & Management
  - Visitors to Family Care Residences & Venues
  - Provision of Information Assistants & Training to Family Day Care Educators
  - Mentoring Support & Supervision of Family Day Care Educators
  - Fit & Proper Assessment of Family Day Care Educators, Education Assistants & Persons Residing
    - Engagement & Registration of Family Day Care Assistants
    - Engagement & Registration of Family Day Care Educators
    - Medications & Health Statement
- Bland Shire Council Community Engagement Strategy – 2022 Vision
- Community Strategic Plan 2017-2027
- Resourcing Strategy 2017-2027
- Revenue Policy 2018-2019
- Combined Delivery Program and Operational Plan 2018-2022
- Annual Report 2016-2017
- Council Business Papers and Minutes
- Bland Shire Council Annual Financial Statements 2017-2018
- Contracts Register
- GIPA Disclosure Log
- BSC Community Engagement Strategy 2027
- BSC Disability Inclusion Action Plan 2017-2021
- Delegations Register
- Approved Developments
- Complying Developments



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

Clause 7B: The total number of access applications received by the agency during the reporting year (including withdrawn applications but not including invalid applications).

Total number of applications received
0

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

Clause 7C: The total number of access applications received by the agency during the reporting year that the agency refused either wholly or partly, because the application was for the disclosure of information referred to Schedule 1 and the Act (information for which there is conclusive presumption of overriding public interest against disclosure).

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

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

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

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

Table B: Number of applications by type of application and outcome										
	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn	Total	% of Total
Personal information applications*	0	0	0	0	0	0	0	0	0	0%
Access applications (other than personal information applications)	0	0	0	0	0	0	0	0	0	0%
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0	0	0%
Total	0	0	0	0	0	0	0	0	0	
% of Total	0%	0%	0%	0%	0%	0%	0%	0%		

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

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

**Table D: Conclusive presumption of overriding public interest against disclosure:  
matters listed in Schedule 1 of the Act**

	Number of times consideration used*	% of Total
Overriding secrecy laws	0	0%
Cabinet information	0	0%
Executive Council information	0	0%
Contempt	0	0%
Legal professional privilege	0	0%
Excluded information	0	0%
Documents affecting law enforcement and public safety	0	0%
Transport safety	0	0%
Adoption	0	0%
Care and protection of children	0	0%
Ministerial code of conduct	0	0%
Aboriginal and environmental heritage	0	

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

**Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of the Act**

	Number of occasions when application not successful	% of Total
Responsible and effective government	0	0%
Law enforcement and security	0	0%
Individual rights, judicial processes and natural justice	0	0%
Business interests of agencies and other persons	0	0%
Environment, culture, economy and general matters	0	0%
Secrecy provisions	0	0%
Exempt documents under interstate Freedom of Information legislation	0	0%
Total	0	

**Table F: Timeliness**

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

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

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

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

<b>Table H: Applications for review under Part 5 of the Act (by type of applicant)</b>		
	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%

<b>Table I: Applications transferred to other agencies</b>		
	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 2018 – June 2019
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

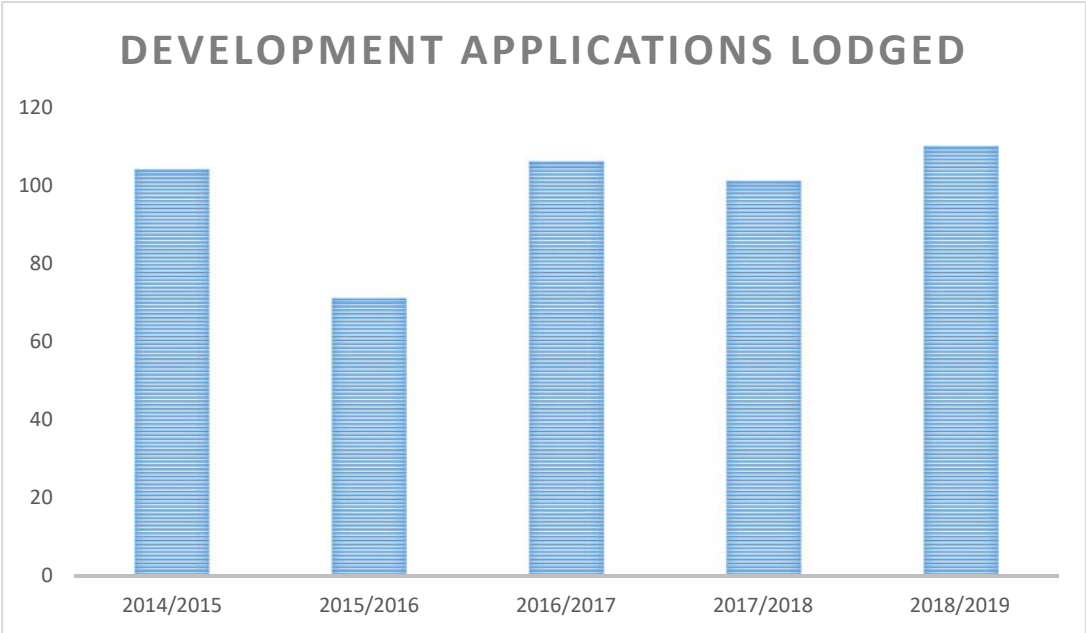
Council has met its obligations under the Carers Recognition Act 2010 as outlined by the Australian Government. The obligations being:

- 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



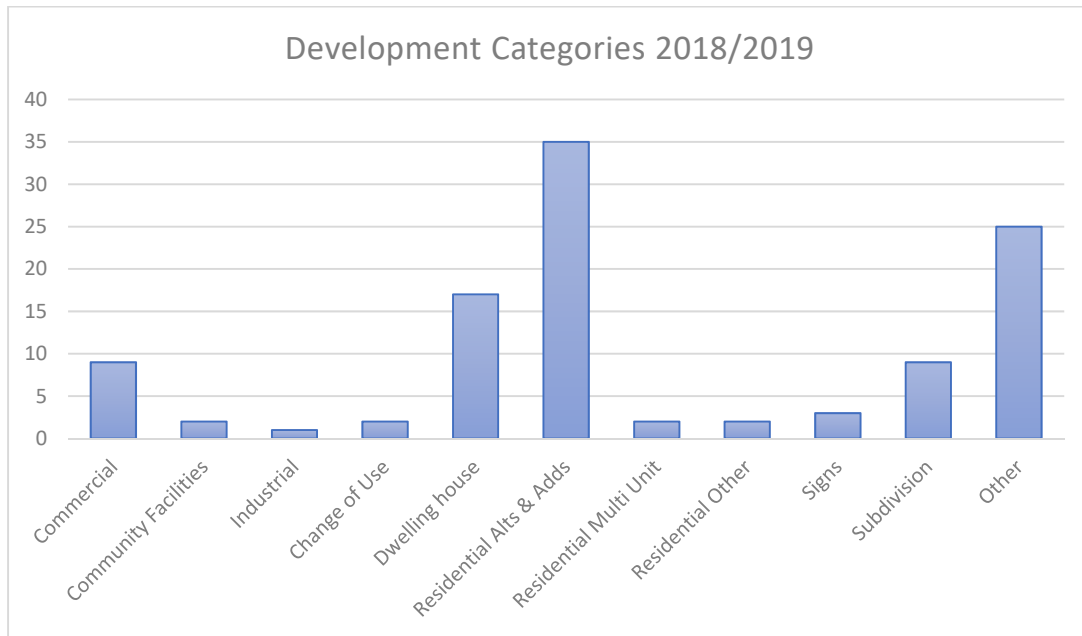
# Development Statistics

## 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 three pools that require inspection.

# Environmental Reporting

## Environmental Planning and Assessment Act 1979

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

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

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

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

# Companion Animals

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

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

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

Dog attacks are entered on the NSW Pet Registry within 72 hours of the attack being reported to Council. During the reporting period two (2) dog attacks were investigated by Council's Rangers.

## *Amount of funding spent relating to companion animal management and activities*

The amount of funding spent in relation to companion animal management was approximately \$144,000 which includes employees costs, veterinary support and pound maintenance.

## *Companion animal community education programs*

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

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

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

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

All animals that are not claimed by the owner are assessed for suitability for rehoming. Council has established an extensive network of rehoming organisations. The rehoming rate for dogs was 81 per cent, however, there has been an increase in the number of dogs released to their owner. Only six (6) dogs were 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 71 per cent. Despite this, the rehoming of cats remains difficult.

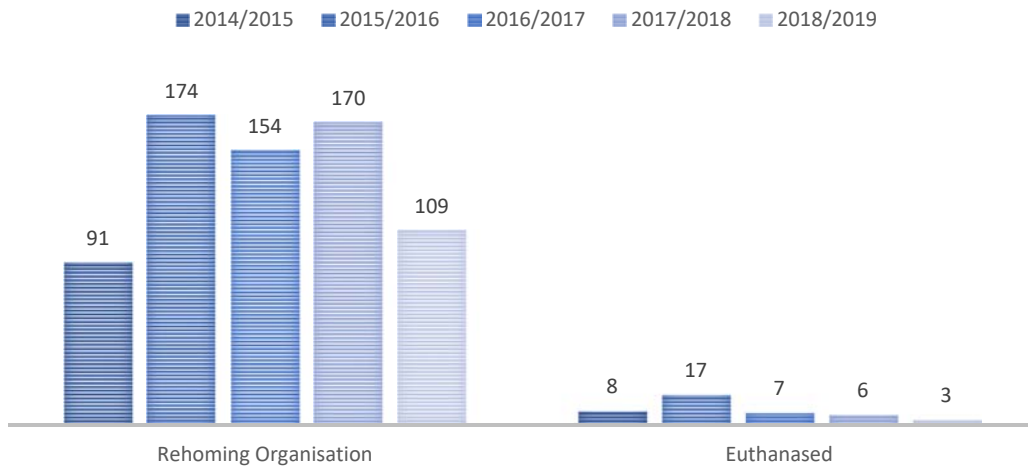
## *Off leash areas provided by the council area*

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

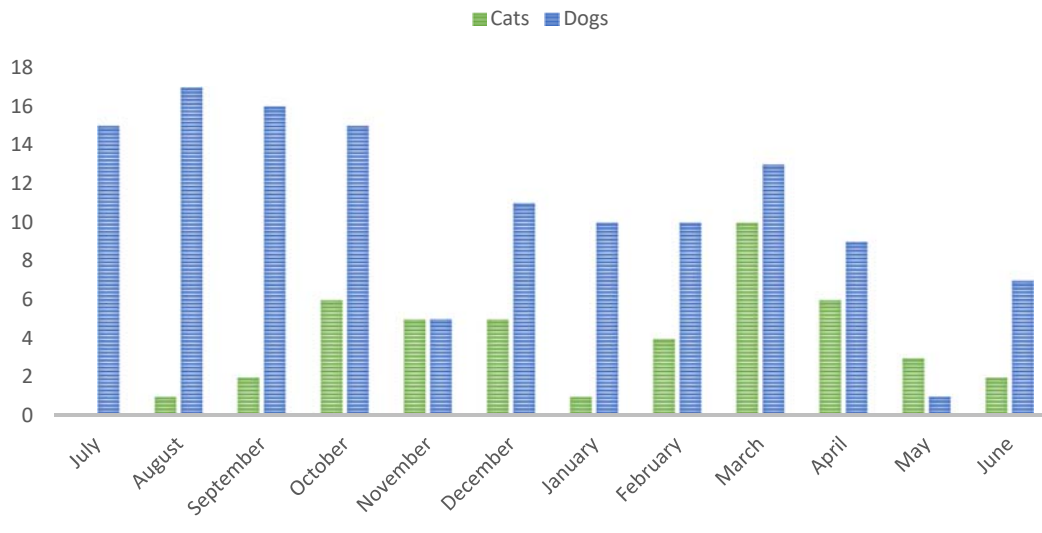
## *Detailed information of fund money used for managing and controlling companion animals.*

During 2018/19 expenditure for Companion Animal management was \$155,083.65 which includes employee costs, plant hire, provision of veterinary supplies and care and activities. Council received \$5568.40 from OLG for companion animal management during 2018/19.

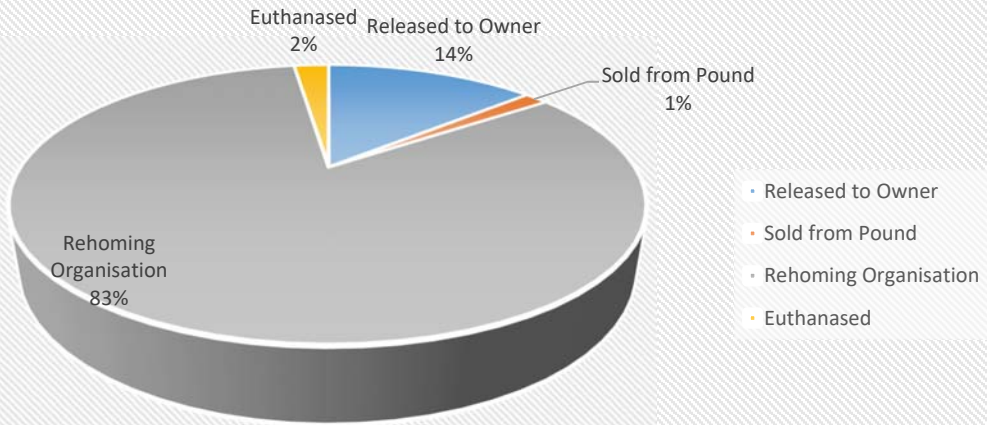
## REHOUSING V EUTHANASIA OF DOGS 2014 TO 2019



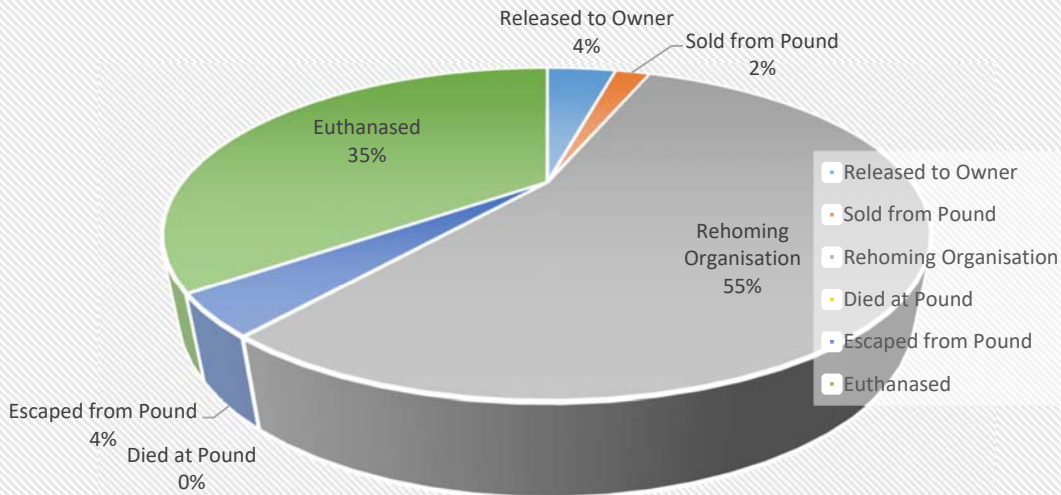
## ANIMALS IMPOUNDED 2018/2019



### Dogs - Exit from Pound Method 2018/2019



### Cats - Exit from Pound Method 2018/2019



# Asset & Engineering Services Directorate



## Director Asset & Engineering Services

Will Marsh

### Asset & Engineering Services Responsibility Areas:

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

# Asset Reporting

## *Assets acquired during 2018/19 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 2018/19 for each of Council's principal activities*

The assets held by Council at the end of year 2018/19 are presented in the Financial Statements which is part of this Annual Report.

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

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

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

### **1. Roads and Bridges**

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

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

- Gravel Resheeting
- Wet Grading
- 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 is continuing investigating 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 if remediation works are required. Where action was required, it was carried out as part of the Building Maintenance Project.

## **5. Aerodrome**

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

## **6. Saleyards**

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

## **7. Parks, Gardens and Sporting Fields**

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

## **8. Sewerage Works**

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

The sewage treatment plants supply a reticulation system. Overall, the two reticulation systems are in a satisfactory condition however, sections of each system have been identified for replacement and/or repair due to their condition.

The bulk of the treated effluent from the West Wyalong Sewage Treatment Plant is re-used for irrigation on selected Council parks, sporting fields, Wyalong Lawn Cemetery and the West Wyalong Golf Course.



## 9. Caravan Park

Council operates and maintains the West Wyalong Caravan Park by lease arrangement. Maintenance works (other than capital works) are carried out by the lessee. The Caravan Park infrastructure is ageing and in need of repair and/or replacement.

## 10. Cemeteries

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

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

## 11. Swimming Pools

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

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

The water slide located at Holland Park Olympic Pool is operational and is compliant with WorkCover licence requirements. The water slide 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 will progress.



# Stormwater Management

Statement detailing stormwater management services provided by Council

Council's stormwater infrastructure comprises an extensive network of:

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

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

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

- Ongoing maintenance of the stormwater network
- Cleaning out of earth channels
- Slashing and mowing of the banks
- Improvements to harvesting and reuse operations.
- Works to better manage stormwater.
- Identifying opportunities and planning for the enlargement of dams in the catchment area to further enhance the capacity to irrigate parks and sporting fields, including dealing with the crown and Aboriginal land claims.

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



# Recovery and Threat Abatement Plans

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

## Coastal Protection Services

There are no Coastal Protection Services provided by Council.



# NSW Rural Fire Service (NSWRFS) - Bland Temora Zone (BTZ)

## 2018/2019 Annual Council report

### Management

- BTZ staff have managed the Zone with staff short falls since January 2019.
- Due to staff shortfalls Bland FCC has been closed on several occasion for extended periods.
- Group Captains attend the majority of 2018/19 Brigade AGM's.
- 30 of 34 Brigade AGM's were attended.
- 145 elected field officers have been appointed & authorized in accordance with NSWRFS Service Standards.
- 2 Liaison Committee meetings were held.
- 3 Senior Management Team meetings were held.
- Pre & Post season Bush Fire Management Committee meetings were held.
- Pre & Post season Group Captains/Captains meetings were held.
- 73 Long Service Medals were received from NSWRFS & of those 73 medals 29 were presented to volunteers in 2017/18.
- Ongoing: Code of Conduct & Ethics training for staff and volunteers.
- Ongoing: Conflict of interest training for staff & volunteers.
- Ongoing: WH&S reporting for staff & volunteers.
- 2018/19 Business Continuity plan was reviewed & updated.
- NSW State Bush Fire Coordination Committee returned BTZ Bush Fire Risk Management plan with further amendments to be made.
- 2018/19 Business plan was adopted & implemented & disseminated to Councils & BTZ Senior Management Team.
- 2018/19 Staff annual work plans & professional development plans completed.
- 2018/19 Estimates were submitted & approved.
- 2018/19 Station construction builds & Council hazard reduction claims were submitted for reimbursement.
- NSWRFS announced in May 2019 the proposed restructure of Regions. It is proposed the current four (4) Regions will become seven (7) areas. BTZ will be now be in area 2 which comprises of South Board (Albury area), Eastern Riverina (Wagga area), Northern Riverina (Griffith area), Southern Riverina (Deniliquin area) and South West (Wentworth area), with the Area Office based in Albury.
- Weather districts are currently under review with BTZ to be considered in the Northern Riverina fire district area.

## **Administration**

- Individual Brigades membership list was updated & disseminated to Brigades.
- New membership applications continue to be processed.
- National Parks & Wildfire pass continued to be issued to volunteers.
- 2018/19 Brigade call out book was updated & distributed to volunteers.
- Financial maintenance & repair reports are completed monthly.
- ALL accounts are processed within acceptable timeframes.
- Meeting notices and minutes are distributed within acceptable timeframes.
- Volunteer photo identification & authority cards continue to be processed & distributed.
- Brigade Station event briefings & volunteers long service medal citation coordinated.

## **Operational Services (Community Safety)**

- Due to Operational Services staff shortfalls in Community Safety area since January 2019 minimal proposed programs were undertaken & or completed.
- 1 Community volunteer engagement committee meeting held.
- Barmedman village proposed Community Protection Plan has been put on hold until further notice.
- Strategic slashing of Bland & Temora Councils roads & villages were undertake with Bland Shire completing all there programmed works.
- Section 63 Duty of care inspections in all villages across the Zone occurred.
- 2018/19 Fire season commenced 1<sup>st</sup> October 2018 & ended on the 31<sup>st</sup> March 2019.
- Volunteers engaged in community awareness displays at the following local shows: Weethalle, Ungarie, West Wyalong & Temora.
- 8 Fire permits were issued in Bland LGA.
- 18 Fire Permits were issued in Temora LGA.

## **Membership Services: (Learning and Development)**

- Due to a staff illness & vacancy since minimal volunteers training & proposed programs were undertaken & or completed.
- 2018/19 annual training plan was approved & disseminated to volunteers.
- 1 Volunteer training committee meeting was held.
- 1 Multi Agency incident management exercise held.
- 2 Group Captains attended Region West Regional Group Captain forum in Dubbo.
- The Zones Communication Group continue to conducted 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 completed our annual Zone equipment & Brigade Station inspections.
- All NSWRFs & Brigade maintained trailers have been RMS inspected.
- 73 Tanker inspections & servicing completed & recorded.
- Private tankers RMS inspections have been received & recorded.
- 2018/19 Out of area assistance plan reviewed & updated.
- 2018/19 Communications & Logistic plans reviewed & updated.
- 2018/19 Section 52 plan of operation reviewed & updated.
- All Brigade Stations & both Fire Control Centres were sprayed for spiders.
- Brigade stations WH&S issues identified with corrective actions completed & recorded.

- 1 Single bay Brigade stations was constructed for Quandry Pucawan Brigade.
- 1 toilet with disable access was constructed for Yalgogrin Station.
- Narraburra Brigade station was official opened.
- West Wyalong Airbase infrastructure upgrade completed.
- NSW State wide GRN/PMR radio reprogramming was completed in June/July 2019.
- All AED in Brigade tankers, support vehicles & station were serviced.
- Barmedman Motors & Gallagher's were the successful tenders for 2019/20 Annual Tanker servicing & inspections.

### **2018/2019 INCIDENTS**

Bland LGA: 74      Temora LGA: 40

*Steve Holden  
Zone Manager  
Bland Temora Zone*

# Appendix 1

Bland Shire Council Progress Report 2018/19 – Combined Delivery Program & Operational Plan July 2019





BLAND SHIRE COUNCIL  
*west wyalong*

# **2018/19 Progress Report Combined Delivery Program & Operational Plan**



# Reporting Our Progress

## Performance Measures

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

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

## Monitoring 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.

<b>2018/2019 Operational Plan Actions</b>	
<b>as at 30/06/2019</b>	
Total number of actions:	219
🟡 On target	50
🔴 Not progressed	2
🟢 Complete	167



# 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

### 2018/2019 Operational Plan Actions

as at 30/06/2019

Total number of actions:	66
🟡 On target	5
🔴 Not progressed	0
🟢 Complete	61



## 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) 2018/2019

---

#### Action

1.1.1 **Maintain active relationships and communication with health services, relevant allied health providers and medical practices within the Shire**  
*KPI: Quarterly Contact*

#### Responsibility

Director Corporate,  
 Community, Development  
 & Regulatory Services

Progress update to 30/9/2018	Regular contact undertaken. Several areas and contact points maintained to ensure service delivery.	
Progress update to 31/12/2018	Service delivery continues to be maintained with regular referral meetings also being undertaken.	
Progress update to 31/3/2019	As above	
Progress update to 30/6/2019	As above	

1.1.2	Partner with local health services to implement workshops and provide resources to the community	Community Development Officer
<i>KPI: Quarterly Contact</i>		
Progress update to 30/9/2018	Assisted the Primary Healthcare Network in the delivery of two Youth Aware of Mental Health workshops at West Wyalong High School. Assisted RAMHP in the promotion of a two day Mental Health First Aid training course held in West Wyalong.	!
Progress update to 31/12/2018	Established relationship with new Rural Adversity Mental Health Program (RAMHP) Coordinator to discuss running a Community Support Skills course in early 2019. This course is recommended as a precursor to Mental Health First Aid.	!
Progress update to 31/3/2019	Plans in place to partner with a number on local health services in the delivery of a mental health themed colour run to be held in June 2019. Local mental health service provider information conveyed to the community to ensure drought afflicted residents know how to access help.	!
Progress update to 30/6/2019	Partnering with Temora MHDA to deliver a Youth Mental Health Frist Aid workshop in July 2019. Partnered with MPHN, Wellways and Rural Aid to provide information and resources to the community at the Bust the Dust event on 30 June 2019.	✓

# 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) 2018/2019

Action	Responsibility
<b>1.2.1 Review existing services to ensure service model is in line with government requirements</b> <i>KPI: Annual review as per funding requirements</i>	Community Care Coordinator
Progress update to 30/9/2018 Client services continue to be monitored and reviewed as needed.	
Progress update to 31/12/2018 Review of client services continues	
Progress update to 31/3/2019 This is ongoing and client services and needs of the community are monitored and responded too as needed.	
Progress update to 30/6/2019 Continuous monitoring and reviews taken place when required.	
<b>1.2.2 Develop and implement programs to ensure need is being met</b> <i>KPI: Annual Review</i>	Community Care Coordinator
Progress update to 30/9/2018 New programs are being followed up to meet client demand and services are reviewed regularly.	
Progress update to 31/12/2018 Programs continue to be reviewed and new programs offered on a needs basis	
Progress update to 31/3/2019 Programs are reviewed and currently meet the required needs of the clients. Services offered are constantly reviewed.	
Progress update to 30/6/2019 As above	

<b>1.2.3</b>	<b>Network with aged care and disability service providers to strengthen relationships within community</b> <i>KPI: Quarterly Contact</i>	<b>Community Care Coordinator</b>
Progress update to 30/9/2018	Ongoing, networking continues where possible.	!
Progress update to 31/12/2018	Networking with other providers continues with particular emphasis on meeting client needs.	!
Progress update to 31/3/2019	Networking continues with other organisations to assist clients and the community as needed.	!
Progress update to 30/6/2019	As above	✓
<b>1.2.4</b>	<b>Provide aged care services to towns and villages in the Shire</b> <i>KPI: As identified</i>	<b>Community Care Coordinator</b>
Progress update to 30/9/2018	Services continue to be available to all of the Bland Shire residents.	!
Progress update to 31/12/2018	Services are available in all area's of Bland Shire to eligible residents.	!
Progress update to 31/3/2019	Services continue to be available to all of the Bland Shire residents.	!
Progress update to 30/6/2019	Services continue to be available to all of the Bland Shire residents.	✓
<b>1.2.5</b>	<b>Undertake a service survey for Aged Care Services</b> <i>KPI: Annual service survey undertaken</i>	<b>Community Care Coordinator</b>
Progress update to 30/9/2018	Annual survey due to be distributed next quarter.	!
Progress update to 31/12/2018	Survey to be distributed at the end of January	!
Progress update to 31/3/2019	Surveys postponed to be sent out in May in line with new standards	!
Progress update to 30/6/2019	Currently under distribution.	✓

<b>1.2.6</b>	<b>Investigate alternative funding and collaborative initiatives to maximise opportunities for the community in the areas of Childrens Services and HACC</b> <i>KPI: As identified</i>	<b>Director Corporate, Community, Development &amp; Regulatory Services</b>
Progress update to 30/9/2018	Successfully received funding for Family day Care, Mobile Resource Unit and Preschool. Currently in discussion regarding additional funds for HACC	!
Progress update to 31/12/2018	Successfully received funding for HACC - Seniors Festivities 2019. Events to be held in February 2019.	!
Progress update to 31/3/2019	Successfully received funding from Cowal Gold to provide an event for Seniors Week 2019.	!
Progress update to 30/6/2019	Vitality Passport program provided to Seniors in partnership with Back on Track Physiotherapy	✓

# 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) 2018/2019


Action	Responsibility
<b>2.1.1 Provide education programs on road safety, in line with RMS funding</b> <i>KPI: Minimum of two programs per year</i>	Road Safety Officer
Progress update to 30/9/2018 Speed Project - Project completed and evaluation reports done. Fatigue Project - Project begun. Delay in delivery due to changes by RMS. Project should now be completed by December 2018	✓
Progress update to 31/12/2018 GLS - Project - Project completed and evaluation reports done. Child Restraints Project - Project completed and evaluation reports done.	✓
Progress update to 31/3/2019 RSO has resigned and currently working to recruit	✓
Progress update to 30/6/2019 New RSO engaged	✓
<b>2.1.2 Remove offensive graffiti from Council infrastructure as soon as practical dependant on location and degree of offensiveness and report to Police</b> <i>KPI: Removed within two days</i>	Coordinator Urban
Progress update to 30/9/2018 Graffiti removed when Council is notified all vandalism also dealt with	✓
Progress update to 31/12/2018 Graffiti removed when Council is notified all vandalism also dealt with	✓
Progress update to 31/3/2019 Graffiti removed when Council is notified all vandalism also dealt with	✓
Progress update to 30/6/2019 Graffiti removed when Council is notified all vandalism also dealt with	✓



<b>2.1.3</b>	<b>Provide work health &amp; safety and risk management information for volunteers and contractors</b> <i>KPI: Update information annually</i>	<b>Contract Compliance &amp; WHS Officer</b>
Progress update to 30/9/2018	We have been reviewing the volunteers policy and procedures and a revised policy has been forwarded to Manex for approval. Also we have revised the volunteers procedures and hope to have this approved and finalised shortly. We have also developed a draft volunteer induction handbook to assist with the induction process, especially for those that cannot access council premises. Safety inductions completed for contractors.	!
Progress update to 31/12/2018	Volunteer procedure is still under review.	!
Progress update to 31/3/2019	Safety inductions for Contractors are conducted on a regular basis as required. Volunteer procedure still under review and working with 355 committee requirements.	!
Progress update to 30/6/2019	Contractor inductions are conducted as required. Volunteer process still under review with Directors	!
<b>2.1.4</b>	<b>Support and promote young driver educational programs</b> <i>KPI: Two programs per year</i>	<b>Community Development Officer</b>
Progress update to 30/9/2018	Successful NRMA Safer Drivers Program and Learner Lessons held in July 2018.	!
Progress update to 31/12/2018	Successful NRMA Safer Drivers Program and Learner Lessons held in September/October 2018.	✓
Progress update to 31/3/2019	NRMA Drivers lessons scheduled for April 2019 with the program already fully booked out.	✓
Progress update to 30/6/2019	Completed as noted above.	✓
<b>2.1.5</b>	<b>Continue partnerships with NSW Food Authority and continue to promote the Scores on Doors program</b> <i>KPI: As required</i>	<b>Manager Development &amp; Regulatory Services</b>
Progress update to 30/9/2018	Partnership is continuing in 2018/2019	✓
Progress update to 31/12/2018	Partnership is continuing in 2018/2019	✓
Progress update to 31/3/2019	Partnership is continuing in 2018/2019	✓
Progress update to 30/6/2019	Council participated in the NSW Food Authority Partnership during 2018/2019	✓

<b>2.1.6 Inspect all High and Medium Risk Food Premises</b> <i>KPI: Yearly inspections</i>		<b>Manager Development &amp; Regulatory Services</b>
Progress update to 30/9/2018	Inspection program will commence early 2019	!
Progress update to 31/12/2018	Inspection program will commence early 2019	!
Progress update to 31/3/2019	Inspection program has commenced and is due to be completed by 30 June 2019	!
Progress update to 30/6/2019	Inspection program completed.	✓
<b>2.1.7 Continue partnership with NSW Public Health</b> <i>KPI: As required</i>		<b>Manager Development &amp; Regulatory Services</b>
Progress update to 30/9/2018	Partnership is continuing in 2018/2019	✓
Progress update to 31/12/2018	Partnership is continuing in 2018/2019	✓
Progress update to 31/3/2019	Partnership is continuing in 2018/2019	✓
Progress update to 30/6/2019	Council continued to work with NSW Public Health during 2018/2019	✓
<b>2.1.8 Inspect all Skin Penetration Premises and Mortuaries</b> <i>KPI: Yearly Inspections</i>		<b>Manager Development &amp; Regulatory Services</b>
Progress update to 30/9/2018	Inspection program will commence early 2019	!
Progress update to 31/12/2018	Inspection program will commence early 2019	!
Progress update to 31/3/2019	Inspection program has been developed and due to be completed by 30 June	!
Progress update to 30/6/2019	Inspections carried out as required by NSW Public Health	✓

<b>2.1.9</b>	<b>Implement Councils on site waste management system inspection program</b> <i>KPI: Ungarie (non-sewered area), Tallimba, Barmedman (non-sewered area), Mirrool, Weethalle, Rural Properties, non-sewered parts of Wyalong and West Wyalong</i>	<b>Manager Development &amp; Regulatory Services</b>
Progress update to 30/9/2018	Policy is currently under review	!
Progress update to 31/12/2018	Policy is currently under review	!
Progress update to 31/3/2019	Policy is currently under review	!
Progress update to 30/6/2019	Policy reviewed, will be updated once Department of Planning issue new DCP template	✓
<b>2.1.10</b>	<b>Promote the continued use of online training program for Food Safety</b> <i>KPI: Social media, Council notices and community noticeboard twice per year</i>	<b>Manager Development &amp; Regulatory Services</b>
Progress update to 30/9/2018	The online training program is available on Council's website	✓
Progress update to 31/12/2018	The online training program is available on Council's website	✓
Progress update to 31/3/2019	The online training program is available on Council's website	✓
Progress update to 30/6/2019	The online Food Safety Program was available during the reporting period.	✓
<b>2.1.11</b>	<b>Promote Mental Health Month</b> <i>KPI: Support and conduct one event per year</i>	<b>Community Development Officer</b>
Progress update to 30/9/2018	Mental health focused event to be held later in the year.	!
Progress update to 31/12/2018	Mindfulness sessions held with primary school students at Barmedman, Tallimba and Wyalong Public Schools as part of mental health month initiatives.	✓
Progress update to 31/3/2019	Mental health month initiatives will be held in October 2019.	✓
Progress update to 30/6/2019	As above.	✓

2.1.12	Implement and monitor Council's swimming pool inspection program policy	Manager Development & Regulatory Services
	<i>KPI: Undertake every three years - 2017 &amp; 2020</i>	
Progress update to 30/9/2018	Policy is currently under review	
Progress update to 31/12/2018	Policy is currently under review	
Progress update to 31/3/2019	Policy is currently under review	
Progress update to 30/6/2019	Policy reviewed in 2017	

# 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) 2018/2019

#### Action









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

*KPI: Assisting at least four community groups each year*

#### Responsibility


Community Relations Officer


Progress update to 30/9/2018	Assisted Ungarie Football and Netball Club, Weethalle Recreation Reserve, West Wyalong Horse Sports and Rodeo, West Wyalong Swimming Club with Federal sports infrastructure grant applications. Assisted Ungarie Football and Netball Club with Clubs NSW State Government grant application.	!
Progress update to 31/12/2018	Ongoing	!
Progress update to 31/3/2019	Successful FRRR grant submitted on behalf of Weethalle Country Music Muster, successful grant submitted for defibrillator at Ungarie, Crownland Improvements grants submitted for West Wyalong caravan park and Weethalle Showground.	!
Progress update to 30/6/2019	Ongoing	✓


3.1.2	<b>Investigate new initiatives to promote and engage volunteers and seek to strengthen relationships</b>	<b>Community Development Officer</b>
Progress update to 30/9/2018	Council staff continue to strengthen relations with the West Wyalong High School and promote volunteering opportunities. Council has further engaged in preliminary discussions with Ungarie Central School regarding the establishment of a student volunteering initiative with investigations into this area continuing.	
Progress update to 31/12/2018	Council staff worked on the 'My Futures' unit with students at West Wyalong High School which greatly strengthened relationships between young students and community groups. The project involved numerous students collaborating with local community groups to assist in the development of resources and promotional material.	
Progress update to 31/3/2019	Plans in place to hold community volunteer event in May 2019.	
Progress update to 30/6/2019	Volunteer appreciation afternoon tea held in May 2019 to thank all volunteers and groups for assistance with the 125th Anniversary of Wyalong and West Wyalong celebrations.	
3.1.3	<b>Recognise and celebrate volunteers for National Volunteer Week</b>	<b>Community Development Officer</b>
Progress update to 30/9/2018	Volunteer recognition event will be held early next year.	
Progress update to 31/12/2018	Volunteer recognition event will be held early next year.	
Progress update to 31/3/2019	Volunteer recognition event will be held in May 2019.	
Progress update to 30/6/2019	Volunteer appreciation afternoon tea held in May 2019 to thank all volunteers and groups for assistance with the 125th Anniversary of Wyalong and West Wyalong celebrations.	


<b>3.1.4</b>	<b>Facilitate Community Reference Group and report through Manex to Council</b> <i>KPI: Call for agenda items at least five times a year</i>	<b>Community Relations Officer</b>
Progress update to 30/9/2018	Successful Community Reference Group meetings held in July and September 2018 and reported to Manex and published in Council business paper.	!
Progress update to 31/12/2018	Meeting held in November 2018, reported to Manex and published in Council business paper	!
Progress update to 31/3/2019	Well attended Community Reference Group meeting held in February.	!
Progress update to 30/6/2019	Successful Community Reference Group meeting conducted in June.	✓
<b>3.1.5</b>	<b>Administer Council's Strengthening Communities Grant Programs</b> <i>KPI: 100% applications considered</i>	<b>Community Relations Officer</b>
Progress update to 30/9/2018	Strengthening Communities grants approved for West Wyalong Movies and Western Wheelers Show and Shine.	!
Progress update to 31/12/2018	Grant approved for West Wyalong Rodeo	!
Progress update to 31/3/2019	Ongoing	!
Progress update to 30/6/2019	Ongoing	✓
<b>3.1.6</b>	<b>Facilitate and support groups that build skills and social inclusion including workshops/presentations</b> <i>KPI: Two workshops per year</i>	<b>Community Development Officer</b>
Progress update to 30/9/2018	Plans in place to hold mindfulness education sessions for students as part mental health month activities.	!
Progress update to 31/12/2018	Mindfulness sessions held at Wyalong, Tallimba and Barmedman Public Schools. Support provided to Naradhan Public School in the implementation of a Creative Arts Day.	✓
Progress update to 31/3/2019	Plans in place to engage motivational speaker as part of Drought buster concert to be held in 2019 .	✓
Progress update to 30/6/2019	Renowned motivational speaker Ben Pettingill engaged to deliver a series of three presentations to all High School aged students across the Shire on Friday 28 June and to the community at the Bust the Dust event on 29 June.	✓

<b>3.1.7</b>	<b>Apply for external grant funding to implement Tourism and Business programs and projects</b> <i>KPI: Two grant applications per year with appropriate matched funding</i>	<b>Senior Economic Development &amp; Tourism Advisor</b>
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Progress update to 30/9/2018	This task is undertaken on a regular ongoing basis and when and where appropriate. The majority of the funding programs have changed in that the grants require matched funds and preference is given to those applicants who are able to provided greater amounts. There is also a greater preference for the projects to benefit more than one LGA and have a BCR or CBA of greater than one. Bland Shire Council submitted an unsuccessful Resources for the Regions fund and Safe and Secure Water fund. Bland Shire Council are also looking at submitting an application under the Building Better Regions Fund.	
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Progress update to 31/12/2018	This task is undertaken on a regular ongoing basis and when and where appropriate. The majority of the funding programs have changed in that the grants require matched funds and preference is given to those applicants who are able to provided greater amounts. There is also a greater preference for the projects to benefit more than one LGA and have a BCR or CBA of greater than one. Bland Shire Council submitted an unsuccessful Resources for the Regions fund and Safe and Secure Water fund. Bland Shire Council submitted applications under the Building Better Regions Fund.	
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Progress update to 31/3/2019	This task is undertaken on a regular ongoing basis and when and where appropriate. The majority of the funding programs have changed in that the grants require matched funds and preference is given to those applicants who are able to provided greater amounts. There is also a greater preference for the projects to benefit more than one LGA and have a BCR or CBA of greater than one. Bland Shire Council submitted an unsuccessful Resources for the Regions fund and Safe and Secure Water fund. Bland Shire Council submitted three applications under the Building Better Regions Fund and were successful in obtaining one of the grants.	
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Progress update to 30/6/2019	This task is undertaken on a regular ongoing basis and when and where appropriate. The majority of the funding programs have changed in that the grants require matched funds and preference is given to those applicants who are able to provided greater amounts. There is also a greater preference for the projects to benefit more than one LGA and have a BCR or CBA of greater than one. Bland Shire Council submitted an unsuccessful Resources for the Regions fund and Safe and Secure Water fund. Bland Shire Council submitted three applications under the Building Better Regions Fund and were successful in obtaining one of the grants. As a result of the organisational restructure this position is being made redundant and this task will be undertaken by the General Manager.	
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<b>3.1.8</b>	<b>Facilitate and progress implementation of the successful SCCF grant for the Community Cinema project</b>	<b>Manager Development &amp; Regulatory Services</b>
	<i>KPI: Project completion in accordance with funding agreement and milestones</i>	


Progress update to 30/9/2018	Preliminary site investigations have commenced.	
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Progress update to 31/12/2018	DA is currently being assessed	
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Progress update to 31/3/2019	Development Application has been approved and the tender process has commenced.	
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Progress update to 30/6/2019	Project currently being reviewed	
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<b>3.1.9</b>	<b>Monitor and progress applications for funding under Round 2 of the SCCF</b>	<b>General Manager</b>
	<i>KPI: Successful projects identified and progressed in accordance with funding agreement and milestones</i>	

Progress update to 30/9/2018	A total of 13 council and community projects were submitted under Round 2 of the SCCF totalling \$5,043,712.00. Announcement of the successful projects is expected in early October.	
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Progress update to 31/12/2018	A total of four (4) projects were selected for funding under R2. Barmedman Mineral Pool / Coinda Park / Kikoira Hall / Rodeo & Rugby	
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Progress update to 31/3/2019	Preliminary works have commenced or at least initial meetings have been held with the relevant stakeholders.	
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Progress update to 30/6/2019	Monthly progress reports have been submitted to council showing that the projects under Round 2 of the SSCF are on target.	
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# 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) 2018/2019

#### Action

**3.2.1 Continue membership and participation with Eastern Riverina Arts Inc**  
*KPI: Annual Membership*

#### Responsibility

Community Development Officer

Progress update to 30/9/2018	Membership with ERA for the current financial year has just been finalised.	✓
Progress update to 31/12/2018	Membership with ERA for the current financial year has been finalised	✓
Progress update to 31/3/2019	As above	✓
Progress update to 30/6/2019	As above.	✓

**3.2.2 Facilitate visiting artist/exhibition/performance**  
*KPI: One annually*

Community Relations Officer

Progress update to 30/9/2018	Support provided for Splatter art exhibition.	!
Progress update to 31/12/2018	Liaising with Eastern Riverina Arts regarding visiting exhibition in March 2019	!
Progress update to 31/3/2019	PLATFORM exhibition held during 125th anniversary celebrations	!
Progress update to 30/6/2019	Fawlty Towers dining experience booked for September 2019	✓

<b>3.2.3</b>	<b>Facilitate community celebrations for the 125 year anniversary of Wyalong/West Wyalong</b> <i>KPI: Successful event within budget allocation</i>	<b>Community Relations Officer</b>
Progress update to 30/9/2018	Planning underway	!
Progress update to 31/12/2018	Program and calendar magnets designed, delivered and distributed. Facebook page created.	!
Progress update to 31/3/2019	125th anniversary celebrations held successfully on 22-24 March 2019	✓
Progress update to 30/6/2019	Completed	✓
<b>3.2.4</b>	<b>Provide a range of community programs and activities for children and seniors</b> <i>KPI: Four activities per year</i>	<b>Director Corporate, Community, Development &amp; Regulatory Services</b>
Progress update to 30/9/2018	Open day held for prospective preschool children, NDIS information day provided at HACC centre, Technology Group commenced for older people at HACC Centre, Exercise Group commenced at HACC Centre	✓
Progress update to 31/12/2018	Technology Group continues to be popular at the HACC Centre with the Exercise group also commencing.	✓
Progress update to 31/3/2019	Successful Seniors Week Activities held in February.	✓
Progress update to 30/6/2019	Vitality Passport program provided to Seniors in partnership with Back on Track Physiotherapy	✓

# 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) 2018/2019

Action	Responsibility
<b>3.3.1</b> <b>Contribute to the positive working relationship with the Local Aboriginal Lands Council</b> <i>KPI: Meet with WWLALC at least annually</i>	<b>General Manager</b>
Progress update to 30/9/2018     During this quarter there has been at least three meetings with the WWLALC to discuss various land claims and the purchase of a site for a second industrial site.	✓
Progress update to 31/12/2018     Further meetings have been held to discuss the Central Road land purchase and the future of the Boundary Street subdivision.	✓
Progress update to 31/3/2019     A number of meetings have been held with the WWLALC particularly concerning the RFS shed at Quandialla and the Boundary St Dam site.	✓
Progress update to 30/6/2019     Meetings continue to be held with the WWLALC the most recent dealing with the purchase of the Central Road site.	✓
<b>3.3.2</b> <b>Fly the Aboriginal Flag at Council on days of Aboriginal significance</b> <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>	<b>Community Relations Officer</b>
Progress update to 30/9/2018     Flag is now flown each day alongside Australian flag and Bland Shire Council flag.	!
Progress update to 31/12/2018     Ongoing	!
Progress update to 31/3/2019     Ongoing. Flag ordered for Council Chambers.	!
Progress update to 30/6/2019     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) 2018/2019

#### Action

**3.4.1 Continue to promote the library as a community hub being utilised by all community members**

*KPI: Membership remains stable, 5% increase library visits*

#### Responsibility

Library Services Officer

Progress update to 30/9/2018

Story-time held weekly during school term for preschool aged children. Baby Bounce held bi-weekly during school term for babies 0 - 12 months. Knit and Knatter (knitting group) held bi-weekly for all members of the community. Needles and Thread (needlework group) held bi-weekly for all members of the community. Pals of the Pen (writers group) held bi-weekly for all members of the community. Day Book Club held monthly for all members of the community. A storytime session for Family Day Care is held monthly. A storytime session for little Wattle Preschool is held each school term. 3 - 4 storytime sessions are held for Bland Preschool groups during the school term. Regular library visits by various school groups during school term. The library regularly hosts a group of seniors from HACC. Hosted a meeting of the CWA Kikoira Branch in September - LSO gave presentation. Library continues to provide a Home Library service. Book Deposit Stations maintained at Barmedman and Weethalle - changeover of library items every 10 weeks. Continuously supports the West Wyalong High School's Student Volunteer Program by providing work placements in the library. 34 new members registered since July 1. Currently a total of 1752 members registered.



Progress update to 31/12/2018

As per previous quarter.



Progress update to 31/3/2019

As per previous two quarters. Age limit for Baby Bounce extended to include babies up to 24 months. 110 new members registered since July 1. Currently a total of 1776 members registered.



Progress update to 30/6/2019

As per previous three quarters. 155 new members registered since July 1. Currently a total of 1817 members registered. 35,449 people through the door since July 1.



<b>3.4.2</b>	<b>Foster lifelong learning through the provision of community programs</b>	<b>Library Services Officer</b>
	<i>KPI: Six programs per year</i>	
Progress update to 30/9/2018	Author (Kim Hodges) Talk held in July. Trove Presentation with Abbey Slinger held in August. Book Launch ('Looking Back' by Wally Bell) held in August. Children's Book Week 18 - 24 August 2018. Author (Bernard Caleo) Visit 10 - 14 September 2018.	!
Progress update to 31/12/2018	Art Workshop for Young People. Launched Summer Reading Club Program. Launched children's book 'POWman: unleash the hero within' co-written by local Nadia Worland. Food for Fines and Gift Giving Tree. After-school Christmas Craft. Database demonstration for Year 12 students undertaking Community and Family Studies.	!
Progress update to 31/3/2019	Amy Heap from Riverina Regional Library conducted a session re Virtual Reality: Experience New Technology as part of Seniors Week. Two writing workshops conducted by Brisbane author and journalist Stephanie Dale for Riverina Bluebell to highlight mental health in the Riverina.	!
Progress update to 30/6/2019	National Simultaneous Storytime held 22 May. Dementia Australia Talk held 29 May. First Aid for Babies and Toddlers held 31 May and 14 June. Illustrator Ben Wood booked for annual Author Visit in September. Children's Book Week Competition sent out to all schools, including home school families, within the Bland Shire.	✓
<b>3.4.3</b>	<b>Ensure Library content and services are available to the community in various platforms</b>	<b>Library Services Officer</b>
	<i>KPI: Usage increase of 5%</i>	
Progress update to 30/9/2018	6468 library items issued since July 1. Weeding completed as part of collection management. Weekly delivery of newly purchased library items from RRL. Weekly delivery and pickup of reservations / holds by RRL. Library webpage regularly updated with links to RRL online resources. Promotion of library services and programs both onsite and online via local newspaper, various school newsletters and social media.	!
Progress update to 31/12/2018	As per previous quarter.	!
Progress update to 31/3/2019	18275 library items issued since July 1. Weekly delivery of newly purchased library items from RRL. Weekly delivery and pickup of reservations / holds by RRL. Library webpage regularly updated with links to RRL online resources. Promotion of library services and programs both onsite and online via local newspaper, various school newsletters and social media.	!
Progress update to 30/6/2019	As per previous quarter. 22935 library items issues in total since July 1.	✓

# 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) 2018/2019

Action	Responsibility
<b>4.1.1 Coordinate annual Australia Day celebrations and Awards</b> <i>KPI: Annual event</i>	<b>Community Relations Officer</b>
Progress update to 30/9/2018 Nominations for Australia Day awards open	!
Progress update to 31/12/2018 Australia Day Committee meeting conducted.	!
Progress update to 31/3/2019 Successful Australia Day celebrations conducted.	✓
Progress update to 30/6/2019 0	✓
<b>4.1.2 Coordinate Youth Week Activities</b> <i>KPI: Annual event</i>	<b>Community Development Officer</b>
Progress update to 30/9/2018 Youth Week program will be facilitated in April 2018.	!
Progress update to 31/12/2018 Youth Week program will be facilitated in April 2018.	!
Progress update to 31/3/2019 Youth week program including NRMA Driving lessons, a youth excursion to Griffith Laser Tag and Altina Wildlife Park in Darlington Point and a four day youth gym program have been coordinated for delivery as part of Youth Week 2019.	!
Progress update to 30/6/2019 Successful Youth Week program as outlined above held in April 2019.	✓

<b>4.1.3 Coordinate Aged Care Expo</b>		<b>Community Care Coordinator</b>
	<i>KPI: Bi-annual event - 2017 &amp; 2019</i>	
Progress update to 30/9/2018	Not required this quarter.	✘
Progress update to 31/12/2018	Not required this quarter.	✘
Progress update to 31/3/2019	Date has been set for 15/11/2019. Planning to start in June	!
Progress update to 30/6/2019	Planning commenced	✓
<b>4.1.4 Coordinate Seniors Week Activities</b>		<b>Community Care Coordinator</b>
	<i>KPI: Annual event</i>	
Progress update to 30/9/2018	2019 NSW Seniors Festival grant application submitted (August 2018). Planning commenced	!
Progress update to 31/12/2018	Grant application successful and planning continues	!
Progress update to 31/3/2019	Seniors week activities completed with many community members taking the opportunity to attend events on offer.	✓
Progress update to 30/6/2019	Grant application currently in draft format for funding to provide activities for Seniors week 2020.	✓
<b>4.1.5 Coordinate Community Expo/Event</b>		<b>Children's Services Coordinator</b>
	<i>KPI: Bi-Annual - 2019</i>	
Progress update to 30/9/2018	Community Expo planned to take place on Friday 22 March 2019 to coincide with the 125 celebrations	!
Progress update to 31/12/2018	Promotional material developed ready for distribution in January 2019	!
Progress update to 31/3/2019	Due to staffing issues the Community Expo has been postponed until later in the year.	✓
Progress update to 30/6/2019	Due to staffing issues the Community Expo has been postponed until October 2019.	✓



<b>4.1.6 Conduct Library school holiday activities</b>		<b>Library Services Officer</b>
<i>KPI: Three times per year</i>		
Progress update to 30/9/2018	July school Holiday program included Weird Science, Wobble Bots (Robotics), Cake Decorating with Dagmar McIntyre and String Art.	!
Progress update to 31/12/2018	October School Holiday Program included Biscuit Decorating with Dagmar McIntyre, Minute-to-win-it Challenge, Crocodile Encounters and Sweet Treats for Native Birds. Launched Summer Reading Club program.	!
Progress update to 31/3/2019	April School Holiday program organised. Booked Travelling Bugs for July 2019 school holiday program. Booked Virtual Reality with OzGrav for July 2019 school holidays. Booked Crocodile Encounters for October 2019 school holiday program. Booked Dagmar McIntyre re Cake Decorating for October school holiday program.	!
Progress update to 30/6/2019	April School Holiday program included two (2) cake decorating sessions with Dagmar McIntyre, The Vegetable Plot (musical group) and Making Grass Heads (kit provided by RRL).	✓
<b>4.1.7 Conduct school holiday Activities</b>		<b>Community Development Officer</b>
<i>KPI: Three times per year</i>		
Progress update to 30/9/2018	Successful School Holiday Program held in July including the NRMA Safer Driving School and one hour lessons, a fully booked trip to Selwyn Snowfields and a Girls Night In event with great attendance.	!
Progress update to 31/12/2018	Successful Holiday Program held in September/October Holidays including NRMA Driving School, Movies and 10 Pin Bowling.	!
Progress update to 31/3/2019	Youth week program including NRMA Driving lessons, a youth excursion to Griffith Laser Tag and Altina Wildlife Park in Darlington Point and a four day youth gym program have been coordinated for delivery in the April holidays as part of Youth Week 2019.	!
Progress update to 30/6/2019	Successful youth holiday activities held in April 2019 as outlined above.	✓
<b>4.1.8 Conduct Vacation Care program</b>		<b>Children's Services Coordinator</b>
<i>KPI: 32 days per year</i>		
Progress update to 30/9/2018	July holiday program went ahead as scheduled. July comprised of nine days of available care and one day of prep. 10 days in total	!
Progress update to 31/12/2018	October program went ahead as scheduled. October comprised of eight days of available care, one day of prep and one day public holiday. 10 days in total. January program to occur from 7-18 January 2019. (10 days)	!
Progress update to 31/3/2019	January program held as scheduled	!
Progress update to 30/6/2019	Successful April school holiday program held.	✓

<b>4.1.9 Facilitate Bland Shire Interagency Meetings</b>		<b>Community Development Officer</b>
<i>KPI: Twice per year</i>		
Progress update to 30/9/2018	Bland Shire Interagency Meeting held on Tuesday 31 July with 20 service providers attending. Plans in place to hold the next Interagency meeting on Tuesday 27 November.	
Progress update to 31/12/2018	Bland Shire Interagency Meeting held on 27 November 2018. Next meeting will be held in February 2019.	
Progress update to 31/3/2019	Bland Shire Interagency Meeting held February 2019	
Progress update to 30/6/2019	Completed as noted above. The next Bland Shire Interagency Meeting will be held in August 2019.	
<b>4.1.10 Acquisition of mobile event trailer</b>		<b>Community Relations Officer</b>
<i>KPI: Delivered on time and on budget</i>		
Progress update to 30/9/2018	Trailer ordered. Expected delivery 1 December 2018.	
Progress update to 31/12/2018	Trailer delivered and utilised at West Wyalong Christmas carnival on Friday 14 December	
Progress update to 31/3/2019	0	
Progress update to 30/6/2019	0	

# 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) 2018/2019

Action	Responsibility
<b>4.2.1 Undertake a service survey for Bland Shire Council Children's Services</b> <i>KPI: Annual service survey undertaken</i>	Children's Services Coordinator
Progress update to 30/9/2018 All services conducted a survey to families via Survey Monkey during September 2018.	✓
Progress update to 31/12/2018 Completed	✓
Progress update to 31/3/2019 Completed	✓
Progress update to 30/6/2019 Completed	✓
<b>4.2.2 Implement and update annual Quality Improvement Action Plans - All Children's Services areas</b> <i>KPI: Annually</i>	Children's Services Coordinator
Progress update to 30/9/2018 All services to complete and update of the services QIP's in February 2019. Bland Preschool QIP updated in September 2018 for assessment and rating visit.	!
Progress update to 31/12/2018 Scheduled for staff input in January 2019 - all services	!
Progress update to 31/3/2019 Completed	✓
Progress update to 30/6/2019 Completed	✓

<b>4.2.3</b>	<b>Meet licensing, regulation and quality standards as set by state and federal government - all Children's services areas</b>	<b>Children's Services Coordinator</b>
	<i>KPI: As required by Department/s</i>	
Progress update to 30/9/2018	Bland Preschool - Assessment and rating visit scheduled for October 2018.	!
Progress update to 31/12/2018	Bland Preschool - Assessment and rating visit occurred on 29-30 October. Draft assessment received as Meeting all areas.	!
Progress update to 31/3/2019	Spot check for FDC occurred on 13/03/2019. Office compliance check and also visited 2 educators for compliance check.	!
Progress update to 30/6/2019	Vacation Care Assessment and Rating scheduled for July 2019.	✓
<b>4.2.4</b>	<b>Review and update all service policy and procedures as required - All Children's services areas</b>	<b>Children's Services Coordinator</b>
	<i>KPI: 33% reviewed annually</i>	
Progress update to 30/9/2018	100% of CSU policies currently under review.	!
Progress update to 31/12/2018	100% of CSU policies updated by October 2018.	✓
Progress update to 31/3/2019	Additional policies and procedures added to the current service policies and procedures as required by EEC Regulations	✓
Progress update to 30/6/2019	Complete	✓
<b>4.2.5</b>	<b>Undertake toy library stock take</b>	<b>Children's Services Coordinator</b>
	<i>KPI: Annually</i>	
Progress update to 30/9/2018	Stock take is scheduled for January 2019	!
Progress update to 31/12/2018	On target	!
Progress update to 31/3/2019	Stocktake completed - January 2019	✓
Progress update to 30/6/2019	Complete	✓

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 30/9/2018	Services provide resources with each weekly/fortnightly venue session.	
Progress update to 31/12/2018	Services provide resources with each weekly/fortnightly venue session.	
Progress update to 31/3/2019	Services provide resources with each weekly/fortnightly venue session.	
Progress update to 30/6/2019	Services provide resources with each weekly/fortnightly venue session.	

# 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) 2018/2019

#### Action

**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

*KPI: Annual review of content*

#### Responsibility

Community Relations Officer

Progress update to 30/9/2018	Review undertaken and completed.	!
Progress update to 31/12/2018	Ongoing	!
Progress update to 31/3/2019	Ongoing	!
Progress update to 30/6/2019	Ongoing.	✓

**4.3.2** Coordinate Council notices page in the West Wyalong Advocate  
*KPI: Weekly notices*

Community Relations Officer





Progress update to 30/9/2018	Ongoing	!
Progress update to 31/12/2018	Ongoing	!
Progress update to 31/3/2019	Ongoing	!
Progress update to 30/6/2019	Ongoing	✓

<b>4.3.3</b>	<b>Update the community noticeboard in West Wyalong</b> <i>KPI: Weekly</i>	<b>Community Relations Officer</b>
Progress update to 30/9/2018	Updated each Friday.	!
Progress update to 31/12/2018	Ongoing	!
Progress update to 31/3/2019	Ongoing	!
Progress update to 30/6/2019	Ongoing	✓
<b>4.3.4</b>	<b>Maintain and promote community email list</b> <i>KPI: Quarterly update</i>	<b>Community Relations Officer</b>
Progress update to 30/9/2018	Ongoing	!
Progress update to 31/12/2018	Ongoing	!
Progress update to 31/3/2019	Ongoing	!
Progress update to 30/6/2019	Ongoing	✓
<b>4.3.5</b>	<b>Produce media releases to inform the community about Council updates, programs, events and initiatives</b> <i>KPI: As and when required</i>	<b>Community Relations Officer</b>
Progress update to 30/9/2018	Ongoing	!
Progress update to 31/12/2018	Ongoing	!
Progress update to 31/3/2019	Ongoing	!
Progress update to 30/6/2019	Ongoing	✓

<b>4.3.6</b>	<b>Showcase Council services and role in the community</b> <i>KPI: Celebrate Local Government Week, Promote services at West Wyalong Show</i>	<b>Community Relations Officer</b>
Progress update to 30/9/2018	Council static display at West Wyalong Show. Mayoral forum held in Ungarie to mark LG Week.	!
Progress update to 31/12/2018	Ongoing	!
Progress update to 31/3/2019	Ongoing	!
Progress update to 30/6/2019	Ongoing	✓
<b>4.3.7</b>	<b>Maintain and update an Events Calendar promoting all local events/workshops/programs</b> <i>KPI: Weekly</i>	<b>Office of the General Manager - Administration Officer</b>
Progress update to 30/9/2018	VIC Connect, Bland Shire Events page, business paper calendar and Visitor Information Calendar have been updated for this reporting period. Events are added when notified.	!
Progress update to 31/12/2018	VIC Connect, Bland Shire Events page, business paper calendar and Visitor Information Calendar have been updated for this reporting period. Events are added when notified.	!
Progress update to 31/3/2019	VIC Connect, Bland Shire Events page, business paper calendar and Visitor Information Calendar have been updated for this reporting period. Events are added when notified.	!
Progress update to 30/6/2019	VIC Connect, Bland Shire Events page, business paper calendar and Visitor Information Calendar have been updated for this reporting period. Events are added when notified.	!
<b>4.3.8</b>	<b>Monitor and update Council's social media accounts</b> <i>KPI: 40 posts per year</i>	<b>Community Relations Officer</b>
Progress update to 30/9/2018	Social media presence continues to grow	!
Progress update to 31/12/2018	More than 2900 followers and growing	!
Progress update to 31/3/2019	Facebook followers at 2975 on 30 March 2019	!
Progress update to 30/6/2019	3035 Facebook followers as of 28 June 2019	✓



<b>4.3.9</b>	<b>Ensure all Council social media accounts are conducted in accordance with Council's Social Media Policy and Procedures</b>	<b>Community Relations Officer</b>
	<i>KPI: Social media accounts and content reviewed weekly</i>	

Progress update to 30/9/2018	Ongoing	
Progress update to 31/12/2018	Ongoing	
Progress update to 31/3/2019	Ongoing	
Progress update to 30/6/2019	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) 2018/2019

#### Action

**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**

*KPI: Engage with all local schools annually*

#### Responsibility

Community Development Officer

Progress update to 30/9/2018

Council has partnered with Ungarie Central school to deliver a forum between Council and young rural residents to provide a direct opportunity for young people to communicate issues and desires with Council. Community Services staff have attended a number of sessions at the local high school around 'place and liveability' mental health and community education and awareness.



Progress update to 31/12/2018

Partnered with the West Wyalong High School in the delivery of the My Futures Unit. Partnered with 'The Mindful Warrior' and three local village Primary Schools to deliver mindfulness sessions to local students. Assisted Naradhan Public School in the delivery of a Creative Arts Day.



Progress update to 31/3/2019

Partnered with West Wyalong High School to assist students in the delivery of local history projects. Plans to partner with Weethalle Public School for the Royal Far West Ride in April 2019 in which all students will be given gifts and morning tea.



Progress update to 30/6/2019

Motivational speaker Ben Pettingill engaged to deliver a series of workshops to all High School aged students across the shire focusing on self worth, resilience and empowerment with wonderful feedback received from all schools.



<b>4.4.2 Attend regional youth focused meetings</b>		<b>Community Development Officer</b>
<i>KPI: Two meetings attended per year</i>		
Progress update to 30/9/2018	The upcoming youth focus meeting has been cancelled with plans in place to attend the next scheduled meeting which it is reported will be held in November.	!
Progress update to 31/12/2018	REROC Youth and Community Development Network Meeting attended in December.	!
Progress update to 31/3/2019	REROC Youth Meeting attended on 6 March 2019. .	✓
Progress update to 30/6/2019	As above.	✓
<b>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</b>		<b>Community Development Officer</b>
<i>KPI: Two interactions per year</i>		
Progress update to 30/9/2018	Council recently held a youth engagement session with the senior students at Ungarie School with a number of initiatives suggested by students in the session. Investigations into the most effective ways to engage with the shires youth population are ongoing.	!
Progress update to 31/12/2018	Ongoing.	!
Progress update to 31/3/2019	Investigations continuing.	!
Progress update to 30/6/2019	Investigations are ongoing in this area.	✓



# 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

### 2018/2019 Operational Plan Actions

as at 30/06/2019

Total number of actions:	59
🚩 On target	7
❌ Not progressed	1
✅ Complete	51

# 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) 2018/2019

Action	Responsibility
<b>5.1.1 Update and promote Access Mobility Map</b> <i>KPI: Update every two years (2019), promote annually</i>	Community Development Officer
Progress update to 30/9/2018	Update to access map will occur in 2019 as required. 
Progress update to 31/12/2018	As above. 
Progress update to 31/3/2019	As above. 
Progress update to 30/6/2019	As above. 
<b>5.1.2 Monitor and review the Disability Inclusion Action Plan</b> <i>KPI: Review Annually</i>	Community Development Officer
Progress update to 30/9/2018	The Bland Shire Council DIAP was reviewed in June 2018 with progress report included as part of Councils annual reporting as required. 
Progress update to 31/12/2018	As above. 
Progress update to 31/3/2019	As above. 
Progress update to 30/6/2019	As above. 

<b>5.1.3</b>	<b>Provide and promote the Access Incentive Scheme for improved access across the Shire</b> <i>KPI: Grant program included in budget, promoted twice per year</i>	<b>Community Development Officer</b>
Progress update to 30/9/2018	Councils Access Grant program has been allocated and will be promoted throughout Councils channels later in the year.	
Progress update to 31/12/2018	Access Incentive Scheme Grant promoted at International Day of People with a Disability Celebrations in December.	
Progress update to 31/3/2019	Plans in place to promote Council's grants program will be promoted to the community via the local paper and Facebook in April 2019.	
Progress update to 30/6/2019	Access incentive scheme Grant promoted in Advocate and will continue to be promoted to businesses directly and across social media.	

# 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) 2018/2019

Action	Responsibility
<b>5.2.1 Process heavy vehicle road usage applications</b> <i>KPI: 100% processed</i>	<b>Asset &amp; Engineering Services Officer</b>
Progress update to 30/9/2018 All applications processed within allowed timeframes.	✓
Progress update to 31/12/2018 All applications processed within allowed timeframes.	✓
Progress update to 31/3/2019 All applications processed within allowed timeframes.	✓
Progress update to 30/6/2019 All applications processed within allowed timeframes.	✓
<b>5.2.2 Apply, when the opportunity arises, for external grant funding to implement engineering works and projects including additional funding for roads</b> <i>KPI: Two grant applications per year, if available</i>	<b>Director Asset &amp; Engineering Services</b>
Progress update to 30/9/2018 One grant application made in this quarter	!
Progress update to 31/12/2018 One grant application made in this quarter	✓
Progress update to 31/3/2019 Many grant applications made in this quarter	✓
Progress update to 30/6/2019 Two grants applied for in this quarter	✓

<b>5.2.3</b>	<b>Maintain active representation on the Newell Highway Taskforce</b> <i>KPI: 75% meetings attended</i>	<b>General Manager</b>
Progress update to 30/9/2018	Councillor Tony Lord and Mr Jeff Stien continue to represent BSC on this Taskforce with progress being made in respect to obtaining funding for a flood study of the Newell Highway.	✓
Progress update to 31/12/2018	The Newell Highway Task Force will convene its first meeting for 2019 in West Wyalong on 12 February.	✓
Progress update to 31/3/2019	The NHT has been successful in securing funding for flood proofing 12 kms of the highway between West Wyalong and Forbes	✓
Progress update to 30/6/2019	The GM and Mayor attending a NHTF meeting at Parliament House for the launch of the new NH Brochure	✓
<b>5.2.4</b>	<b>Maintain membership of the Australian Rural Roads Group</b> <i>KPI: Budget allocation for membership</i>	<b>General Manager</b>
Progress update to 30/9/2018	Council has just recently renewed its membership of this Group and Councillor Monaghan will now represent BSC.	✓
Progress update to 31/12/2018	The next scheduled meeting of the ARRG should be in June in Canberra to coincide with the NLGA.	✓
Progress update to 31/3/2019	It is the intention that the Mayor and General manager will attend the next meeting of the ARRG in conjunction with the NGA in Canberra in June	✓
Progress update to 30/6/2019	The meeting scheduled for June in Canberra was cancelled. However, BSC remains a member 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) 2018/2019

Action	Responsibility
<b>6.1.1 Investigate, review and monitor viable recycling options in liaison with recycle organisations and neighbouring councils</b> <i>KPI: Annual review</i>	Engineering Services Manager
Progress update to 30/9/2018 Investigating options for recycling underway.	!
Progress update to 31/12/2018 Investigating options for recycling underway. Consulted with Cootamundra-Gundagai Regional Council, Albury City Council, Cowra Shire Council and Coolamon Shire Councils.	✓
Progress update to 31/3/2019 Investigating options for recycling underway. Consulted with Cootamundra-Gundagai Regional Council, Albury City Council, Cowra Shire Council and Coolamon Shire Councils.	✓
Progress update to 30/6/2019 Discussed options for recycling with neighbouring councils in particular tyres and mattresses (problem waste). Looking at getting a regional contract in place to reduce costs. Discussed pricing for these recyclables with Cootamundra/Gundagai Shire	✓

<b>6.1.2</b>	<b>Provide education to community to promote and support waste avoidance and resource recovery</b>	<b>Engineering Services Manager</b>
	<i>KPI: Four education opportunities provided</i>	

Progress update to 30/9/2018	Tallimba and Weethalle conducted.	
Progress update to 31/12/2018	Conducted sustainability workshop at Tallimba and Weethalle schools.	
Progress update to 31/3/2019	Conducted sustainability workshop at Tallimba and Weethalle schools. A media release on the local newspaper was carried out.	
Progress update to 30/6/2019	Conducted tours of West Wyalong treatment works with students from West Wyalong High School.	

## 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) 2018/2019

Action	Responsibility
<b>6.2.1</b> <b>Ensure waste management operations are in line with the implementation of Council's waste strategy</b> <i>KPI: Review strategy bi-annually (2018)</i>	<b>Director Asset &amp; Engineering Services</b>
Progress update to 30/9/2018    Strategy reviewed, no changes. Waste management operations in line with strategy	✓
Progress update to 31/12/2018    Strategy reviewed, no changes. Waste management operations in line with strategy	✓
Progress update to 31/3/2019    Strategy reviewed for 2019-2020 draft budget Waste Management operations in line with strategy	✓
Progress update to 30/6/2019    Strategy reviewed for 2019-2020 draft budget Waste Management operations in line with strategy	✓
<b>6.2.2</b> <b>Work in partnership with neighbouring Councils to implement waste programs</b> <i>KPI: Two contacts with neighbouring Councils per year</i>	<b>Engineering Services Manager</b>
Progress update to 30/9/2018    Contact made through REROC	!
Progress update to 31/12/2018    Investigating options for recycling underway. Consulted with Cootamundra-Gundagai Regional Council, Albury City Council, Cowra Shire Council and Coolamon Shire Councils. (also through REROC)	✓
Progress update to 31/3/2019    Investigating options for recycling underway. Consulted with Cootamundra-Gundagai Regional Council, Albury City Council, Cowra Shire Council and Coolamon Shire Councils. (also through REROC)	✓
Progress update to 30/6/2019    Investigating options for recycling underway. Consulted with Cootamundra-Gundagai Regional Council, Albury City Council, Cowra Shire Council and Coolamon Shire Councils. (also through REROC)	✓

<b>6.2.3</b>	<b>Work in partnership with community relations to increase awareness of recycling options offered</b> <i>KPI: Minimum two media releases per year</i>	<b>Engineering Services Manager</b>
Progress update to 30/9/2018	0	
Progress update to 31/12/2018	Planning for January/February 2019	
Progress update to 31/3/2019	One media release completed	
Progress update to 30/6/2019	Household Chemical Cleanout Media release May 7	
<b>6.2.4</b>	<b>Provide waste collection and management services to community</b> <i>KPI: 50 kerbside collections per year</i>	<b>Engineering Services Manager</b>
Progress update to 30/9/2018	Kerbside collections completed weekly.	
Progress update to 31/12/2018	Kerbside collections completed weekly (over 25 collections).	
Progress update to 31/3/2019	Kerbside collections completed weekly (over 25 collections).	
Progress update to 30/6/2019	Kerbside collections completed weekly (over 25 collections).	
<b>6.2.5</b>	<b>Investigate new innovations in waste management</b> <i>KPI: Annual review</i>	<b>Engineering Services Manager</b>
Progress update to 30/9/2018	Investigating FOGO (organic waste options)	
Progress update to 31/12/2018	Investigating FOGO (organic waste options)	
Progress update to 31/3/2019	Investigating FOGO (organic waste options)	
Progress update to 30/6/2019	Investigating FOGO (organic waste options), Tyre recycling, Mattress recycling and Water recycling Truck	

**6.2.6 Implement littering and illegal dumping avoidance strategies in liaison with Director Asset & Manager Development & Regulatory Services Engineering Services**  
*KPI: Review, when needed. Minimum once every four years*

Progress update to 30/9/2018	Discussions held with MDRS. Ongoing.	
Progress update to 31/12/2018	Ongoing	
Progress update to 31/3/2019	Ongoing	
Progress update to 30/6/2019	All matters handled this quarter	

# 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) 2018/2019

Action	Responsibility
<b>7.1.1 Maximise water storage within budgetary constraints</b> <i>KPI: Increase storage capacity as funding permits</i>	<b>Director Asset &amp; Engineering Services</b>
Progress update to 30/9/2018 Still trying to buy more water reserves. Non available at the moment. Otherwise no money available this year for further works.	✓
Progress update to 31/12/2018 Still trying to buy more water reserves. Non available at the moment. Otherwise no money available this year for further works.	✓
Progress update to 31/3/2019 Still trying to buy more water reserves. Non available at the moment. Otherwise no money available this year for further works. Looking at some more storage tanks in the 2019 - 2020 draft budget.	✓
Progress update to 30/6/2019 Still trying to buy more water reserves. Non available at the moment. Otherwise no money available this year for further works. Looking at some more storage tanks in the 2019 - 2020 draft budget.	✓
<b>7.1.2 Monitor irrigation system performance</b> <i>KPI: Regular inspections per year</i>	<b>Coordinator Urban</b>
Progress update to 30/9/2018 Repairs carried out	✓
Progress update to 31/12/2018 Repairs carried out	✓
Progress update to 31/3/2019 Repairs carried out as required	✓
Progress update to 30/6/2019 Repairs carried out as required	✓

<b>7.1.3</b>	<b>Incorporate in the annual works program, ideas to streamline stormwater flow if budget allows</b> <i>KPI: Prepare/design works cost works and present to budget workshop if required</i>	<b>Director Asset &amp; Engineering Services</b>
Progress update to 30/9/2018	No monies allowed for these works in the 2018 - 2019 budget.	!
Progress update to 31/12/2018	No monies allowed for these works in the 2018 - 2019 budget.	!
Progress update to 31/3/2019	Put in for grant to complete a study for West Wyalong-Wyalong	!
Progress update to 30/6/2019	Put in for grant to complete a study for West Wyalong-Wyalong	✓
<b>7.1.4</b>	<b>Investigate external funding opportunities to maximise future water storage options</b> <i>KPI: Apply at every opportunity</i>	<b>Engineering Services Manager</b>
Progress update to 30/9/2018	0	✗
Progress update to 31/12/2018	Investigated DPI funding for increased water storage	!
Progress update to 31/3/2019	Investigated DPI funding for increased water storage	!
Progress update to 30/6/2019	Monitoring and investigating options for funding provided through the DPI and Office of Environment and Heritage (Resilience to Climate Change funding) regarding water storage.	✓
<b>7.1.5</b>	<b>Reduce reliance on potable water supply</b> <i>KPI: Decrease usage on Council infrastructure</i>	<b>Engineering Services Manager</b>
Progress update to 30/9/2018	More than 90% water used in parks and gardens is recycled.	!
Progress update to 31/12/2018	More than 90% water used in parks and gardens is recycled.	!
Progress update to 31/3/2019	More than 90% water used in parks and gardens is recycled. Investigating the option for applying restriction on water usage for the golf club.	!
Progress update to 30/6/2019	More than 90% water used in parks and gardens is recycled. Investigating the option for applying restriction on water usage for the golf club.	✓

## 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) 2018/2019

Action	Responsibility
<b>7.2.1 Review the Stormwater Management Plan</b> <i>KPI: Every two years (2018, 2020)</i>	<b>Director Asset &amp; Engineering Services</b>
Progress update to 30/9/2018 Storm water Management Plan needs to be re-written to suit Asset Policy and Procedure. It is one of many Management Plans that needs to be done. Before commencing Council needs data from the IWCM which is currently being completed by the NSW Government. Currently at the moment no staff time available to write the Plan.	!
Progress update to 31/12/2018 Storm water Management Plan needs to be re-written to suit Asset Policy and Procedure. It is one of many Management Plans that needs to be done. Before commencing Council needs data from the IWCM which is currently being completed by the NSW Government.	!
Progress update to 31/3/2019 Storm water Management Plan needs to be re-written to suit Asset Policy and Procedure. It is one of many Management Plans that needs to be done. Before commencing Council needs data from the IWCM which is currently being completed by the NSW Government.	!
Progress update to 30/6/2019 Storm water Management Plan needs to be re-written to suit Asset Policy and Procedure. It is one of many Management Plans that needs to be done. Before commencing Council needs data from the IWCM which is currently being completed by the NSW Government.	✓



7.2.2	Review the Sewerage Management Plan	Director Asset & Engineering Services
Progress update to 30/9/2018	Sewer Management Plan needs to be re-written to suit Asset Policy and Procedure. It is one of many Management Plans that needs to be done. Before commencing Council needs data from the IWCM which is currently being completed by the NSW Government. Currently at the moment no staff time available to write the Plan.	!
Progress update to 31/12/2018	Sewer Management Plan needs to be re-written to suit Asset Policy and Procedure. It is one of many Management Plans that needs to be done. Before commencing Council needs data from the IWCM which is currently being completed by the NSW Government. Currently at the moment no staff time available to write the Plan.	!
Progress update to 31/3/2019	Sewer Management Plan needs to be re-written to suit Asset Policy and Procedure. It is one of many Management Plans that needs to be done. Before commencing Council needs data from the IWCM which is currently being completed by the NSW Government. Currently at the moment no staff time available to write the Plan.	!
Progress update to 30/6/2019	Sewer Management Plan needs to be re-written to suit Asset Policy and Procedure. It is one of many Management Plans that needs to be done. Before commencing Council needs data from the IWCM which is currently being completed by the NSW Government. Currently at the moment no staff time available to write the Plan.	✓
7.2.3	Undertake Sewerage System Inspections	Engineering Services Manager
Progress update to 30/9/2018	0	✗
Progress update to 31/12/2018	Making a list of mains to be cctved is underway. Once this list is done, inspections will commence.	✗
Progress update to 31/3/2019	CCTVing the mains are underway. 50% completed	!
Progress update to 30/6/2019	CCTVing the mains are almost 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) 2018/2019

Action		Responsibility
<b>8.1.1</b>	<b>Liaise with User Groups regarding Memorandum of Understandings</b> <i>KPI: Annual review of agreements</i>	<b>Director Asset &amp; Engineering Services</b>
Progress update to 30/9/2018	Liaison completed for first quarter	!
Progress update to 31/12/2018	Liaison completed for second quarter	!
Progress update to 31/3/2019	Liaison completed for third quarter	!
Progress update to 30/6/2019	Liaison completed for the fourth quarter	✓
<b>8.1.2</b>	<b>Develop and foster current and existing relationships with user groups</b> <i>KPI: Meet annually with user groups</i>	<b>Coordinator Urban</b>
Progress update to 30/9/2018	Meetings with user groups as needed	✓
Progress update to 31/12/2018	Meetings with user groups as needed	✓
Progress update to 31/3/2019	Meetings with user groups as needed	✓
Progress update to 30/6/2019	Meetings with user groups as 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) 2018/2019

Action		Responsibility
<b>8.2.1</b>	<b>Ensure access to public facilities and buildings meet the Access Premises Standards</b> <i>KPI: 50% buildings reviewed annually</i>	<b>Manager Development &amp; Regulatory Services</b>
Progress update to 30/9/2018	Implemented as required by the Building Code of Australia and Premises Standard	✓
Progress update to 31/12/2018	Implemented as required by the Building Code of Australia and Premises Standard	✓
Progress update to 31/3/2019	Implemented as required by the Building Code of Australia and Premises Standard	✓
Progress update to 30/6/2019	Implemented as required by the Building Code of Australia and Premises Standard	✓
<b>8.2.2</b>	<b>Undertake work health and safety audits including external sites and facilities</b> <i>KPI: Minimum of 12 inspections per year</i>	<b>Contract Compliance &amp; WHS Officer</b>
Progress update to 30/9/2018	Vault is being developed to suit BSC needs when completing workplace inspections.	!
Progress update to 31/12/2018	Inspections are now being completed using Vault	!
Progress update to 31/3/2019	Road Construction worksite audits have commenced	!
Progress update to 30/6/2019	Road Construction audits are ongoing	✓

8.2.3	Implement signs as remote supervision	Contract Compliance & WHS Officer
Progress update to 30/9/2018	We have reviewed the current signs and remote supervision policy and forwarded for approval. Also working on signage for play areas with the aim for all playground areas to have approved signage.	
Progress update to 31/12/2018	Currently working on design of signs.	
Progress update to 31/3/2019	Commenced	
Progress update to 30/6/2019	Signs updated on an as needed/required basis	

## 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) 2018/2019

Action	Responsibility
<b>8.3.1 Lobby transport providers to ensure effective transport options are available within Bland Shire and to neighbouring regional centres</b> <i>KPI: Twice per year</i>	<b>General Manager</b>
Progress update to 30/9/2018 The GM in conjunction with the SEDATO has been monitoring the recent release of the NSW Government's Freight and Transport Strategy to ensure that the BSC is not disadvantaged with any new proposals.	✓
Progress update to 31/12/2018 BSC has been granted \$350,000.00 to prepare a Business Case to support the upgrade of the Condobolin Road to take heavy transport.	✓
Progress update to 31/3/2019 The NSW State Government has allocated \$200m to flood proof 12kms of the Newell Highway and a further \$20m for overtaking lanes	✓
Progress update to 30/6/2019 With the Liberal / NP winning the recent NSW election work on the Newell Highway is expected to commence within the next few months.	✓
<b>8.3.2 Lobby Government to improve transport options</b> <i>KPI: Twice per year</i>	<b>General Manager</b>
Progress update to 30/9/2018 Council has lobbied the NSW Government in relation to the TrainLink Service to provide a form of public transport between West Wyalong and Wagga.	✓
Progress update to 31/12/2018 The NSW Government has agreed to trial a bus service from West Wyalong to Temora to Wagga.	✓
Progress update to 31/3/2019 Council is still waiting on confirmation of the change in the TrainLink service to Wagga.	✓
Progress update to 30/6/2019 TrainLink representatives met with the GM to identify council's desired outcome and this has been conveyed to TrainLink NSW.	!

# 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) 2018/2019

Action		Responsibility
<b>8.4.1</b>	<b>Review Heritage Policies</b> <i>KPI: Annual policy review</i>	<b>Manager Development &amp; Regulatory Services</b>
Progress update to 30/9/2018	Funding guidelines have been reviewed and adopted by Council	✓
Progress update to 31/12/2018	Funding guidelines have been reviewed and adopted by Council	✓
Progress update to 31/3/2019	Funding guidelines have been reviewed and adopted by Council	✓
Progress update to 30/6/2019	Funding guidelines have been reviewed and adopted by Council	✓
<b>8.4.2</b>	<b>Enforce controls in Local Environmental Plan and Development Control Plan</b> <i>KPI: Enforced as required</i>	<b>Manager Development &amp; Regulatory Services</b>
Progress update to 30/9/2018	Development applications are assessed against the requirements of the LEP and DCP	✓
Progress update to 31/12/2018	Development applications are assessed against the requirements of the LEP and DCP	✓
Progress update to 31/3/2019	Development applications are assessed against the requirements of the LEP and DCP	✓
Progress update to 30/6/2019	Development applications are assessed against the requirements of the LEP and DCP	✓

<b>8.4.3 Review Development Control Plan</b> <i>KPI: Review completed by 2018/2019</i>		<b>Manager Development &amp; Regulatory Services</b>
Progress update to 30/9/2018	Currently under review.	!
Progress update to 31/12/2018	Currently under review.	!
Progress update to 31/3/2019	Currently under review.	!
Progress update to 30/6/2019	Waiting for standard template to be issued by Department of Planning to complete review.	✓
<b>8.4.4 Administer and promote Council Local Heritage Grants and funding programs</b> <i>KPI: 100% grant applications processed</i>		<b>Manager Development &amp; Regulatory Services</b>
Progress update to 30/9/2018	All grant applications are processed when received.	✓
Progress update to 31/12/2018	All grant applications are processed when received.	✓
Progress update to 31/3/2019	All grant applications are processed when received.	✓
Progress update to 30/6/2019	All grant applications are processed when received.	✓
<b>8.4.5 Undertake a review of heritage items across the Shire</b> <i>KPI: Review completed by 2018/2019</i>		<b>Manager Development &amp; Regulatory Services</b>
Progress update to 30/9/2018	Review of heritage items are underway	!
Progress update to 31/12/2018	Heritage items currently under review	!
Progress update to 31/3/2019	Heritage Advisor is conducting a review of heritage items	!
Progress update to 30/6/2019	Review completed. Database to be available online via Heritage officer website in the future.	✓

8.4.6	Promote and implement the Verandah upgrade program	Manager Development & Regulatory Services
Progress update to 30/9/2018	Guidelines are being prepared for the verandah upgrade and Main Street repainting program.	!
Progress update to 31/12/2018	Continuing to review guidelines for the verandah upgrade and Main Street repainting program.	!
Progress update to 31/3/2019	Currently under review.	!
Progress update to 30/6/2019	Heritage advisor provided advice to building owners.	✓



# 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) 2018/2019

Action	Responsibility
<b>9.1.1 Review of the Building Management Plan</b> <i>KPI: Complete a building review to determine if community needs are being met. Maintain Council's buildings in accordance with maintenance program and budget. Complete the review of Council's building assets</i>	<b>Foreman Assets</b>
Progress update to 30/9/2018 Building management plan is under review	!
Progress update to 31/12/2018 Waiting on information from Assetic.	!
Progress update to 31/3/2019 Waiting on information from Assetic.	✗
Progress update to 30/6/2019 Waiting on information from Assetic.	✗
<b>9.1.2 Monitor and implement the Annual Works Program</b> <i>KPI: Monitor and implement within budget</i>	<b>Director Asset &amp; Engineering Services</b>
Progress update to 30/9/2018 Completed for the first quarter	✓
Progress update to 31/12/2018 Completed for the second quarter	✓
Progress update to 31/3/2019 Completed for the third quarter	✓
Progress update to 30/6/2019 Completed for the fourth quarter	✓

<b>9.1.3</b>	<b>Develop, review and implement works programs in accordance with Council's road hierarchy and Asset Management Plan</b> <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>	<b>Director Asset &amp; Engineering Services</b>
Progress update to 30/9/2018	Completed for the first quarter	✓
Progress update to 31/12/2018	Completed for the second quarter	✓
Progress update to 31/3/2019	Completed for the third quarter	✓
Progress update to 30/6/2019	Completed for the fourth quarter	✓
<b>9.1.4</b>	<b>Review Asset Management Policy and Strategy</b> <i>KPI: Annual review</i>	<b>Director Asset &amp; Engineering Services</b>
Progress update to 30/9/2018	Reviewed for the 2018 - 2019 budget.	!
Progress update to 31/12/2018	Reviewed	!
Progress update to 31/3/2019	Reviewing for 2019-2020 draft budget	!
Progress update to 30/6/2019	Reviewed	✓
<b>9.1.5</b>	<b>Review and implement the annual and long term plant and equipment replacement program</b> <i>KPI: Annual review</i>	<b>Workshop &amp; Plant Coordinator</b>
Progress update to 30/9/2018	Task complete	✓
Progress update to 31/12/2018	Task complete	✓
Progress update to 31/3/2019	Task complete	✓
Progress update to 30/6/2019	Task 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) 2018/2019

Action	Responsibility
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<b>9.2.1</b> 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
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Progress update to 30/9/2018	Works under taken as required	
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Progress update to 31/12/2018	Works under taken as required	
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Progress update to 31/3/2019	Works under taken as required	
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Progress update to 30/6/2019	Works under taken as required	
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<b>9.2.2</b> 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 30/9/2018	In progress	
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Progress update to 31/12/2018	in progress. Will form part of the Pool Management Plan when staff time is available to complete it.	
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Progress update to 31/3/2019	Pool up grades carried out with grant funding	
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Progress update to 30/6/2019	In progress	
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<b>9.2.3</b>	<b>Facilitate and progress implementation of the successful SCCF grant for heating of Holland Park Pool</b>	<b>Director Assets &amp; Engineering Services</b>
	<i>KPI: Project completion in accordance with funding agreement and milestones</i>	

Progress update to 30/9/2018	Progressed well during first quarter	
Progress update to 31/12/2018	Progressed well during second quarter	
Progress update to 31/3/2019	Almost complete in the third quarter	
Progress update to 30/6/2019	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) 2018/2019

Action	Responsibility
<b>9.3.1 Manage street tree planting in accordance with Preferred Street Tree Species List</b> <i>KPI: 100% trees planted are from preferred list</i>	Coordinator Urban
Progress update to 30/9/2018 Street tree planting determined by location and suitability to terrain and services	✓
Progress update to 31/12/2018 Street tree planting determined by location and suitability to terrain and services	✓
Progress update to 31/3/2019 Street tree planting determined by location and suitability to terrain and services	✓
Progress update to 30/6/2019 Street tree planting determined by location and suitability to terrain and services	✓
<b>9.3.2 Proactively monitor street trees and action requests to maintain and/or remove trees within the approved budget</b> <i>KPI: 100% action requests processed</i>	Coordinator Urban
Progress update to 30/9/2018 As required	✓
Progress update to 31/12/2018 As required	✓
Progress update to 31/3/2019 As required	✓
Progress update to 30/6/2019 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) 2018/2019





Action	Responsibility
<b>9.4.1 Inspect parks, ovals and recreational facilities</b> <i>KPI: 26 inspections per year</i>	<b>Coordinator Urban</b>
Progress update to 30/9/2018 Visual inspection completed weekly	✓
Progress update to 31/12/2018 Visual inspection completed weekly	✓
Progress update to 31/3/2019 Visual inspection completed weekly	✓
Progress update to 30/6/2019 Visual inspection completed weekly	✓
<b>9.4.2 Conduct playground inspections for all playgrounds within the Shire</b> <i>KPI: Minimum 12 inspections per year</i>	<b>Coordinator Urban</b>
Progress update to 30/9/2018 Inspections conducted and repairs, maintenance carried out as required	✓
Progress update to 31/12/2018 Inspections conducted and repairs, maintenance carried out as required	✓
Progress update to 31/3/2019 Visual inspection completed weekly	✓
Progress update to 30/6/2019 Visual inspection completed weekly	✓

<b>9.4.3</b>	<b>Coordinate seasonal and on/off use of sporting fields</b> <i>KPI: Coordinate use of parks by personal trainers, administer all other bookings as appropriate and assist with transition between user groups</i>	<b>Coordinator Urban</b>
Progress update to 30/9/2018	Bookings reviewed	✓
Progress update to 31/12/2018	Bookings reviewed	✓
Progress update to 31/3/2019	Bookings reviewed	✓
Progress update to 30/6/2019	Bookings reviewed	✓
<b>9.4.4</b>	<b>Review the Open Space Management Plan</b> <i>KPI: Annual review</i>	<b>Director Asset &amp; Engineering Services</b>
Progress update to 30/9/2018	Brief review for 2018 - 2019 budget. Part of a three year overhaul brought about by the new Crown Lands Management Act.	!
Progress update to 31/12/2018	Part of a three year overhaul brought about by the new Crown Lands Management Act.	!
Progress update to 31/3/2019	Part of a three year overhaul (started 1/6/18), brought about by the new Crownlands Management Act.	!
Progress update to 30/6/2019	Part of a three year overhaul (started 1/6/18), brought about by the new Crownlands Management Act.	✓
<b>9.4.5</b>	<b>Carry out maintenance in Wyalong Cemetery</b> <i>KPI: 52 inspections per year</i>	<b>Coordinator Urban</b>
Progress update to 30/9/2018	Weekly inspections conducted	✓
Progress update to 31/12/2018	Weekly inspections conducted	✓
Progress update to 31/3/2019	Weekly inspections conducted	✓
Progress update to 30/6/2019	Weekly inspections conducted	✓





<b>9.4.6</b>	<b>Inspect and maintain village cemeteries regularly</b> <i>KPI: 12 inspections per year</i>	<b>Coordinator Urban</b>
Progress update to 30/9/2018	Fortnightly inspection and maintenance conducted by village staff	✓
Progress update to 31/12/2018	Fortnightly inspection and maintenance conducted by village staff	✓
Progress update to 31/3/2019	Fortnightly inspection and maintenance conducted by village staff	✓
Progress update to 30/6/2019	Fortnightly inspection and maintenance conducted by village staff	✓
<b>9.4.7</b>	<b>Facilitate and progress implementation of the successful SCCF grant for Ungarie Tennis Courts</b> <i>KPI: Project completion in accordance with funding agreement and milestones</i>	<b>Director Asset &amp; Engineering Services</b>
Progress update to 30/9/2018	Progressing, About 20% complete. A few issues encountered re original quotes received by the tennis club.	!
Progress update to 31/12/2018	Progressing, About 50% complete. A few issues encountered re original quotes received by the tennis club.	!
Progress update to 31/3/2019	Almost complete in the third quarter.	!
Progress update to 30/6/2019	Complete	✓
<b>9.4.8</b>	<b>Installation of shade sails at Tallimba Park</b> <i>KPI: Installation on time and within budget allocation</i>	<b>Director Asset &amp; Engineering Services</b>
Progress update to 30/9/2018	Matter in hand.	!
Progress update to 31/12/2018	Matter in hand. Delayed while looking at the current grant funding with Councillors.	!
Progress update to 31/3/2019	Shade sails ordered	!
Progress update to 30/6/2019	Complete	✓



**9.4.9 Extension and installation of additional beams at Wyalong Lawn Cemetery** Coordinator Urban  
*KPI: Installation on time and within budget allocation*

Progress update to 30/9/2018	Contractor work progressing	
Progress update to 31/12/2018	Contractor work progressing	
Progress update to 31/3/2019	Contractor work progressing	
Progress update to 30/6/2019	Contractor work progressing most beams laid, head stones to be placed	

**9.4.10 Installation of fencing and gates at McAlister Oval** Director Asset & Engineering Services  
*KPI: Installation on time and within budget allocation*

Progress update to 30/9/2018	Not started yet.	
Progress update to 31/12/2018	Quotes obtained. Delayed while looking at the current grant funding with Councillors.	
Progress update to 31/3/2019	Chasing up quotes	
Progress update to 30/6/2019	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 9.5

Identify and plan for new infrastructure

#### Performance Measure

- New infrastructure identified and planning progressed

### Operational Plan (1 year) 2018/2019

Action	Responsibility
<b>9.5.1 Consult with community regarding future infrastructure needs</b> <i>KPI: Community consultation undertaken</i>	<b>General Manager</b>
Progress update to 30/9/2018 A further round of community forums were conducted in Naradhan and Weethalle during September with further forums scheduled for October.	✓
Progress update to 31/12/2018 There was successful community consultation in respect to projects under the SCCF R.2 and the Drought Communities Program.	✓
Progress update to 31/3/2019 During this quarter there was ongoing consultation with each of the community groups involved in the SCC and Drought projects.	✓
Progress update to 30/6/2019 Consultation with the various community groups continued in respect to the State and Federal Government funded projects now underway.	!
<b>9.5.2 Develop a master plan for identified infrastructure</b> <i>KPI: Master plan developed</i>	<b>General Manager</b>
Progress update to 30/9/2018 This is a 'work in progress' project with further consultation required with senior staff and councillors during November and December.	!
Progress update to 31/12/2018 This is a 'work in progress' project with further consultation required with senior staff and councillors during February and March 2019.	!
Progress update to 31/3/2019 This is a 'work in progress' project with further consultation required with senior staff and councillors during April and May 2019 in conjunction with the preparation of the draft budget for 2019/20.	!
Progress update to 30/6/2019 The consultation with councillors has not yet occurred and will be a priority for the second half of 2019.	!

9.5.3	<b>Allocate funds to undertake investigation, designs, business plans and obtain costings for successful projects</b>	<b>General Manager</b>
	<i>KPI: Funds allocated and internally reserved</i>	
Progress update to 30/9/2018	The WRI was engaged to complete business cases for a stand alone VIC; a heated indoor swimming pool; and a community theatre. The results were submitted to council in July with NFA to be taken in respect to the VIC and Indoor Pool but approval was granted to proceed with the community theatre.	✓
Progress update to 31/12/2018	There were no investigations into council projects during this period.	✓
Progress update to 31/3/2019	There were no investigations into council projects during this period.	✓
Progress update to 30/6/2019	Council has allocated funds in the 2019/20 budget for further investigations into an indoor heated pool.	!



# 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

### 2018/2019 Operational Plan Actions

as at 30/06/2019

Total number of actions:	59
⚠ On target	15
✘ Not progressed	1
✔ Complete	43

# 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) 2018/2019

#### Action

#### Responsibility

#### 10.1.1 Provide Councillors with professional development opportunities

General Manager

*KPI: Develop a Councillor induction and professional development program*

Progress update to 30/9/2018	A professional development plan for individual councillors is being developed based on guidelines from the OLG which are expected to be released in November 2018.	✓
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Progress update to 31/12/2018	The OLG has released the Councillor Induction and Professional Development Guidelines which will be submitted to Council in February.	✓
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Progress update to 31/3/2019	There is currently work being undertaken to establish individual training plans for the Councillors in consultation with LGNSW	!
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Progress update to 30/6/2019	Individual councillor training plans will be developed in the second half of 2019.	!
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#### 10.1.2 Prepare for the Mayoral and Deputy Mayoral elections in September bi-annually

General Manager

*KPI: Every two years (2018, 2020)*

Progress update to 30/9/2018	The elections of Mayor and Deputy Mayor were successfully conducted on 18.9.18 with Cllr Monaghan being elected Mayor and Cllr McGlynn being elected as Deputy Mayor.	✓
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Progress update to 31/12/2018	There is no further action required.	✓
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Progress update to 31/3/2019	There is no further action required.	✓
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Progress update to 30/6/2019	There is no further action required until September 2020	✓
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## 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) 2018/2019

Action	Responsibility
<b>10.2.1 Prepare the End of Term Report</b> <i>KPI: Report presented to Council by August 2020</i>	<b>Executive Assistant</b>
Progress update to 30/9/2018 No actions required during the 2018/19 year. End of Term Report due to be completed in 2020/21 year	✘
Progress update to 31/12/2018 No actions required during the 2018/19 year. End of Term Report due to be completed in 2020/21 year	✘
Progress update to 31/3/2019 No actions required during the 2018/19 year. End of Term Report due to be completed in 2020/21 year	✘
Progress update to 30/6/2019 No actions required during the 2018/19 year. End of Term Report due to be completed in 2020/21 year	✘
<b>10.2.2 Maintain active representation and involvement with the regional organisation representing Council</b> <i>KPI: 80% meetings attended</i>	<b>General Manager</b>
Progress update to 30/9/2018 Council continues to attend and participate in all REROC meetings with Clr Tony Lord being a member of the REROC Executive.	✔
Progress update to 31/12/2018 Council is engaged in the establishment of a Riverina Joint Organisation and the GM is now a member of the REROC Executive Committee.	✔
Progress update to 31/3/2019 Both the Mayor and GM have been involved in the identification of the Regional Strategic Priorities for the Riverina Joint Organisation.	✔
Progress update to 30/6/2019 The Mayor and GM continue to attend all meetings of REROC and the RivJO.	!

## 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) 2018/2019

Action	Responsibility
<b>10.3.1</b> <b>Coordinate, compile, monitor and distribute the progress reports on the Operational Plan</b> <i>KPI: Four times per year</i>	<b>Executive Assistant</b>
Progress update to 30/9/2018    First quarter reports are in progress	!
Progress update to 31/12/2018    Second quarter reports are in progress	!
Progress update to 31/3/2019    Third quarter reports are in progress	!
Progress update to 30/6/2019    Fourth quarter reports are in progress	✓
<b>10.3.2</b> <b>Develop timelines and action plan for the review of the Community Strategic Plan and associated documents</b> <i>KPI: Annually</i>	<b>General Manager</b>
Progress update to 30/9/2018    The preparation of the quarterly updates is on schedule with a six monthly report due to the February 2019 Council meeting.	✓
Progress update to 31/12/2018    All staff input has been received for the period ending 31.12.18 with a report being prepared for the February 2019 Council meeting.	✓
Progress update to 31/3/2019    The General Manager is in the process of confirming the staff responsibilities for the preparation of the IP & R documentation.	✓
Progress update to 30/6/2019    This is work in progress and will be affected to some extent by the proposed organisation restructure in July 2019.	!

10.3.3	<b>Report to the community and Council on Integrated Planning and Reporting progress</b>	<b>General Manager</b>
<i>KPI: Report of Delivery Program two times per year</i>		
Progress update to 30/9/2018	The preparation of the quarterly updates is on schedule with a six monthly report due to the February 2019 Council meeting.	✓
Progress update to 31/12/2018	The preparation of the quarterly updates is on schedule with a six monthly report due to the February 2019 Council meeting.	✓
Progress update to 31/3/2019	The six monthly progress report was submitted to the February 2019 Council Meeting and task updates are now being collected for the period ending 31.3.19.	✓
Progress update to 30/6/2019	A further report will be submitted to the September 2019 Council meeting.	!



## 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) 2018/2019

### Action

**10.4.1 Complete budget review statements for analysis by Directors within two weeks of end of quarter**

*KPI: Four times per year*

### Responsibility

**Manager Financial Services**

Progress update to	Action	Responsibility
30/9/2018	The QBRS for 2018-19 have been produced and referred to the General Manager and Directors. The files are ready for the November 2018 Council Meeting.	✓
31/12/2018	The QBRS for 2018-19 for the 2nd quarter is being produced for referral to the General Manager and Directors. The files will be ready for the February 2019 Council Meeting.	✓
31/3/2019	The QBRS for 2018-19 3rd quarter is being produced for referral to the General Manager and Directors. The files will be ready for the May 2019 Council Meeting	✓
30/6/2019	The QBRS 2018-19 4th quarter is not required to be produced as per OLG direction. End of year financials replaces this.	✓

10.4.2	Ensure effective debt recovery is in place	Manager Financial Services
Progress update to 30/9/2018	Overdue debtor accounts and rate assessments have been sent for debt collection with Council's contracted collection agency. Policy reviewed, no changes implemented.	✓
Progress update to 31/12/2018	Overdue debtor accounts and rate assessments have been sent for debt collection with Council's contracted collection agency. Policy reviewed, no changes implemented.	✓
Progress update to 31/3/2019	Overdue debtor accounts and rate assessments have been sent for debt collection with Council's contracted collection agency. Policy reviewed, no changes implemented.	✓
Progress update to 30/6/2019	Overdue debtor accounts and rate assessments have been sent for debt collection with Council's contracted collection agency. Policy reviewed, no changes implemented.	✓
10.4.3	Complete financial statements and lodge in accordance with statutory requirements	Manager Financial Services
Progress update to 30/9/2018	The 2017-18 Financial Statements were available for audit on 17 September 2018. Assets revaluation issues by the auditors are being reviewed before statements are to be signed off	!
Progress update to 31/12/2018	The 2017-18 Financial Statements have been audited and submitted to the OLG.	✓
Progress update to 31/3/2019	Preparations are underway to prepare for the 2018-19 EOY financial statements. Review of ledger accounts are currently being conducted.	!
Progress update to 30/6/2019	Preparations are underway to prepare for the 2018-19 EOY financial statements. Review of ledger accounts are currently being conducted.	!

10.4.4	<b>Manage investments in accordance with investment strategies and policies</b>	<b>Manager Financial Services</b>
<i>KPI: Policy reviewed every two years</i>		
Progress update to 30/9/2018	Investments have been managed effectively, investing in secure term deposits, the term of the deposit has been selected based on future cash requirements and best rate of interest at that time. Policy reviewed May 2018	✔
Progress update to 31/12/2018	Investments have been managed effectively, investing in secure term deposits, the term of the deposit has been selected based on future cash requirements and best rate of interest at that time. Policy reviewed May 2018	✔
Progress update to 31/3/2019	Investments have been managed effectively, investing in secure term deposits, the term of the deposit has been selected based on future cash requirements and best rate of interest at that time.	✔
Progress update to 30/6/2019	Investments have been managed effectively, investing in secure term deposits, the term of the deposit has been selected based on future cash requirements and best rate of interest at that time.	✔
10.4.5	<b>Review the long term financial plan aiming for financial sustainability to ensure fitness for the future</b>	<b>Manager Financial Services</b>
<i>KPI: Annual review, \$0.00 bottom line year 20/21</i>		
Progress update to 30/9/2018	Version 9 of the 10 year Long Term Financial plan has been prepared. A review of the plan is currently being conducted to ensure Council achieves its goal of having a balanced/surplus budget by the year 20/21.	!
Progress update to 31/12/2018	Version 9 of the 10 year Long Term Financial plan has been prepared. A review of the plan is currently being conducted to ensure Council achieves its goal of having a balanced/surplus budget by the year 20/21.	!
Progress update to 31/3/2019	Version 10 of the Long Term Financial Plan has been received. The plan has been reviewed and Council is on target to achieve its goal of an balanced budget by the year 20/21	!
Progress update to 30/6/2019	Version 10 of the Long Term Financial Plan has been updated. Council is on target to achieve its goal of an balanced budget by the year 20/21	!

<b>10.4.6</b>	<b>Ensure timely and accurate processing of payments</b> <i>KPI: Ensure timely and accurate processing of payments to employees, payments of invoices to suppliers and contractors, accounts receivable and quarterly rates</i>	<b>Manager Financial Services</b>
Progress update to 30/9/2018	At this stage there are no overdue matters or issues raised in these areas	✓
Progress update to 31/12/2018	At this stage there are no overdue matters or issues raised in these areas	✓
Progress update to 31/3/2019	At this stage there are no overdue matters or issues raised in these areas	✓
Progress update to 30/6/2019	At this stage there are no overdue matters or issues raised in these areas	✓
<b>10.4.7</b>	<b>Conduct budget briefing session for Councillors</b> <i>KPI: Annually</i>	<b>Director Corporate, Community, Development &amp; Regulatory Services</b>
Progress update to 30/9/2018	Not required this quarter	✗
Progress update to 31/12/2018	Not required this quarter, will be undertaken in April 2019	✗
Progress update to 31/3/2019	Not required this quarter, will be undertaken in April 2019	✗
Progress update to 30/6/2019	Budget workshop held 9 April with outcomes displayed on public exhibition in readiness for adoption at the June Council meeting	✓
<b>10.4.8</b>	<b>Review outstanding rates and conduct sale for unpaid rates accordingly</b> <i>KPI: As required</i>	<b>Director Corporate, Community, Development &amp; Regulatory Services</b>
Progress update to 30/9/2018	Outstanding Rates referred for collection as required	!
Progress update to 31/12/2018	Outstanding Rates referred for collection as required	!
Progress update to 31/3/2019	Outstanding Rates referred for collection as required	!
Progress update to 30/6/2019	Outstanding Rates referred for collection as required	✓

# 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) 2018/2019

Action	Responsibility
<b>10.5.1 Maintain and renew network infrastructure hardware and software to ensure effective delivery of services</b> <i>KPI: six monthly review</i>	<b>Director Corporate, Community &amp; Development Services</b>
Progress update to 30/9/2018 Lift emergency phone changed over to mobile network to ensure it connects once the NBN changeover is completed.	!
Progress update to 31/12/2018 Major IT upgrade took place late November.	!
Progress update to 31/3/2019 Ongoing	!
Progress update to 30/6/2019 Maintenance and renewal of IT hardware and software monitored regularly and upgraded when required.	✓

<b>10.5.2</b>	<b>Ensure progressive upgrade of computers, phones and other IT equipment</b>	<b>Director Corporate, Community &amp; Development Services</b>
	<i>KPI: Annual review</i>	

Progress update to 30/9/2018	CSU phones connected to the NBN network - 21/8/18 Lift emergency phone changed over to mobile network - this was recommended by KONE to ensure services continue after changing over to the NBN network. Administration building phone and fax lines, Depot and Holland Park Swimming Pool scheduled for October 2018	!
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Progress update to 31/12/2018	Holland Park Pool phone connected to the NBN Network along with Administration building and Library fax lines and the Depot. Major upgrade of Council's network including servers, PC's and software	!
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Progress update to 31/3/2019	Migration to the NBN network continues across all Council sites	!
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Progress update to 30/6/2019	SIP installation completed finalising Telstra required upgrades. Upgrades complete for this financial year	✓
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# 10.

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

### Delivery Program (4 years) 2018 - 2022

#### Strategy 10.6

Regular consultation with key industry, business and stakeholders

#### Performance Measure

- Increased communication with key business and stakeholders

### Operational Plan (1 year) 2018/2019

#### Action

**10.6.1 Ensure attendance and participation in relevant meetings and/or events**  
*KPI: 80% meetings attended*

#### Responsibility

General Manager

Progress update to 30/9/2018	Council has been represented in an array of various business meetings including the local Business West Wyalong; Department of Premier and Cabinet and service providers such as Essential Energy; Telstra and GWCC.	✓
Progress update to 31/12/2018	The Mayor and GM attended various regional and local meetings during this period.	✓
Progress update to 31/3/2019	The Mayor and GM attended REROC and JO Meetings and were active participants in the 125th Anniversary Celebrations.	✓
Progress update to 30/6/2019	The Mayor and GM have attended various regional and State meetings including NSW CMA and the National General Assembly in Canberra.	✓

<b>10.6.2</b>	<b>Invite representatives from Cowal Gold Mine to address Council</b>	<b>General Manager</b>
	<i>KPI: Annually</i>	
Progress update to 30/9/2018	Representatives from Evolution, including the GM of the Lake Cowal Gold Operations addressed council in April 2018 and will be invited to address the February 2019 council meeting.	✓
Progress update to 31/12/2018	Representatives from Evolution, including the GM of the Lake Cowal Gold Operations addressed council in April 2018 and will be invited to address the February 2019 council meeting.	✓
Progress update to 31/3/2019	Due to work commitments the General Manager of the LCGM was unable to address Council in February but he did attend the March meeting.	✓
Progress update to 30/6/2019	A further presentation from Evolution Mining on the operations at the Lake Cowal Gold Mine will be scheduled for late 2019 or early 2020.	!
<b>10.6.3</b>	<b>Open communication established between Council and key local industry</b>	<b>General Manager</b>
	<i>KPI: Two meetings per year</i>	
Progress update to 30/9/2018	Meetings have been held with Evolution Mining; GWCC and Transport operators in this quarter with the emphasis on collaboration.	✓
Progress update to 31/12/2018	The Mayor and GM attended various regional and local meetings during this period.	✓
Progress update to 31/3/2019	The Mayor and GM participated in a forum run by the MLHD in February and are due to attend a follow up forum in April.	✓
Progress update to 30/6/2019	The Mayor and GM participated in another MLHD forum and has had a number of meetings with Evolution mining.	✓



# 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) 2018/2019

Action	Responsibility
<b>11.1.1 Seek community input into each forum agenda and report back to the community on forum outcomes</b> <i>KPI: Annually</i>	<b>Asset &amp; Engineering Services Officer</b>
Progress update to 30/9/2018 Agenda items are sought by advertisements in local newspaper, delivery of flyers to villages, Facebook and website notifications.	✓
Progress update to 31/12/2018 Meetings held, minutes completed.	✓
Progress update to 31/3/2019 Meetings held, minutes completed.	✓
Progress update to 30/6/2019 Complete	✓
<b>11.1.2 Organise community forums in villages within the Shire, as required</b> <i>KPI: Annually</i>	<b>Asset &amp; Engineering Services Officer</b>
Progress update to 30/9/2018 Forums are organised as per Council resolutions.	✓
Progress update to 31/12/2018 Successful forums held in Naradhan, Weethalle, Tallimba, Barmedman and Mirrool.	✓
Progress update to 31/3/2019 Successful forum held in Quandialla for the first time.	✓
Progress update to 30/6/2019 Complete	✓

11.1.3	Communicate with the community utilising forums	General Manager
<i>KPI: Annual forums, meetings as required</i>		
Progress update to 30/9/2018	A further round of community forums were conducted in Naradhan and Weethalle during September with further forums scheduled for October.	✓
Progress update to 31/12/2018	Community forums were held in Barmedman and Ungarie during October.	✓
Progress update to 31/3/2019	A special forum was held at Quandialla in March in an attempt to reach Shire ratepayers living on the extremity of the Shire boundary.	✓
Progress update to 30/6/2019	Further community forums will be scheduled for 2020.	!

# 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) 2018/2019

#### Action

**11.2.1 Promote and foster electronic communications through Social Media, community email list and other technologies**  
*KPI: Four communications per month, 12 local newspapers, six newsletters*

#### Responsibility

Community Relations Officer

Progress update to 30/9/2018	Ongoing		!
Progress update to 31/12/2018	Ongoing		!
Progress update to 31/3/2019	Ongoing		!
Progress update to 30/6/2019	Ongoing		✓
<b>11.2.2 Target advertising to encourage maximum participation</b> <i>KPI: 12 per year</i>			<b>Community Relations Officer</b>
Progress update to 30/9/2018	Target audiences identified for each project/program and appropriate mediums used.		!
Progress update to 31/12/2018	Ongoing		!
Progress update to 31/3/2019	Triple M outside broadcast delivered from Main Street West Wyalong on 22 March as part of 125th anniversary promotions strategy.		!
Progress update to 30/6/2019	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 30/9/2018	Access to council through the public forums continues to be advertised and encouraged with a number of local residents taking advantage of this process.	✓
Progress update to 31/12/2018	Access to council through the public forums continues to be advertised and encouraged with a number of local residents taking advantage of this process.	✓
Progress update to 31/3/2019	Access to council through the public forums continues to be advertised and encouraged with a number of local residents taking advantage of this process.	✓
Progress update to 30/6/2019	Despite the introduction of a new Code of Meeting Practice the Public Forum prior to Council meetings is to be retained.	✓

# 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) 2018/2019

Action		Responsibility
<b>11.3.1</b>	<b>Provide Council branded signs and/or banners to funding recipients</b> <i>KPI: 100% grant recipients provided with Council promotional information to display</i>	<b>Community Relations Officer</b>
Progress update to 30/9/2018	Ongoing	!
Progress update to 31/12/2018	Ongoing	!
Progress update to 31/3/2019	Ongoing	!
Progress update to 30/6/2019	Ongoing	✓
<b>11.3.2</b>	<b>Display council logo in all advertising and promotion of Council events/programs/workshops</b> <i>KPI: 100%</i>	<b>Community Relations Officer</b>
Progress update to 30/9/2018	Ongoing	!
Progress update to 31/12/2018	Ongoing	!
Progress update to 31/3/2019	Ongoing	!
Progress update to 30/6/2019	Ongoing	✓

## 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) 2018/2019

Action	Responsibility
<b>12.1.1 Review and monitor frontline customer service practices and performance</b> <i>KPI: Annual review</i>	Corporate Services Coordinator
Progress update to 30/9/2018	Ongoing monitoring of frontline customer services is undertaken to ensure current practices are meeting customer needs 
Progress update to 31/12/2018	Ongoing monitoring of frontline customer services is undertaken to ensure current practices are meeting customer needs 
Progress update to 31/3/2019	Ongoing monitoring of frontline customer services is undertaken to ensure current practices are meeting customer needs 
Progress update to 30/6/2019	Ongoing monitoring of frontline customer services is undertaken to ensure current practices are meeting customer needs 
<b>12.1.2 Process development applications</b> <i>KPI: 90% applications approved within 40 days</i>	Manager Development & Regulatory Services
Progress update to 30/9/2018	Applications are determined within statutory timeframes. 
Progress update to 31/12/2018	Applications are determined within statutory timeframes. 
Progress update to 31/3/2019	Applications are determined within statutory timeframes. 
Progress update to 30/6/2019	Applications are determined within statutory timeframes. 

<b>12.1.3</b>	<b>Deliver store services</b> <i>KPI: Orders filled/ordered within 48 hours</i>	<b>Purchasing Officer</b>
Progress update to 30/9/2018	Ordered when requested	!
Progress update to 31/12/2018	Ordered when requested	!
Progress update to 31/3/2019	Ordered when requested	!
Progress update to 30/6/2019	Ordered when requested	✓
<b>12.1.4</b>	<b>Deliver purchasing services</b> <i>KPI: Purchase orders processed within 48 hours</i>	<b>Purchasing Officer</b>
Progress update to 30/9/2018	Purchase order completed when required	!
Progress update to 31/12/2018	Purchase order completed when required	!
Progress update to 31/3/2019	Purchase order completed when required	!
Progress update to 30/6/2019	Purchase order completed when required	✓
<b>12.1.5</b>	<b>Provide information and services and monitor complaints in regards to companion animals and responsible pet ownership</b> <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>	<b>Manager Development &amp; Regulatory Services</b>
Progress update to 30/9/2018	Enforcement policy has been reviewed.	!
Progress update to 31/12/2018	Ongoing	!
Progress update to 31/3/2019	Ongoing	!
Progress update to 30/6/2019	Continuing	✓

<b>12.1.6</b>	<b>Conduct customer satisfaction survey</b> <i>KPI: Every four years (2019)</i>	<b>Director Corporate, Community Development &amp; Regulatory Services</b>
Progress update to 30/9/2018	Customer satisfaction surveys undertaken for Preschool, Mobile Resource Unit and Family Day Care	!
Progress update to 31/12/2018	Results from Children Services surveys analysed with outstanding feedback.	!
Progress update to 31/3/2019	DRAFT Customer Service Charter completed - waiting to be adopted by MANEX	!
Progress update to 30/6/2019	0	✓
<b>12.1.7</b>	<b>Monitor and report on response times to major customer requests</b> <i>KPI: Monthly report provided to Manex</i>	<b>Corporate Services Coordinator</b>
Progress update to 30/9/2018	Outstanding customer service requests reports are provided to Directors monthly	!
Progress update to 31/12/2018	Outstanding customer service requests reports are provided to Directors monthly	!
Progress update to 31/3/2019	Outstanding customer service requests reports are provided to Directors monthly	!
Progress update to 30/6/2019	Outstanding customer service requests reports are provided to Directors monthly	✓



## 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) 2018/2019

### Action

#### 12.2.1 Assist in the management of workforce relations and provision of timely advice on workplace relations matters

*KPI: Advice provided within 48 hours. Gather and report to GM on staffing issues/trends*

### Responsibility

Human Resources  
Coordinator

Progress update to 30/9/2018	Monthly HR reports sent to GM	!
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Progress update to 31/12/2018	Monthly HR reports sent to GM, regular meetings with GM	✓
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Progress update to 31/3/2019	Monthly HR reports sent to GM, regular meetings with GM	✓
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Progress update to 30/6/2019	Monthly HR reports sent to GM, regular meetings with GM	✓
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#### 12.2.2 Use of cost effective recruitment services

*KPI: Within budget*

Human Resources  
Coordinator













Progress update to 30/9/2018	Uses social media and Council web site for recruitment	!
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Progress update to 31/12/2018	Uses social media and Council web site for recruitment	✓
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Progress update to 31/3/2019	Uses notice boards, social media and Council web site for recruitment	✓
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Progress update to 30/6/2019	Uses notice boards, social media and Council web site for recruitment	✓
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<b>12.2.3</b>	<b>Review and monitor the implementation of the workforce plan</b> <i>KPI: Annual review of workforce plan</i>	<b>Human Resources Coordinator</b>
Progress update to 30/9/2018	Workforce plan reviewed	✓
Progress update to 31/12/2018	Workforce plan reviewed	✓
Progress update to 31/3/2019	Workforce plan reviewed	✓
Progress update to 30/6/2019	Workforce plan reviewed	✓
<b>12.2.4</b>	<b>Maintain register of delegations and issue authorities to relevant employees</b> <i>KPI: Register reviewed annually</i>	<b>Executive Assistant</b>
Progress update to 30/9/2018	Ongoing review of delegation and staff changes	!
Progress update to 31/12/2018	Ongoing review of delegation and staff changes	!
Progress update to 31/3/2019	Ongoing review of delegation and staff changes	!
Progress update to 30/6/2019	Review of delegation and staff changes underway and will be finalised once the organisational structure review is complete	✓
<b>12.2.5</b>	<b>Develop, implement and monitor Learning and Development Plan</b> <i>KPI: Annual plans developed. Identify external funding opportunities for training and education</i>	<b>Human Resources Coordinator</b>
Progress update to 30/9/2018	Learning and development plan developed and communicated.	!
Progress update to 31/12/2018	Learning and development plan developed and communicated.	✓
Progress update to 31/3/2019	External funding utilised. Learning and development plan implemented and executed.	✓
Progress update to 30/6/2019	External funding utilised. Learning and development plan implemented and executed.	✓


<b>12.2.6</b>	<b>Maintain and promote the Employee Assistance Program (EAP)</b> <i>KPI: Promote program through noticeboards and Thursday Thoughts</i>	<b>Human Resources Coordinator</b>
Progress update to 30/9/2018	EAP information in Thursday Thoughts and Notice boards	
Progress update to 31/12/2018	EAP information in Thursday Thoughts and Notice boards	
Progress update to 31/3/2019	EAP information in Thursday Thoughts , Notice boards and tea rooms	
Progress update to 30/6/2019	EAP information in Thursday Thoughts , Notice boards, tea rooms and during induction of new employees	
<b>12.2.7</b>	<b>Promote and encourage employee representation on workplace committees</b> <i>KPI: In accordance with committee requirements</i>	<b>Human Resources Coordinator</b>
Progress update to 30/9/2018	Committees represent workforce	
Progress update to 31/12/2018	Committees represent workforce	
Progress update to 31/3/2019	Called for EOI for membership to committees to ensure workforce representation	
Progress update to 30/6/2019	Called for EOI for membership to committees to ensure workforce representation	
<b>12.2.8</b>	<b>Implement the LGNSW Capability Framework including the review and update position descriptions</b> <i>KPI: Review and update annually or as per Employee Development Review and/or organisational changes</i>	<b>Human Resources Coordinator</b>
Progress update to 30/9/2018	PD's being updated	
Progress update to 31/12/2018	PD's being updated	
Progress update to 31/3/2019	PDs being reviewed and updated to include Capability Framework	
Progress update to 30/6/2019	PDs being reviewed and updated to include Capability Framework	

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**12.2.9 Maintain and promote the staff service and achievement awards program Executive Assistant**

*KPI: Monthly service presentations and annual achievement awards*


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Progress update to 30/9/2018 Manex and relevant Managers/Supervisors notified each month and presentations made to staff at monthly meetings. Preparations underway for annual Bland but not Boring staff recognition event 


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Progress update to 31/12/2018 Manex and relevant Managers/Supervisors notified each month and presentations made to staff at monthly meetings. Preparations underway for annual Bland but not Boring staff recognition event 

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Progress update to 31/3/2019 Manex and relevant Managers/Supervisors notified each month and presentations made to staff at monthly meetings. Policy/Procedure to be discussed at next Consultative Committee meeting at the request of staff. 

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Progress update to 30/6/2019 Manex and relevant Managers/Supervisors notified each month and presentations made to staff at monthly meetings. Policy/Procedure discussed at recent Consultative Committee meeting with comments referred to Manex. Review of the policy and procedure is underway. 

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## 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) 2018/2019

Action	Responsibility
<b>12.3.1</b> <b>Oversee the implementation and monitoring of the EEO Management Plan</b> <i>KPI: Minimum of two meetings annually</i>	Human Resources Coordinator
Progress update to 30/9/2018    Regular EEO Meetings held	!
Progress update to 31/12/2018    Regular EEO Meetings held	✓
Progress update to 31/3/2019    EEO Management Plan revised and implemented	✓
Progress update to 30/6/2019    EEO Management Plan revised and implemented	✓
<b>12.3.2</b> <b>Identify and support opportunities for resource sharing arrangements with other Councils</b> <i>KPI: Opportunities investigated</i>	Human Resources Coordinator
Progress update to 30/9/2018    Training opportunities are communicated and shared among Council's	!
Progress update to 31/12/2018    Training opportunities are communicated and shared among Council's	!
Progress update to 31/3/2019    REROC meetings enable sharing resources	✓
Progress update to 30/6/2019    REROC meetings enable sharing resources	✓

<b>12.3.3</b>	<b>Implement workforce programs ensuring Council remains an employer of choice</b> <i>KPI: Continue to develop and report on succession plan and initiatives</i>	<b>Human Resources Coordinator</b>
Progress update to 30/9/2018	Continuous development and identification of succession plans	!
Progress update to 31/12/2018	Continuous development and identification of succession plans	!
Progress update to 31/3/2019	Continuous development and identification of succession plans. Training and professional development of staff	✓
Progress update to 30/6/2019	Continuous development and identification of succession plans. Training and professional development of staff	✓
<b>12.3.4</b>	<b>Review the performance management system and process</b> <i>KPI: Annual review</i>	<b>Human Resources Coordinator</b>
Progress update to 30/9/2018	Performance and development reviews being conducted.	!
Progress update to 31/12/2018	Performance and development reviews complete.	✓
Progress update to 31/3/2019	Performance and development reviews complete.	✓
Progress update to 30/6/2019	Performance and development reviews complete.	✓
<b>12.3.5</b>	<b>Conduct Employee Engagement and EEO Survey</b> <i>KPI: Survey staff every two years (2017, 2019, 2021)</i>	<b>Human Resources Coordinator</b>
Progress update to 30/9/2018	Survey to be done in 2019	!
Progress update to 31/12/2018	Survey to be done in 2019	✓
Progress update to 31/3/2019	Survey being developed	!
Progress update to 30/6/2019	Survey to be sent to employees	!

## 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) 2018/2019

Action	Responsibility
<b>12.4.1</b> <b>Ensure WHS Committee meet in accordance with approved schedule</b> <i>KPI: Minimum four meetings per year</i>	<b>Contract Compliance &amp; WHS Officer</b>
Progress update to 30/9/2018    Meeting held 14 August 2018	✓
Progress update to 31/12/2018    Meeting held 13 November 2018	✓
Progress update to 31/3/2019    Meeting held 5 March 2019	✓
Progress update to 30/6/2019    Meeting held 21 May 2019	✓
<b>12.4.2</b> <b>Develop and maintain Council's Risk Management Action Plan (RAMP) in consultation with staff</b> <i>KPI: Annually</i>	<b>Risk &amp; Insurance Officer</b>
Progress update to 30/9/2018    Bland Shire Council has been working closely with Statewide Mutual to ensure progress towards the Continuous Improvement Program. A number of meetings have been conducted between Statewide Mutual representatives and key Bland Shire Council personnel. 2018 workbooks have been completed and are ready for submission. The RAMP is a summary of our progress and we are on track to submit by the due date 31 October 2018	!
Progress update to 31/12/2018    RAMP and CIP workbooks have been submitted and have received feedback from StateWide Mutual that all looking good and on track	✓
Progress update to 31/3/2019    RAMP and CIP workbooks have been submitted working on updating actions and planning for new CIP workbooks	!
Progress update to 30/6/2019    Had an update meeting with Statewide Mutual to discuss RAMP and CIP worksheets advised all good	✓

<b>12.4.3 Establish and monitor Council's Risk Register</b>		<b>Risk &amp; Insurance Officer</b>
<i>KPI: Monitor annually</i>		
Progress update to 30/9/2018	Comprehensive Risk Management Action Plans have been developed with every section. These will be reviewed before the end of the year. Councils Contract, Compliance and WHS Officer has been paramount in updating and highlighting any WHS issues.	✓
Progress update to 31/12/2018	Risk Management Plans have been updated and need to be reviewed in new year. We are looking at adding separate risk register for Risk Management issues only as distinct from WHS	✓
Progress update to 31/3/2019	Risk register has been updated and planning to have individual meeting with each section to review and look at major risks and risks in general	!
Progress update to 30/6/2019	Have been working with all areas to update Risk register working on corporate risks almost completed	!
<b>12.4.4 Maintain the Contractor Database</b>		<b>Contract Compliance &amp; WHS Officer</b>
<i>KPI: Update information annually</i>		
Progress update to 30/9/2018	Contractor data base is continually being updated with insurance information, staff information i.e. tickets and licences and inductions as required	!
Progress update to 31/12/2018	Contractor data base is continually being updated with insurance information, staff information i.e. tickets and licences and inductions as required	!
Progress update to 31/3/2019	Contractor data base is continually being updated with insurance information, staff information i.e. tickets and licences and inductions as required	!
Progress update to 30/6/2019	Contractor data base is continually being updated with insurance information, staff information i.e. tickets and licences and inductions as required	✓
<b>12.4.5 Undertake inspections and audit of Council workplaces in liaison with relevant staff</b>		<b>Contract Compliance &amp; WHS Officer</b>
<i>KPI: Minimum 20 Internal and 20 external sites annually</i>		
Progress update to 30/9/2018	All staff have received the Workstation Self Assessment Checklist. Vault is being developed to suit BSC needs when completing workplace inspections in liaison with relevant staff.	!
Progress update to 31/12/2018	Most staff completed Workstation Self Assessment Checklists. Inspections are being completed using Vault.	!
Progress update to 31/3/2019	Outdoor worksite inspections and audits have commenced	!
Progress update to 30/6/2019	Inspections have commenced using VAULT	!



# 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) 2018/2019

Action	Responsibility
<b>13.1.1 Ensure information required under the GIPA legislation is displayed appropriately on Council's website</b> <i>KPI: Information under legislation is available</i>	Corporate Services Coordinator
Progress update to 30/9/2018 GIPA Information displayed and updated when required	✓
Progress update to 31/12/2018 GIPA Information displayed and updated when required	✓
Progress update to 31/3/2019 GIPA Information displayed and updated when required	✓
Progress update to 30/6/2019 GIPA Information displayed and updated when required	✓
<b>13.1.2 Monitor and report on response times to service requests (received in person, phone or mail)</b> <i>KPI: Overdue tasks report of Manex monthly</i>	Corporate Services Coordinator
Progress update to 30/9/2018 Outstanding customer service reports are provided to Manex monthly	!
Progress update to 31/12/2018 Outstanding customer service reports are provided to Manex monthly	!
Progress update to 31/3/2019 Outstanding customer service reports are provided to Manex monthly	!
Progress update to 30/6/2019 Outstanding customer service reports are provided to Manex monthly	✓

13.1.3	<b>Monitor compliance with Council's Record Management Policy</b>	<b>Corporate Services Coordinator</b>
<i>KPI: Regular communication and monitoring by Records staff that policy is being complied</i>		
Progress update to 30/9/2018	Compliance with Council's Records Management Policy is monitored and staff training undertaken when necessary to ensure compliance.	!
Progress update to 31/12/2018	After the upgrade of the EDRMS in 2019 refresher training will be undertaken for all users.	!
Progress update to 31/3/2019	Records staff have participated in a number of training programs.	!
Progress update to 30/6/2019	GIPA training provided for relevant records staff this quarter. Other training undertaken when necessary to ensure compliance.	✓

# 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) 2018/2019

#### Action

#### Responsibility

**13.2.1 Progress the establishment of an Internal Risk and Audit Committee and function within the organisation as per the legislation** **General Manager**

*KPI: Committee established and functioning by 30/6/2020*

Progress update to 30/9/2018	Although it will not be mandatory to establish such a committee until June 2020, preliminary work has begun on the scope and membership of such a committee.	✓
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Progress update to 31/12/2018	There is an opportunity to partner with Coolamon, Temora and Junee Councils and this will be pursued in early 2019.	✓
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Progress update to 31/3/2019	Council has joined an Internal Audit Alliance with neighbouring councils and will participate in an initial audit on Fraud Control during April.	✓
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Progress update to 30/6/2019	There will be a report submitted to the August 2019 meeting of Council recommending the formal establishment of an Audit, Risk & Improvement Committee.	!
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**13.2.2 Review Council's policies and procedures** **General Manager**

*KPI: 25% reviewed annually*

Progress update to 30/9/2018	The review of council policies and procedures is an ongoing process with policies being submitted to council on a regular basis.	✓
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Progress update to 31/12/2018	The review of council policies and procedures is an ongoing process with policies being submitted to council on a regular basis.	✓
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Progress update to 31/3/2019	The review of council policies and procedures is an ongoing process with policies being submitted to council on a regular basis.	✓
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Progress update to 30/6/2019	The review of council policies and procedures is an ongoing process with policies being submitted to council on a regular basis.	✓
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# 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

### 2018/2019 Operational Plan Actions

as at 30/06/2019

Total number of actions:	35
🟡 On target	23
🔴 Not progressed	0
🟢 Complete	12

## 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) 2018/2019

#### Action

#### 14.1.1 Maintain relationships with Business West Wyalong and Events West Wyalong

*KPI: Minimum two meetings per year*

#### Responsibility

Office of the General Manager - Administration Officer

Progress update to 30/9/2018	Attended meetings with Business West Wyalong during. Assisted Business West Wyalong with Christmas Street Carnival preparation. Attended Events West Wyalong meetings and assisted with Australia in the West event.	!
Progress update to 31/12/2018	Attended meetings with Business West Wyalong during October and November. Assisted Business West Wyalong with Christmas Street Carnival. Attended Events West Wyalong meetings and assisted with Australia in the West event.	!
Progress update to 31/3/2019	Attended meetings with Business West Wyalong during December and February. Assisted with the 125 year celebration history posters for participating businesses. Events West Wyalong not doing an event for 2019	!
Progress update to 30/6/2019	Attended meetings with Business West Wyalong during March, April and May. Events West Wyalong not doing an event for 2019	!

<b>14.1.2</b>	<b>Maintain an active participation and representation in relevant regional tourism and business meetings and events</b> <i>KPI: 80% meetings attended</i>	<b>Senior Economic Development &amp; Tourism Advisor</b>
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Progress update to 30/9/2018

Ongoing and the SEDTA has an active participation and representation in the relevant regional tourism and business meetings and events including Regional Development Australia Riverina and Central West, Destination Riverina Murray (DRM) and Country and Outback (DNCO), Destination NSW, Jet Flyers NSW, NSW Free Flight Society, MAAA, West Wyalong Camp draft and Show Committees, Events West Wyalong, Business West Wyalong, The Newell Highway Promotions and Task Force Committees, Destination NSW, AusIndustry, NSW Department of Industry, NSW Department of Premier & Cabinet, Planning & Environment, Office of Environment & Heritage, Crown Lands, NSW Department of Industry, Roads & Maritime Service, Australia Bureau of Statistics, Business Enterprise Centres, and other Government Departments as required including the Small Business Commissioner. Bland Shire Council arranged a visit to the Bland Shire by the DRM and will be meeting with the Tourism Minister.



Progress update to 31/12/2018

Ongoing and the SEDTA has an active participation and representation in the relevant regional tourism and business meetings and events including Regional Development Australia Riverina and Central West, Destination Riverina Murray (DRM) and Country and Outback (DNCO), Destination NSW, Jet Flyers NSW, NSW Free Flight Society, MAAA, West Wyalong Camp draft and Show Committees, Events West Wyalong, Business West Wyalong, The Newell Highway Promotions and Task Force Committees, Destination NSW, AusIndustry, NSW Department of Industry, NSW Department of Premier & Cabinet, Planning & Environment, Office of Environment & Heritage, Crown Lands, NSW Department of Industry, Roads & Maritime Service, Australia Bureau of Statistics, Business Enterprise Centres, and other Government Departments as required including the Small Business Commissioner. Bland Shire Council arranged a visit to the Bland Shire by the DRM and will be meeting with the Tourism Minister. The Tourism Minister has been invited to the Newell Highway Task Force Committee Meeting in February 2019.



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Progress  
update to  
31/3/2019

Ongoing and the SEDTA has an active participation and representation in the relevant regional tourism and business meetings and events including Regional Development Australia Riverina and Central West, Destination Riverina Murray (DRM) and Country and Outback (DNCO), Destination NSW, Jet Flyers NSW, NSW Free Flight Society, MAAA, West Wyalong Camp draft and Show Committees, Events West Wyalong, Business West Wyalong, The Newell Highway Promotions and Task Force Committees, Destination NSW, AusIndustry, NSW Department of Industry, NSW Department of Premier & Cabinet, Planning & Environment, Office of Environment & Heritage, Crown Lands, NSW Department of Industry, Roads & Maritime Service, Australia Bureau of Statistics, Business Enterprise Centres, and other Government Departments as required including the Small Business Commissioner. Bland Shire Council arranged a visit to the Bland Shire by the DRM and will be meeting with the Tourism Minister. The Tourism Minister has been invited to the Newell Highway Task Force Committee Meeting in February 2019.



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Progress  
update to  
30/6/2019

Ongoing and the SEDTA has an active participation and representation in the relevant regional tourism and business meetings and events including Regional Development Australia Riverina and Central West, Destination Riverina Murray (DRM) and Country and Outback (DNCO), Destination NSW, Jet Flyers NSW, NSW Free Flight Society, MAAA, West Wyalong Camp draft and Show Committees, Events West Wyalong, Business West Wyalong, The Newell Highway Promotions and Task Force Committees, Destination NSW, AusIndustry, NSW Department of Industry, NSW Department of Premier & Cabinet, Planning & Environment, Office of Environment & Heritage, Crown Lands, NSW Department of Industry, Roads & Maritime Service, Australia Bureau of Statistics, Business Enterprise Centres, and other Government Departments as required including the Small Business Commissioner. Bland Shire Council arranged a visit to the Bland Shire by the DRM and will be meeting with the Tourism Minister. The Tourism Minister has been invited to the Newell Highway Task Force Committee Meeting in February 2019. The new Newell Highway brochure has been printed and distributed and launched at NSW Parliament House. As a result of the organisational restructure this position is being made redundant and this task will be undertaken by the General Manager.



<b>14.1.3</b>	<b>Investigate options to further develop the League of Extraordinary Communities with Dull in Scotland and Boring in the United States</b> <i>KPI: Minimum annual contact</i>	<b>Senior Economic Development &amp; Tourism Advisor</b>
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Progress update to 30/9/2018	Ongoing and the SEDTA has promoted the League of Extraordinary Communities to both the Australian Federal and State Governments and is working on developing some marketing collateral. The SEDTA has met with marketing companies and the Charles Sturt University. The SEDTA will contact Charles Sturt University again and if there is not interest will contact the other institutions. Bland Shire Council has also approached TAFE NSW to see if they would like to take on the project.	!
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Progress update to 31/12/2018	Ongoing and the SEDTA has promoted the League of Extraordinary Communities to both the Australian Federal and State Governments and is working on developing some marketing collateral. The SEDTA has met with marketing companies and the Charles Sturt University. The SEDTA will contact Charles Sturt University again and if there is not interest will contact the other institutions. Bland Shire Council has also approached TAFE NSW to see if they would like to take on the project. Waiting to hear back from TAFE NSW.	!
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Progress update to 31/3/2019	Ongoing and the SEDTA has promoted the League of Extraordinary Communities to both the Australian Federal and State Governments and is working on developing some marketing collateral. The SEDTA has met with marketing companies and the Charles Sturt University. The SEDTA will contact Charles Sturt University again and if there is not interest will contact the other institutions. Bland Shire Council has also approached TAFE NSW to see if they would like to take on the project. Waiting to hear back from TAFE NSW.	!
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Progress update to 30/6/2019	Ongoing and the SEDTA has promoted the League of Extraordinary Communities to both the Australian Federal and State Governments and is working on developing some marketing collateral. The SEDTA has met with marketing companies and the Charles Sturt University. The SEDTA will contact Charles Sturt University again and if there is not interest will contact the other institutions. Bland Shire Council has also approached TAFE NSW to see if they would like to take on the project. Waiting to hear back from TAFE NSW. As a result of the organisational restructure this position is being made redundant and this task will be undertaken by the General Manager.	!
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<b>14.1.4</b>	<b>Investigate potential strategic property acquisition opportunities as they arise</b> <i>KPI: Report to Council as required</i>	<b>General Manager</b>
Progress update to 30/9/2018	Council agreed to a property purchase in August that should complement the proposed second industrial estate.	✓
Progress update to 31/12/2018	Negotiations are taking place on the purchase of a residence for the local police sergeant and further industrial land.	✓
Progress update to 31/3/2019	Council completed the purchase of two properties during this period. A house for the new local police sergeant and vacant land adjoining the new Business Park site.	✓
Progress update to 30/6/2019	There was no consideration of any property purchases during this period.	✓
<b>14.1.5</b>	<b>Develop local tourism publications and website information to showcase the Bland Shire</b> <i>KPI: Review annually</i>	<b>Office of the General Manager - Administration Officer</b>
Progress update to 30/9/2018	Completed the installation of Datatrax Visitors Screen and information and flyers distributed to businesses.	!
Progress update to 31/12/2018	Advertising events on Bland Shire Facebook page and Bland Shire website. Assisted with flyers for local events.	!
Progress update to 31/3/2019	Advertising events on Bland Shire Facebook page and Bland Shire website. Assisted with flyers for local events. Created a flyer and promoted the 125 year Celebration weekend to neighbouring visitors centres	!
Progress update to 30/6/2019	Advertising events on Bland Shire Facebook page and Bland Shire website. Assisted with flyers for local events.	!
<b>14.1.6</b>	<b>Installation of charging station for electric powered vehicles</b> <i>KPI: Installation on time and within budget allocation</i>	<b>Office of the General Manager - Administration Officer</b>
Progress update to 30/9/2018	Investigations begun on charging station for electric powered vehicles.	!
Progress update to 31/12/2018	Made contact with several installers of electric charging stations for vehicles. NRMA will install an NRMA electrical car charging station in the Bland Shire car park. Contracts have been signed. This is at no cost to Council.	!
Progress update to 31/3/2019	NRMA Charging station installed March 2019 and completed.	✓
Progress update to 30/6/2019	NRMA Charging station installed March 2019 and completed.	✓

## 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) 2018/2019

### Action

#### 14.2.1 Seek major and minor event opportunities for the Bland Shire

*KPI: Contact made at least three times per year*

### Responsibility

Senior Economic  
Development & Tourism  
Advisor

Progress  
update to  
30/9/2018

This is ongoing and the SEDTA undertakes this task on a regular basis and investigates both major and minor events and has to work with a limited budget. The SEDTA investigates event grant opportunities as they are released. The SEDTA disseminates the funding opportunities to the sporting and community groups in the Bland Shire.



Progress  
update to  
31/12/2018










This is ongoing and the SEDTA undertakes this task on a regular basis and investigates both major and minor events and has to work with a limited budget. The SEDTA investigates event grant opportunities as they are released. The SEDTA disseminates the funding opportunities to the sporting and community groups in the Bland Shire.



Progress  
update to  
31/3/2019

This is ongoing and the SEDTA undertakes this task on a regular basis and investigates both major and minor events and has to work with a limited budget. The SEDTA investigates event grant opportunities as they are released. The SEDTA disseminates the funding opportunities to the sporting and community groups in the Bland Shire. The Jet Flyers NSW will be visiting the Bland Shire on at least four occasions a year. The NSW Free Flight Society hold a minimum of four events a year in the Bland Shire. The 71st MAAA Nationals will be held in West Wyalong in April and May 2019.



Progress update to 30/6/2019	This is ongoing and the SEDTA undertakes this task on a regular basis and investigates both major and minor events and has to work with a limited budget. The SEDTA investigates event grant opportunities as they are released. The SEDTA disseminates the funding opportunities to the sporting and community groups in the Bland Shire. The Jet Flyers NSW will be visiting the Bland Shire on at least four occasions a year. The NSW Free Flight Society hold a minimum of four events a year in the Bland Shire. The 71st MAAA Nationals will be held in West Wyalong in April and May 2019. The SEDTA has been successful in attracting the MAAA Nationals to West Wyalong for a minimum of the next five years. As a result of the organisational restructure this position is being made redundant and this task will be undertaken by the General Manager.	
<b>14.2.2</b>	<b>Investigate technology to improve the visitor experience within Bland Shire</b> <i>KPI: Review technology options annually</i>	<b>Office of the General Manager - Administration Officer</b>
Progress update to 30/9/2018	Datatrax installed in the foyer of the Council building. All artwork completed.	
Progress update to 31/12/2018	Datatrax fully operational. Bland Shire now visible in 244 other locations across Australia. According to statistics the Datatrax pages are well used. This task is completed for this reporting period	
Progress update to 31/3/2019	Promotion of Visitors Information Points to businesses in all communities in the Bland Shire.	
Progress update to 30/6/2019	Promotion of Visitors Information Points to businesses in all communities in the Bland Shire.	
<b>14.2.3</b>	<b>Produce and circulate the VIC Connect publication</b> <i>KPI: Monthly</i>	<b>Office of the General Manager - Administration Officer</b>
Progress update to 30/9/2018	VIC Connect for July to September 2018 distributed to all contacts	
Progress update to 31/12/2018	VIC Connect for October to December distributed to all contacts	
Progress update to 31/3/2019	VIC Connect for January distributed to all contacts	
Progress update to 30/6/2019	VIC Connect Distributed to all contacts	

14.2.4	Installation of seating and shelter near the Weethalle Silo Art project	Director Asset & Engineering Services
Progress update to 30/9/2018	Partly completed by a private individual. Before considering at progressing, looking at approval from John Holland to use railway land.	!
Progress update to 31/12/2018	Partly completed by a private individual. Before considering progressing, looking at approval from John Holland to use railway land.	!
Progress update to 31/3/2019	Partly completed by a private individual. Before considering progressing, looking at approval from John Holland to use railway land.	!
Progress update to 30/6/2019	Partly completed by a private individual. Before considering progressing, looking at approval from John Holland to use railway land.	✓

## Delivery Program (4 years) 2018 - 2022

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### 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) 2018/2019

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### Action

15.1.1 Identify, target and liaise with existing and potential new retail business and/or industry opportunities

*KPI: Regular investigation*

### Responsibility

Senior Economic Development & Tourism Advisor

Progress update to 30/9/2018

This task is ongoing and meetings are held with companies and individuals who are looking to establish a business in the Bland Shire. Large and small businesses are targeted and approached to consider establishing an operation in the Bland Shire or to expand their operation on a regular basis.



Progress update to 31/12/2018

This task is ongoing and meetings are held with companies and individuals who are looking to establish a business in the Bland Shire. Large and small businesses are targeted and approached to consider establishing an operation in the Bland Shire or to expand their operation on a regular basis.



Progress update to 31/3/2019

This task is ongoing and meetings are held with companies and individuals who are looking to establish a business in the Bland Shire. Large and small businesses are targeted and approached to consider establishing an operation in the Bland Shire or to expand their operation on a regular basis. New businesses to establish in the Bland Shire include the IGA West Wyalong and the iOR Fuel Facility. Business investments have also been made by McPhersons Parts and Service and O'Connors. Phil Hill is establishing Oxley Plains fodder growing system and abattoir.



Progress update to 30/6/2019	<p>This task is ongoing and meetings are held with companies and individuals who are looking to establish a business in the Bland Shire. Large and small businesses are targeted and approached to consider establishing an operation in the Bland Shire or to expand their operation on a regular basis. New businesses to establish in the Bland Shire include the IGA West Wyalong and the iOR Fuel Facility. Business investments have also been made by McPhersons Parts and Service and O'Connors. Phil Hill is establishing Oxley Plains fodder growing system and abattoir. The Marketplace on Ungarie Road has been sold and Service NSW and the new West Wyalong Discount Pharmacy will be established at the Marketplace. As a result of the organisational restructure this position is being made redundant and this task will be undertaken by the General Manager.</p>	!
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<b>15.1.2</b>	<p><b>Promote Business Development Assistance Fund to retail industries looking at establishing and/or expanding in the Bland Shire</b>  <i>KPI: Regular email broadcasts and personal contact</i></p>	<p><b>Senior Economic Development &amp; Tourism Advisor</b></p>
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Progress update to 30/9/2018	<p>This task is ongoing and the Business Development Assistance program is actively promoted. Meetings are held with companies and individuals who are looking to establish a business in the Bland Shire.</p>	!
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Progress update to 31/12/2018	<p>This task is ongoing and the Business Development Assistance program is actively promoted. Meetings are held with companies and individuals who are looking to establish a business in the Bland Shire.</p>	!
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Progress update to 31/3/2019	<p>This task is ongoing and the Business Development Assistance program is actively promoted. Meetings are held with companies and individuals who are looking to establish a business in the Bland Shire.</p>	!
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Progress update to 30/6/2019	<p>This task is ongoing and the Business Development Assistance program is actively promoted. Meetings are held with companies and individuals who are looking to establish a business in the Bland Shire. Companies discussing the Business Development Assistance program include Mid West Fabrication, Renrow Steel and the Barmedman General Store.</p>	!
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## 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) 2018/2019

### Action

#### 15.2.1 Work cooperatively with the local business groups

*KPI: Attend meetings, provide email broadcasts and regular personal contact*

### Responsibility

Senior Economic  
Development & Tourism  
Advisor

Progress  
update to  
30/9/2018

This is ongoing and the SEDTA maintains a relationship with and meets with Business West Wyalong on an ongoing basis and as needed. The SEDTA involves Business West Wyalong with the Business Enterprise Centre workshops, and the Business Bus visits to West Wyalong. The Business Bus will be visiting West Wyalong on 21 November.



Progress  
update to  
31/12/2018

This is ongoing and the SEDTA maintains a relationship with and meets with Business West Wyalong on an ongoing basis and as needed. The SEDTA involves Business West Wyalong with the Business Enterprise Centre workshops, and the Business Bus visits to West Wyalong. The Business Bus visited West Wyalong on 21 November.



Progress  
update to  
31/3/2019

This is ongoing and the SEDTA maintains a relationship with and meets with Business West Wyalong on an ongoing basis and as needed. The SEDTA involves Business West Wyalong with the Business Enterprise Centre workshops, and the Business Bus visits to West Wyalong. The Business Bus visited West Wyalong on 21 November. Two business workshops and one on one business consultations will be undertaken in April and two more business workshops and consultations are being planned for July.



Progress update to 30/6/2019	<p>This is ongoing and the SEDTA maintains a relationship with and meets with Business West Wyalong on an ongoing basis and as needed. The SEDTA involves Business West Wyalong with the Business Enterprise Centre workshops, and the Business Bus visits to West Wyalong. The Business Bus visited West Wyalong on 21 November. Two business workshops and one on one business consultations will be undertaken in April and two more business workshops and consultations will be held in July 2019. As a result of the organisational restructure this position is being made redundant and this task will be undertaken by the General Manager.</p>	!
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<b>15.2.2</b>	<p><b>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</b></p> <p><i>KPI: Regularly attend meetings and as needed</i></p>	<p><b>Senior Economic Development &amp; Tourism Advisor</b></p>
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Progress update to 30/9/2018	<p>This task is ongoing and the SEDTA has an active participation and representation in the relevant regional tourism and business meetings and events including Regional Development Australia Riverina and Central West, Destination Riverina Murray and Country and Outback, Events West Wyalong, Business West Wyalong, The Newell Highway Promotions and Task Force Committees, Destination NSW, AusIndustry, NSW Department of Industry, NSW Department of Premier and Cabinet, Planning and Environment, Office of Environment &amp; Heritage, Crown Lands, NSW Department of Industry, Roads and Maritime Service, Australia Bureau of Statistics, Business Enterprise Centres, and other Government Departments as required including the Small Business Commissioner.</p>	!
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Progress update to 31/12/2018	<p>This task is ongoing and the SEDTA has an active participation and representation in the relevant regional tourism and business meetings and events including Regional Development Australia Riverina and Central West, Destination Riverina Murray and Country and Outback, Events West Wyalong, Business West Wyalong, The Newell Highway Promotions and Task Force Committees, Destination NSW, AusIndustry, NSW Department of Industry, NSW Department of Premier and Cabinet, Planning and Environment, Office of Environment &amp; Heritage, Crown Lands, NSW Department of Industry, Roads and Maritime Service, Australia Bureau of Statistics, Business Enterprise Centres, and other Government Departments as required including the Small Business Commissioner.</p>	!
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Progress  
update to  
31/3/2019

This task is ongoing and the SEDTA has an active participation and representation in the relevant regional tourism and business meetings and events including Regional Development Australia Riverina and Central West, Destination Riverina Murray and Country and Outback, Events West Wyalong, Business West Wyalong, The Newell Highway Promotions and Task Force Committees, Destination NSW, AusIndustry, NSW Department of Industry, NSW Department of Premier and Cabinet, Planning and Environment, Office of Environment & Heritage, Crown Lands, NSW Department of Industry, Roads and Maritime Service, Australia Bureau of Statistics, Business Enterprise Centres, and other Government Departments as required including the Small Business Commissioner.



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Progress  
update to  
30/6/2019

This task is ongoing and the SEDTA has an active participation and representation in the relevant regional tourism and business meetings and events including Regional Development Australia Riverina and Central West, Destination Riverina Murray and Country and Outback, Events West Wyalong, Business West Wyalong, The Newell Highway Promotions and Task Force Committees, Destination NSW, AusIndustry, NSW Department of Industry, NSW Department of Premier and Cabinet, Planning and Environment, Office of Environment & Heritage, Crown Lands, NSW Department of Industry, Roads and Maritime Service, Australia Bureau of Statistics, Business Enterprise Centres, and other Government Departments as required including the Small Business Commissioner. The SEDTA organised a visit to the Bland Shire with James Bolton the Regional Director for the Department of Premier & Cabinet. The SEDTA is also working on organising a visit by the Deputy Prime Minister and Minister for Resources. As a result of the organisational restructure this position is being made redundant and this task will be undertaken by the General Manager.



<b>15.2.3</b>	<b>Monitor and support requests to assist future mining activities within the Bland Shire</b> <i>KPI: Regularly and as needed</i>	<b>Senior Economic Development &amp; Tourism Advisor</b>
Progress update to 30/9/2018	This task is ongoing and meetings and phone conversations are held with the mining and exploration companies on a regular basis and or as needed.	!
Progress update to 31/12/2018	Work cooperatively with the local business groups KPI: Attend meetings, provide email broadcasts and regular personal contact	!
Progress update to 31/3/2019	This task is ongoing and meetings and phone conversations are held with the mining and exploration companies on a regular basis and or as needed. Meetings and or discussions were held with Evolution, St Barbara, Argent, Thomson, Weddarla, Adrea and Sandfire Resources. Meetings were also held with the NSW Department of Planning and Environment regarding the up and coming airborne electromagnetic surveys.	!
Progress update to 30/6/2019	This task is ongoing and meetings and phone conversations are held with the mining and exploration companies on a regular basis and or as needed. Meetings and or discussions were held with Evolution, St Barbara, Argent, Thomson, Weddarla, Saturn Metals, Adrea and Sandfire Resources. Meetings were also held with the NSW Department of Planning and Environment regarding the up and coming airborne electromagnetic surveys.	!
<b>15.2.4</b>	<b>Monitor and support requests to assist future major developments within the Bland Shire</b> <i>KPI: Regularly and as needed</i>	<b>Senior Economic Development &amp; Tourism Advisor</b>
Progress update to 30/9/2018	This is undertaken on a regular basis and the Mayor, General Manager and SEDTA met with and visit businesses in the Bland Shire with the State and Federal Government members and ministers and government departments.	!
Progress update to 31/12/2018	This is undertaken on a regular basis and the Mayor, General Manager and SEDTA met with and visit businesses in the Bland Shire with the State and Federal Government members and ministers and government departments.	!
Progress update to 31/3/2019	This is undertaken on a regular basis and the Mayor, General Manager and SEDTA met with and visit businesses in the Bland Shire with the State and Federal Government members and ministers and government departments. Assistance has been given with Evolution, ESCO Pacific and Lightsource BP.	!
Progress update to 30/6/2019	This is undertaken on a regular basis and the Mayor, General Manager and SEDTA met with and visit businesses in the Bland Shire with the State and Federal Government members and ministers and government departments. Assistance has been given with Evolution, ESCO Pacific and Lightsource BP. Commercial in Confidence meetings have been held with a number of other investors on projects in the Bland Shire. As a result of the organisational restructure this position is being made redundant and this task will be undertaken by the General Manager.	!

## 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) 2018/2019

### Action

#### 15.3.1 Monitor telecommunication and technology trends

*KPI: Regular and as needed*

### Responsibility

Senior Economic  
Development & Tourism  
Advisor

Progress  
update to  
30/9/2018

This task is undertaken on a regular ongoing basis, with regular emails being sent to businesses in the Bland Shire making them aware of new technologies. The SEDTA has worked with NBN and Lend lease with regards to the installation of Fixed Wireless and Fixed Line in the Bland Shire and West Wyalong.



Progress  
update to  
31/12/2018

This task is undertaken on a regular ongoing basis, with regular emails being sent to businesses in the Bland Shire making them aware of new technologies. The SEDTA has worked with NBN and Lend lease with regards to the installation of Fixed Wireless and Fixed Line in the Bland Shire and West Wyalong.



Progress  
update to  
31/3/2019

This task is undertaken on a regular ongoing basis, with regular emails being sent to businesses in the Bland Shire making them aware of new technologies. The SEDTA has worked with NBN and Lend lease with regards to the installation of Fixed Wireless and Fixed Line in the Bland Shire and West Wyalong. Round five of the mobile black spot funding excluded Local Governments from applying or submitting an EOI.



Progress  
update to  
30/6/2019

This task is undertaken on a regular ongoing basis, with regular emails being sent to businesses in the Bland Shire making them aware of new technologies. The SEDTA has worked with NBN and Lend lease with regards to the installation of Fixed Wireless and Fixed Line in the Bland Shire and West Wyalong. Round five of the mobile black spot funding excluded Local Governments from applying or submitting an EOI. As a result of the organisational restructure this position is being made redundant and this task will be undertaken by the General Manager.



15.3.2	<b>Send submission to Government on new technology</b>	<b>Senior Economic Development &amp; Tourism Advisor</b>
Progress update to 30/9/2018	This task is undertaken when the State and Federal Governments call for submissions involving new technologies. The SEDTA submitted a response to a number of State and Federal Government inquiries and has raised the issue with mobile phone black spots in the Bland Shire and the connecting roads to the Bland Shire.	!
Progress update to 31/12/2018	This task is undertaken when the State and Federal Governments call for submissions involving new technologies. The SEDTA submitted a response to a number of State and Federal Government inquiries and has raised the issue with mobile phone black spots in the Bland Shire and the connecting roads to the Bland Shire.	!
Progress update to 31/3/2019	This task is undertaken when the State and Federal Governments call for submissions involving new technologies. The SEDTA submitted a response to a number of State and Federal Government inquiries and has raised the issue with mobile phone black spots in the Bland Shire and the connecting roads to the Bland Shire. Round five of the mobile black spot funding excluded Local Governments from applying or submitting an EOI.	!
Progress update to 30/6/2019	This task is undertaken when the State and Federal Governments call for submissions involving new technologies. The SEDTA submitted a response to a number of State and Federal Government inquiries and has raised the issue with mobile phone black spots in the Bland Shire and the connecting roads to the Bland Shire. Round five of the mobile black spot funding excluded Local Governments from applying or submitting an EOI. As a result of the organisational restructure this position is being made redundant and this task will be undertaken by the General Manager.	!
15.3.3	<b>Inform local businesses of new technology</b>	<b>Senior Economic Development &amp; Tourism Advisor</b>
Progress update to 30/9/2018	This task is undertaken on a regular basis through emails, workshops and phone conversations.	!
Progress update to 31/12/2018	This task is undertaken on a regular basis through emails, workshops and phone conversations.	!
Progress update to 31/3/2019	This task is undertaken on a regular basis through emails, workshops and phone conversations.	!
Progress update to 30/6/2019	This task is undertaken on a regular basis through emails, workshops and phone conversations.	!

## 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) 2018/2019

### Action

### Responsibility

**16.1.1 Retain prime agricultural land, farm viability and manage rural subdivision** Manager Development & Regulatory Services  
*KPI: Address agricultural land and rural subdivision in Land Use Strategy*

Progress update to 30/9/2018 Land use strategy has commenced.



Progress update to 31/12/2018 Ongoing



Progress update to 31/3/2019 Ongoing



Progress update to 30/6/2019 Currently working to complete Local Strategic Planning Statement to meet Department of Planning requirements.



**16.1.2 Prepare and implement NSW Planning Reforms** Manager Development & Regulatory Services  
*KPI: Review relevant policies including Section 94 Contribution Plan*

Progress update to 30/9/2018 Policy is being reviewed and will be presented to Council in 2019.



Progress update to 31/12/2018 To be presented at the February Council Meeting







Progress update to 31/3/2019 To be presented at the April Council Meeting



Progress update to 30/6/2019 Policy has been reviewed and presented to Council workshop.



<b>16.1.3</b>	<b>Ensure orderly, feasible and equitable development whilst safeguarding the communities interests, environment, agribusiness and residential amenity</b> <i>KPI: Review LEP and DCP</i>	<b>Manager Development &amp; Regulatory Services</b>
Progress update to 30/9/2018	LEP and DCP review has commenced	
Progress update to 31/12/2018	Ongoing	
Progress update to 31/3/2019	Ongoing	
Progress update to 30/6/2019	Ongoing	

# 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) 2018/2019


Action		Responsibility
<b>16.2.1</b>	<b>Maintain Council's traineeship and apprenticeship program</b> <i>KPI: Advertise positions as available</i>	<b>Human Resources Coordinator</b>
Progress update to 30/9/2018	Trainees and apprentices recruited	!
Progress update to 31/12/2018	Trainees and apprentices recruited, no vacancies for trainees	✓
Progress update to 31/3/2019	Trainees and apprentices recruited, no vacancies for trainees	✓
Progress update to 30/6/2019	Trainees and apprentices recruited, no vacancies for trainees	✓
<b>16.2.2</b>	<b>Foster partnerships with education sector</b> <i>KPI: Meet at least annually</i>	<b>Human Resources Coordinator</b>
Progress update to 30/9/2018	Regular contact with Educational Sector	!
Progress update to 31/12/2018	Regular contact with Educational Sector	✓
Progress update to 31/3/2019	Regular contact with Educational Sector	✓
Progress update to 30/6/2019	Regular contact with Educational Sector	✓

<b>16.2.3</b>	<b>Identify education needs for local businesses and work with training providers to deliver appropriate training</b> <i>KPI: One workshop/program per year</i>	<b>Senior Economic Development &amp; Tourism Advisor</b>
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Progress update to 30/9/2018	This task is undertaken on a regular ongoing basis, and previously arranged for the Business Enterprise Centre to conduct business workshops in West Wyalong and visits by the Small Biz Bus. The SEDTA promotes other educational and information activities to the local businesses as they arise. The NSW Governments Business Bus is scheduled to visit the Bland Shire on 21 November.	
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Progress update to 31/12/2018	This task is undertaken on a regular ongoing basis, and previously arranged for the Business Enterprise Centre to conduct business workshops in West Wyalong and visits by the Small Biz Bus. The SEDTA promotes other educational and information activities to the local businesses as they arise. The NSW Governments Business Bus visited the Bland Shire on 21 November 2018.	
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Progress update to 31/3/2019	This task is undertaken on a regular ongoing basis, and previously arranged for the Business Enterprise Centre to conduct business workshops in West Wyalong and visits by the Small Biz Bus. The SEDTA promotes other educational and information activities to the local businesses as they arise. The NSW Governments Business Bus visited the Bland Shire on 21 November 2018. Two business workshops and one on one business consultations will be undertaken in April and two more business workshops and consultations are being planned for July.	
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Progress update to 30/6/2019	This task is undertaken on a regular ongoing basis, and previously arranged for the Business Enterprise Centre to conduct business workshops in West Wyalong and visits by the Small Biz Bus. The SEDTA promotes other educational and information activities to the local businesses as they arise. The NSW Governments Business Bus visited the Bland Shire on 21 November 2018. Two business workshops and one on one business consultations will be undertaken in April and two more business workshops and consultations will be delivered in July 2019. As a result of the organisational restructure this position is being made redundant and this task will be undertaken by the General Manager.	
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16.2.4	<b>Liaise with retail and industry to assist in creating employment opportunities</b>	<b>Senior Economic Development &amp; Tourism Advisor</b>
Progress update to 30/9/2018	<p><i>KPI: Regularly attend meetings and as needed</i></p> <p>This task is undertaken on a regular ongoing basis, and previously arranged for the Business Enterprise Centre to conduct business workshops in West Wyalong and visits by the Small Biz Bus. The SEDTA promotes other educational and information activities to the local businesses as they arise.</p>	!
Progress update to 31/12/2018	<p>This task is undertaken on a regular ongoing basis, and previously arranged for the Business Enterprise Centre to conduct business workshops in West Wyalong and visits by the Small Biz Bus. The SEDTA promotes other educational and information activities to the local businesses as they arise.</p>	!
Progress update to 31/3/2019	<p>This task is undertaken on a regular ongoing basis, and previously arranged for the Business Enterprise Centre to conduct business workshops in West Wyalong and visits by the Small Biz Bus. The SEDTA promotes other educational and information activities to the local businesses as they arise. The new IGA West Wyalong created 20 new jobs.</p>	!
Progress update to 30/6/2019	<p>This task is undertaken on a regular ongoing basis, and previously arranged for the Business Enterprise Centre to conduct business workshops in West Wyalong and visits by the Small Biz Bus. The SEDTA promotes other educational and information activities to the local businesses as they arise. The new IGA West Wyalong created 20 new jobs. The proposed Service NSW and the West Wyalong Discount Pharmacy will create employment opportunities in the Bland Shire. As a result of the organisational restructure this position is being made redundant and this task will be undertaken by the General Manager.</p>	!

# 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) 2018/2019

#### Action

#### Responsibility

**16.3.1 Provide a workshop/program targeting the agricultural industry**  
*KPI: One workshop/program per year*

Foreman Environmental Services

Progress update to 30/9/2018 Weeds Display trailer exhibited at West Wyalong and Ungarie Shows



Progress update to 31/12/2018 Sticky Nightshade Field Day held onsite at farm where a new infestation was discovered. Weeds display trailer used in conjunction.



Progress update to 31/3/2019 Organised Biological control for Silver leaf Nightshade workshop at Forbes Lachlan Valley meeting. Organised transport for Bland Shire landholders.



Progress update to 30/6/2019 0



**16.3.2 Provide a workshop/program targeting energy efficiency**  
*KPI: One workshop/program per year*

Foreman Environmental Services

Progress update to 30/9/2018 Investigating options



Progress update to 31/12/2018 Investigating options



Progress update to 31/3/2019 Investigating options



Progress update to 30/6/2019 Investigating options for next year.



16.3.3	Educate the community on benefits of protecting our environment	Foreman Environmental Services
Progress update to 30/9/2018	National Tree Day Events held with local Schools	✓
Progress update to 31/12/2018	Bland Shire Council has participated with other NSW Councils in a televised weeds advertising campaign, running through Spring/Summer.	✓
Progress update to 31/3/2019	Contacted all Schools in Council area to initiate environmental projects. Projects have been submitted and funded through Councils Small Environmental Grant program.	✓
Progress update to 30/6/2019	All eight Schools in Bland Shire received funding of \$646.25 for projects through the Small Environmental grant program.	✓

# 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) 2018/2019

Action	Responsibility
<b>16.4.1 Maintain delegate representation on Goldenfields Water County Council</b> <i>KPI: 80% meetings attended</i>	<b>General Manager</b>
Progress update to 30/9/2018 This is a four year appointment and Clr McGlynn is the current BSC delegate to the local water authority.	✓
Progress update to 31/12/2018 This is a four year appointment and Clr McGlynn is the current BSC delegate to the local water authority.	✓
Progress update to 31/3/2019 This is a four year appointment and Clr McGlynn is the current BSC delegate to the local water authority.	✓
Progress update to 30/6/2019 This is a four year appointment and Clr McGlynn is the current BSC delegate to the local water authority.	✓
<b>16.4.2 Communicate local issues with utility providers</b> <i>KPI: As required</i>	<b>General Manager</b>
Progress update to 30/9/2018 The General Manager of BSC is in regular contact with GWCC regarding water issues and has also met with Essential Energy regarding street lighting issues within West Wyalong.	✓
Progress update to 31/12/2018 There have been no issues requiring liaison with utility providers during this period.	✓
Progress update to 31/3/2019 The General Manager has had ongoing discussions with GWCC regarding the new Business Park and there has been discussions with solar panel providers concerning the use of such on council buildings.	✓
Progress update to 30/6/2019 There have been no issues requiring liaison with utility providers during this period.	✓


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**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*


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Progress update to 30/9/2018 The General Manager of BSC is in regular contact with GWCC regarding water issues and there is a continuing monitoring of any possible impacts on the Shire in relation to the Murray Darling Basin Plan. 


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Progress update to 31/12/2018 Council is currently involved in the preparation of an Integrated Water Catchment Management Plan (IWCM) in liaison with GWCC. 

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Progress update to 31/3/2019 Negotiations are continuing with GWCC regarding the completion of an Integrated Water Catchment Management Plan. 

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Progress update to 30/6/2019 Negotiations are continuing with GWCC regarding the completion of an Integrated Water Catchment Management Plan. 

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## **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) 2018/2019**


<b>Action</b>	<b>Responsibility</b>
<p><b>16.5.1 Identify and act on avenues for marketing our Shire's (commercial) industrial land</b> <i>KPI: Any opportunity</i></p>	<p><b>Senior Economic Development &amp; Tourism Advisor</b></p>
<p>Progress update to 30/9/2018</p> <p>This is undertaken on a regular basis and the Mayor, General Manager and SEDTA met with and visit businesses in the Bland Shire with the State and Federal Government members and ministers on a regular basis.</p>	!
<p>Progress update to 31/12/2018</p> <p>This is undertaken on a regular basis and the Mayor, General Manager and SEDTA met with and visit businesses in the Bland Shire with the State and Federal Government members and ministers on a regular basis.</p>	!
<p>Progress update to 31/3/2019</p> <p>This is undertaken on a regular basis and the Mayor, General Manager and SEDTA met with and visit businesses in the Bland Shire with the State and Federal Government members and ministers on a regular basis. Two lots of land in the existing industrial estate have been sold.</p>	!
<p>Progress update to 30/6/2019</p> <p>This is undertaken on a regular basis and the Mayor, General Manager and SEDTA met with and visit businesses in the Bland Shire with the State and Federal Government members and ministers on a regular basis. Two lots of land in the existing industrial estate have been sold. Discussions with potential clients in the new industrial estate have been held. As a result of the organisational restructure this position is being made redundant and this task will be undertaken by the General Manager.</p>	!

<b>16.5.2</b>	<b>Investigate, purchase and market industrial land for new industrial estate in the Bland Shire</b> <i>KPI: Maintain regular contact with WWLALC and GWCC</i>	<b>Senior Economic Development &amp; Tourism Advisor</b>
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Progress update to 30/9/2018	A parcel of land has been identified and Council has agreed to purchase the land and the purchase of the land has been delegated the General Manager to finalise the purchase. The General Manager and SEDTA are monitoring appropriate funding opportunities to assist with the development of the industrial land which require matching funding and meet a BCR of greater than one.	
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Progress update to 31/12/2018	A parcel of land has been identified and Council has agreed to purchase the land and the purchase of the land has been delegated the General Manager to finalise the purchase. The General Manager and SEDTA are monitoring appropriate funding opportunities to assist with the development of the industrial land which require matching funding and meet a BCR of greater than one.	
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Progress update to 31/3/2019	A parcel of land has been identified and Council has agreed to purchase the land and the purchase of the land has been delegated the General Manager to finalise the purchase. The General Manager and SEDTA are monitoring appropriate funding opportunities to assist with the development of the industrial land which require matching funding and meet a BCR of greater than one. A parcel of land in Central Road is in the process of being purchased and the SEDTA will commence the task of marketing the land to suitable businesses. One of the unsuccessful Building Better Regions Fund applications was to update the businesses case for the industrial estate to apply for grants to develop the land.	
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Progress update to 30/6/2019	A parcel of land has been identified and Council has agreed to purchase the land and the purchase of the land has been delegated the General Manager to finalise the purchase. The General Manager and SEDTA are monitoring appropriate funding opportunities to assist with the development of the industrial land which require matching funding and meet a BCR of greater than one. A parcel of land in Central Road is in the process of being purchased and the SEDTA will commence the task of marketing the land to suitable businesses. One of the unsuccessful Building Better Regions Fund applications was to update the businesses case for the industrial estate to apply for grants to develop the land. As a result of the organisational restructure this position is being made redundant and this task will be undertaken by the General Manager.	
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16.5.3	Identify suitable industrial land within the Shire	Manager Development & Regulatory Services
Progress update to 30/9/2018	A number of sites have been identified with further strategic work to be carried out to address infrastructure requirements.	!
Progress update to 31/12/2018	Further enquiries being carried out.	!
Progress update to 31/3/2019	Supply and demand review currently being undertaken as part of the Land Use Strategy	!
Progress update to 30/6/2019	0	✓





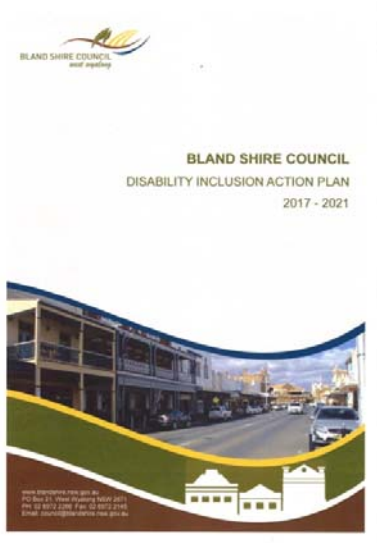
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## 2018/19 Progress Report Combined Delivery Program & Operational Plan



# 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](http://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](mailto: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**

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

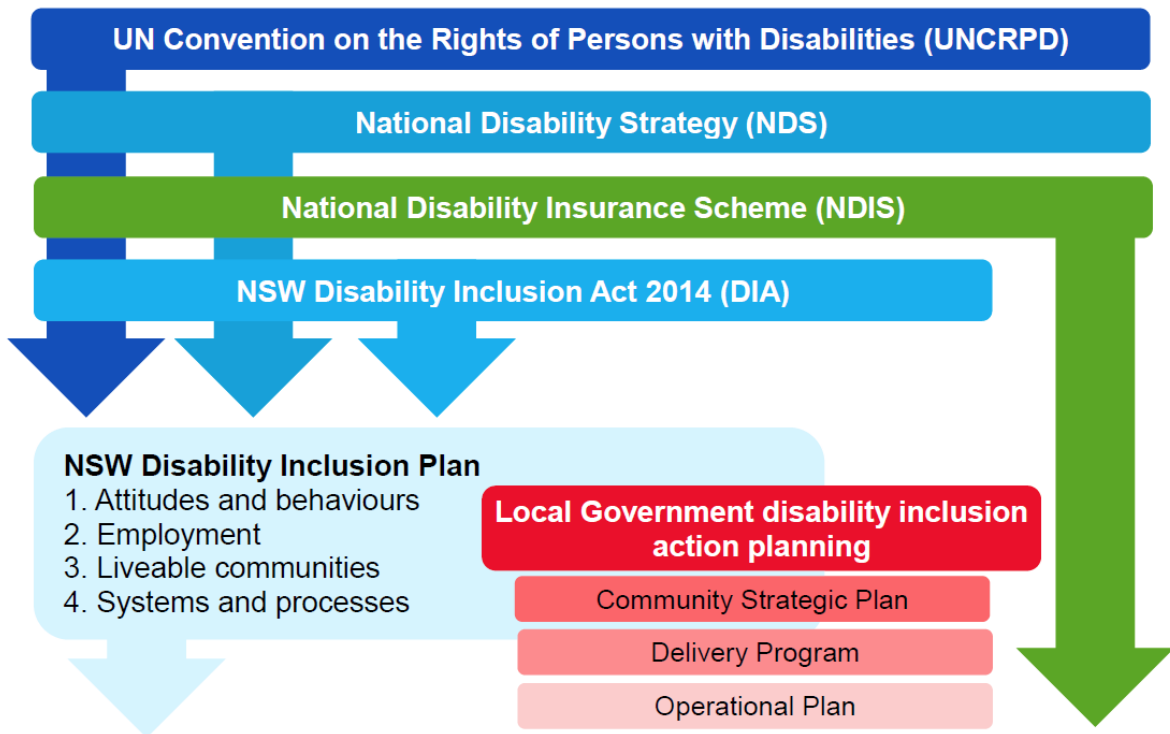
This definition reinforces the importance of viewing disability as a result of interaction between people living with a range of impairments and their physical and social environment. Disability is not just about impairment. The responsibility to break down barriers rests with the whole community.

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 2019
<b>9.1.1 Service users are consulted and provide input on the accessibility of services.</b>	<b>9.1.1.1</b> Consult and engage with the community about accessibility and inclusion planning for park facilities, visitor facilities, visitor experiences, services, consultation and communication processes. Incorporate feedback into future processes where possible.  Consult the community in accordance with IPR and customer satisfaction survey.	2017 and ongoing	Community Development Officer	% of community who are satisfied with the accessibility of Council public spaces	Community consulted around accessibility issues on an annual or bi-annual basis  Community satisfaction levels.	Community will be consulted as part of the 2019-2020 customer satisfaction survey
<b>9.1.2 The physical environment is accessible and inclusive of service users and customers.</b>	<b>9.1.2.1</b> Review and improve processes to ensure that new Council builds and renovations align with the appropriate building codes and best practice in Disability (Access to Premises - Buildings) Standards.	2017 and ongoing	Manager Facilities and Risk	Increase in % of new works or renovations of existing facilities that align with appropriate building codes and best practice standards.	Council data	Access improvements will be made at the West Wyalong Masonic Hall with the installation of a number of chair lifts. Council processes have been reviewed to ensure new builds and renovations align with best practice access

						<p>building standards and codes.</p> <p>Ramps installed to ensure easier access for staff to buildings.</p> <p>A lift is available for the use of Council staff and the community.</p> <p>Bland Shire Council worked with Eastern Riverina Arts to bring the Platform project to centenary celebrations ensuring that the event was fully accessible for 2000 visitors and incorporated a sensory space for attendees.</p>
	<p><b>9.1.2.2</b> 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	Council data, access survey	<p>Councils Disability Access Map is due to be 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>

				available from Council offices and distributed to locally businesses and community groups.		
	<b>9.1.2.3</b> Information on compliance with access design requirements under the Australia Standards 1428 are to be readily available to the community when required, particularly builders, designers and developers.	2017 and ongoing	Manager Development Services	Increase in the Availability of design requirement information.  Information to be included online.	Council data	Information on Australian access design requirements and compliance standards is readily available on Councils website.
	<b>9.1.2.4</b> Promotion and administration of Councils Access Incentive Scheme to improve access to local businesses and community organisation premises with Main Street hospitality outlets prioritised.	Ongoing	Community Development Officer	Minimum of two businesses and/or community facilities upgraded each year pending the receipt of at least 2 applications that meet guidelines.  Minimum of two external advertisements annually.	Number of projects funded	Councils Access Incentive Scheme Grant fund was promoted twice across social and print media during the 2018 – 2019 financial year.  No applications for Access Incentive Scheme grants were received in the 2018 – 2019 financial year.
	<b>9.1.2.5</b> Review Council facilities, sites, parks, footpath, parking, sport	2017 and ongoing	Manager Facilities and Risk	Increase in the accessibility of	Council Data	Council installed ramps next to steps to make access easier

	and recreation facilities and library to identify barriers to inclusion and accessibility and ensure access is a considered when renewing and building new facilities.			Council facilities, sites, parks, footpaths, parking, sport and recreation facilities and library.		for wheel chairs.  Council has an elevator, enabling people with a disability to access to the first floor.
	<b>9.1.2.6</b> Ensure the provision of accessible toilets and amenities within the community.	2017 and ongoing	Manager Facilities and Risk	Increase in the % of community who are satisfied with Councils public Toilets and amenities	Council data  Community satisfaction levels	Installation of new accessible public toilets in the villages of Ungarie and Weethalle.
	<b>9.1.2.7</b> Funds are allocated within Councils annual budget to implement the Access Incentive Scheme Grant.	2017 and ongoing	Bland Shire Counsellors	Annual funds made available in budget	Review of Council budget	\$13,000 allocated to Councils Access Incentive Scheme Grant for the 2019 – 2020 financial year.
	<b>9.1.2.8</b> 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.
<b>9.1.3 Provide support and assistance to local groups and organisations</b>	<b>9.1.3.1</b> 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.	Interagency attendance records  Council data	Support and assistance provided to Intereach, Royal Far West, Relationships Australia, The National Disability Coordination program and

<b>advocating on behalf of people with a disability</b>				Number of organisations liaised with and the outcomes of support provided.		numerous other organisations who work with and advocate for people with disabilities.
	<b>9.1.3.2</b> 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	Updated mobility Access Map to be displayed at upcoming Community Reference group Meeting.

## 9.2 Employment

Aim	What Council will do	Timeframe	Action manager	Performance Indicator	Measurement	Progress to 2019
<b>9.2.1</b> <b>Ensure the provision of a safe and accessible workplace for all Council staff, Councillors and visitors.</b>	<b>9.2.1.1</b> Review access features and barriers and conduct an audit to identify and assist in the removal of barriers and improving access.	2017 and ongoing	WHS Officer	Increase in the accessibility of Council Workspaces  % of staff happy with accessibility	Council data	Council installed ramps next to steps to make access easier for wheel chairs. Council has an elevator, enabling people with a disability access to the first floor.
	<b>9.2.1.2</b>	Ongoing	WHS Officer	Increase in the number of training	Training has occurred	Fire Warden training in assisting people with a disability during

	Ensure Fire Wardens are trained in assisting people with a disability during emergency evacuation procedures. Ensure that a range of disabilities are included.			sessions/staff trained in assisting people with disability in emergency situations		emergency evacuation procedures is scheduled to occur during the 2019 – 2020 financial year.
	<b>9.2.1.3</b> 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.
<b>9.2.2</b> <b>The recruitment process is accessible.</b>	<b>9.2.2.1</b> Review and update the recruitment and selection process (including application, assessment and orientation processes) to ensure it is accessible for people with disability.	2017 - 2019	HR	Updates undertaken with initiatives to improve inclusion considered and adopted as required.	Council data	Special provisions are made for people with disabilities when undergoing the recruitment process as required.
	<b>9.2.2.2</b> 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 2019
<b>9.3.1 Senior management and staff are to sponsor and champion a commitment to access and inclusion internally and externally.</b>	<b>9.3.1.1</b> Disability awareness and competence training is to be provided for senior staff and management.	Ongoing	HR	Increase in level of training offered and number of senior staff and management trained in disability awareness and competence.	Council data	Plans are in place to offer disability awareness training to senior staff as required.
	<b>9.3.1.2</b> Senior leaders raise the profile of access and inclusion in their communication by promoting the implementation of the Disability Inclusion Action Plan (DIAP) within their teams.	Ongoing	All Senior Staff	All senior staff are familiar with the DIAP and ensure that all staff are working in accordance with the actions specified in the plan.	Council data	The Disability Inclusion Action Plan has been discussed at MANEX, reviewed at a Council meeting and made available to all staff throughout the organisation with staff encouraged to familiarise themselves with the document.
<b>9.3.2 Staff are trained in inclusive practice and disability</b>	<b>9.3.2.1</b> Provide disability awareness training to Council employees with priority given to staff that have a high level of contact with the public.	Ongoing	HR	Increased % of staff trained in disability awareness	Council data	Bullying and harassment training held for all staff in 2017 with EEO, anti-discrimination and disability inclusion included.

<b>access and awareness</b>						
<b>9.3.3 Involve people with a Disability in the development of communication campaigns regarding disability inclusion</b>	<b>9.3.3.1</b> 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.
<b>9.3.4 Improve community attitudes and awareness of access issues and disability inclusion.</b>	<b>9.3.4.1</b> Promote access awareness and deliver community education around disability inclusion	Ongoing	Community Development Officer	A minimum of two promotional items are to be circulated annually.	Information has been published and distributed	International Day of People with Disability event will be held in December 2019.  Blind motivational speaker, Ben Pettingill addressed all high school aged residents across the shire about his experiences and participated in a local colour run with 130 residents.
	<b>9.3.4.2</b> Partner with local organisations to deliver education programs within schools/community.	Ongoing	Community Development Officer	A minimum of one educational activity to be held annually.	Activity has been held	Plans to partner with local schools in the delivery of the 2019 International Day of people with Disability event.

	<b>9.3.4.3</b> Include features in Council's community newsletter about accessibility in and around the Shire.	Ongoing	Community Development Officer/ Community Relations Officer	Include accessibility in at least one community newsletter/Council notices page annually.	Information has been published and distributed	Information regarding Councils Access Incentive Scheme Grant stream published in Council Notices.
	<b>9.3.4.4</b> 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 International Day of People with Disability Day celebrations and Access Awards held in 2018. International Day of People with Disability event will be held in December 2019.

## 9.4 Systems and Processes

Aim	What Council will do	Timeframe	Action manager	Performance indicator	Measure	Progress to 2019
<b>9.4.1</b> <b>Promote available technology and assistance offered</b>	<b>9.4.1.1</b> Promote through all Council channels including social media, newspaper, 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	Council has recently moved to a new more user friendly website ensuring greater access for our residents.  Available technology is promoted on Councils website and across social media.

<p><b>9.4.2</b> Ensure sector information is up to date</p>	<p><b>9.4.2.1</b> Engage and consult with disability peak bodies to gather information and better understand the abilities and needs of people with different types of disability.</p>	<p>2017 - 2019</p>	<p>Community Development Officer</p>	<p>Number of partnerships maintained or increased.</p>	<p>Council data</p>	<p>Meetings held with local disability service providers to improve understanding of the needs of people with disability and their carers.</p>
<p><b>9.4.3</b> Ensure Councils website is accessible</p>	<p><b>9.4.3.1</b> Council website is reviewed annually with all upgrades to include accessible features and requiring web content compliance with at least conformance level AA in the W3C's Web Content Accessibility Guidelines.</p>	<p>2017 and ongoing</p>	<p>Community Development Officer/ Community Relations Officer</p>	<p>Web content compliance maintained and/or improved.</p>	<p>Review undertaken</p>	<p>Council has recently moved to a new, fully compliant and more user friendly website ensuring greater access for our residents</p>
<p><b>9.4.4</b> Council is to work towards the provision of accessible documents provided in a number of different formats.</p>	<p><b>9.4.4.1</b> Council staff are to consider disability access guidelines when developing new and reviewing existing documentation</p>	<p>2017 and ongoing</p>	<p>All staff</p>	<p>Investigate methods and new technologies to assist in providing information to residents in more accessible formats.</p> <p>Increase in the % of Council documents provided in an</p>	<p>Investigations undertaken and changes adopted to increase accessibility of Council information as required</p>	<p>Council utilises user friendly fonts and colours in all outgoing documentation. Council works to ensure all documents are compatible with adobe reader. Council will ensure the provision of access friendly documents on Council's website.</p> <p>Investigations and updates ongoing.</p>

				accessible format		
<b>9.4.5 Quality service delivery provided to all customers</b>	<b>9.4.5.1</b> 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 held in Villages during 2018 -2019.  Community Reference Group meetings are held bi-monthly with community members encouraged to voice any access issues or concerns.
<b>9.4.6 Ensure that all public consultation opportunities provided by Council are inclusive and accessible.</b>	<b>9.4.6.1</b> Event Accessibility Checklist is utilised when planning public forums/events around consultation. Accessibility is considered when planning consultation and developing consultation methods.	Ongoing	Community Development Officer/ Community Relations Officer	Increase in the accessibility of council events  % of responses received from service users with a disability.	Council data	Event accessibility checklist used and site audits conducted during event planning.
<b>9.4.7 Ensure internal processes are flexible to meet the needs of service users and/or staff with disability</b>	<b>9.4.7.1</b> Internal processes are adapted to meet the individual needs of service users or staff as required.	Ongoing	HR	Satisfaction of staff and service users maintained or increased	Council data	Internal processes are adapted on an individual basis as required.
<b>9.4.8 Ensure a coordinated approach to</b>	<b>9.4.8.1</b> All staff are to be familiar with the DIAP ensuring directives outlined in the plan are	Ongoing	All staff	% of staff operating effectively in accordance with	Council data	All Council staff have been provided with a copy of the Disability Inclusion Action Plan

<b>disability inclusion is adopted and maintained across all areas of the organisation</b>	adhered to and a coordinated and sensitive approach to disability inclusion is maintained across the organisation.			the directives specified in the DIAP.		and instructed to familiarise themselves with the document and the requirements noted. Document will be resent to staff in 2019.
<b>9.4.9 Ensure recognition of the DIAP in Councils IPR documentation</b>	<b>9.4.9.1</b> The DIAP is to be acknowledged in Councils IPR documentation.	Ongoing	Executive level staff	The DIAP is acknowledged in Councils IPR documentation.	Review of IPR documentation	The DIAP is acknowledged in Councils IPR documentation (action 5.1.2).

# Appendix 3

Bland Shire Council General Purpose Financial Statements for the year ended 30 June 2019

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 2019

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# Bland Shire Council

GENERAL PURPOSE FINANCIAL STATEMENTS  
for the year ended 30 June 2019

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# General Purpose Financial Statements

for the year ended 30 June 2019

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Contents	Page
<b>1. Understanding Council's Financial Statements</b>	<b>3</b>
<b>2. Statement by Councillors &amp; Management</b>	<b>4</b>
<b>3. Primary Financial Statements:</b>	
Income Statement	5
Statement of Comprehensive Income	6
Statement of Financial Position	7
Statement of Changes in Equity	8
Statement of Cash Flows	9
<b>4. Notes to the Financial Statements</b>	<b>10</b>
<b>5. Independent Auditor's Reports:</b>	
On the Financial Statements (Sect 417 [2])	76
On the Financial Statements (Sect 417 [3])	79

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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](http://www.blandshire.nsw.gov.au)

# Bland Shire Council

## General Purpose Financial Statements

for the year ended 30 June 2019

### Understanding Council's Financial Statements

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#### 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 2019.

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.

## General Purpose Financial Statements

for the year ended 30 June 2019

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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.

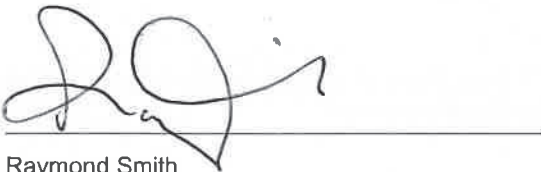
Signed in accordance with a resolution of Council made on 22 October 2019.



Brian Monaghan  
**Mayor**  
22 October 2019



Liz McGlynn  
**Councillor**  
22 October 2019



Raymond Smith  
**General Manager**  
22 October 2019



Leesa Bryant  
**Responsible Accounting Officer**  
22 October 2019

## Income Statement

for the year ended 30 June 2019

Original unaudited budget 2019	\$ '000	Notes	Actual 2019	Actual 2018 <sup>1</sup>
<b>Income from continuing operations</b>				
<u>Revenue:</u>				
8,903	Rates and annual charges	3a	9,052	8,671
1,551	User charges and fees	3b	3,102	1,440
348	Interest and investment revenue	3c	886	704
353	Other revenues	3d	536	412
9,291	Grants and contributions provided for operating purposes	3e,3f	12,623	12,070
3,095	Grants and contributions provided for capital purposes	3e,3f	8,237	1,664
<u>Other income:</u>				
–	Net gains from the disposal of assets	5	–	143
<b>23,541</b>	<b>Total income from continuing operations</b>		<b>34,436</b>	<b>25,104</b>
<b>Expenses from continuing operations</b>				
6,882	Employee benefits and on-costs	4a	6,750	6,573
55	Borrowing costs	4b	296	293
5,297	Materials and contracts	4c	6,377	5,954
7,761	Depreciation and amortisation	4d	8,836	8,507
2,210	Other expenses	4e	2,201	2,214
–	Net losses from the disposal of assets	5	656	–
<b>22,205</b>	<b>Total expenses from continuing operations</b>		<b>25,116</b>	<b>23,541</b>
<b>1,336</b>	<b>Operating result from continuing operations</b>		<b>9,320</b>	<b>1,563</b>
<b>1,336</b>	<b>Net operating result for the year</b>		<b>9,320</b>	<b>1,563</b>
1,336	Net operating result attributable to council		9,320	1,563
<b>(1,759)</b>	<b>Net operating result for the year before grants and contributions provided for capital purposes</b>		<b>1,083</b>	<b>(101)</b>

(1) The Council has not restated comparatives when initially applying AASB 9. The comparative information has been prepared under AASB 139 *Financial Instruments: Recognition and Measurement*

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

## Statement of Comprehensive Income

for the year ended 30 June 2019

\$ '000	Notes	2019	2018 <sup>1</sup>
<b>Net operating result for the year (as per Income Statement)</b>		<b>9,320</b>	<b>1,563</b>
<b>Other comprehensive income:</b>			
Amounts which will not be reclassified subsequently to the operating result			
Gain (loss) on revaluation of IPP&E	9(a)	22	(16,609)
Impairment (loss) reversal relating to IPP&E	9(a)	(13,921)	1,134
<b>Total items which will not be reclassified subsequently to the operating result</b>		<b>(13,899)</b>	<b>(15,475)</b>
<b>Total other comprehensive income for the year</b>		<b>(13,899)</b>	<b>(15,475)</b>
<b>Total comprehensive income for the year</b>		<b>(4,579)</b>	<b>(13,912)</b>
Total comprehensive income attributable to Council		(4,579)	(13,912)

(1) The Council has not restated comparatives when initially applying AASB 9. The comparative information has been prepared under AASB 139 *Financial Instruments: Recognition and Measurement*

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

## Statement of Financial Position

as at 30 June 2019

\$ '000	Notes	2019	2018 <sup>1</sup>
<b>ASSETS</b>			
<b>Current assets</b>			
Cash and cash equivalent assets	6(a)	6,352	3,551
Investments	6(b)	28,700	24,700
Receivables	7	1,384	1,387
Inventories	8a	854	704
Other	8b	–	102
<b>Total current assets</b>		<u>37,290</u>	<u>30,444</u>
<b>Non-current assets</b>			
Investments	6(b)	2,000	3,036
Receivables	7	189	108
Infrastructure, property, plant and equipment	9(a)	320,293	330,911
Investment property	10a	366	–
Other	8b	198	198
<b>Total non-current assets</b>		<u>323,046</u>	<u>334,253</u>
<b>TOTAL ASSETS</b>		<u>360,336</u>	<u>364,697</u>
<b>LIABILITIES</b>			
<b>Current liabilities</b>			
Payables	11	608	714
Income received in advance	11	413	303
Borrowings	11	93	147
Provisions	12	3,083	2,923
<b>Total current liabilities</b>		<u>4,197</u>	<u>4,087</u>
<b>Non-current liabilities</b>			
Payables	11	39	39
Borrowings	11	1,000	1,100
Provisions	12	4,703	4,495
<b>Total non-current liabilities</b>		<u>5,742</u>	<u>5,634</u>
<b>TOTAL LIABILITIES</b>		<u>9,939</u>	<u>9,721</u>
<b>Net assets</b>		<u>350,397</u>	<u>354,976</u>
<b>EQUITY</b>			
Accumulated surplus	13a	143,872	134,552
Revaluation reserves	13a	206,525	220,424
<b>Council equity interest</b>		<u>350,397</u>	<u>354,976</u>
<b>Total equity</b>		<u>350,397</u>	<u>354,976</u>

(1) The Council has not restated comparatives when initially applying AASB 9. The comparative information has been prepared under AASB 139 *Financial Instruments: Recognition and Measurement*

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 2019

\$ '000	Notes	2019			2018 <sup>1</sup>		
		Accumulated surplus	IPP&E revaluation reserve	Total equity	Accumulated surplus	IPP&E revaluation reserve	Total equity
Opening balance		134,552	220,424	354,976	132,989	235,899	368,888
Net operating result for the year		9,320	–	9,320	1,563	–	1,563
<b>Other comprehensive income</b>							
– Gain (loss) on revaluation of IPP&E	9(a)	–	22	22	–	(16,609)	(16,609)
– Impairment (loss) reversal relating to IPP&E	9(a)	–	(13,921)	(13,921)	–	1,134	1,134
<b>Other comprehensive income</b>		–	(13,899)	(13,899)	–	(15,475)	(15,475)
<b>Total comprehensive income</b>		9,320	(13,899)	(4,579)	1,563	(15,475)	(13,912)
<b>Equity – balance at end of the reporting period</b>		143,872	206,525	350,397	134,552	220,424	354,976

(1) The Council has not restated comparatives when initially applying AASB 9. The comparative information has been prepared under *AASB 139 Financial Instruments: Recognition and Measurement*

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 2019

Original unaudited budget 2019	\$ '000	Notes	Actual 2019	Actual 2018
<b>Cash flows from operating activities</b>				
<u>Receipts</u>				
8,903	Rates and annual charges		8,921	8,613
1,551	User charges and fees		3,406	1,681
348	Investment and interest revenue received		790	592
12,386	Grants and contributions		20,860	13,801
353	Other		491	338
<u>Payments</u>				
(6,882)	Employee benefits and on-costs		(6,705)	(6,533)
(5,625)	Materials and contracts		(6,623)	(5,591)
(55)	Borrowing costs		(296)	(80)
(2,380)	Other		(1,859)	(2,157)
<b>8,599</b>	<b>Net cash provided (or used in) operating activities</b>	14b	<b>18,985</b>	<b>10,664</b>
<b>Cash flows from investing activities</b>				
<u>Receipts</u>				
100	Sale of real estate assets		75	39
349	Sale of infrastructure, property, plant and equipment		647	571
<u>Payments</u>				
–	Purchase of investment securities		(2,973)	(9,500)
–	Purchase of investment property		(366)	–
–	Purchase of infrastructure, property, plant and equipment		(13,486)	(6,546)
–	Purchase of real estate assets		73	(10)
<b>449</b>	<b>Net cash provided (or used in) investing activities</b>		<b>(16,030)</b>	<b>(15,446)</b>
<b>Cash flows from financing activities</b>				
<u>Payments</u>				
–	Repayment of borrowings and advances		(154)	(234)
–	<b>Net cash flow provided (used in) financing activities</b>		<b>(154)</b>	<b>(234)</b>
<b>9,048</b>	<b>Net increase/(decrease) in cash and cash equivalents</b>		<b>2,801</b>	<b>(5,016)</b>
–	Plus: cash and cash equivalents – beginning of year	14a	3,551	8,567
<b>9,048</b>	<b>Cash and cash equivalents – end of the year</b>	14a	<b>6,352</b>	<b>3,551</b>
Additional Information:				
–	plus: Investments on hand – end of year	6(b)	30,700	27,736
<b>9,048</b>	<b>Total cash, cash equivalents and investments</b>		<b>37,052</b>	<b>31,287</b>

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 2019

## Contents of the Notes accompanying the Financial Statements

Note	Details	Page
1	Basis of preparation	11
2(a)	Council functions/activities – financial information	15
2(b)	Council functions/activities – component descriptions	16
3	Income from continuing operations	17
4	Expenses from continuing operations	23
5	Gains or losses from the disposal, replacement and de-recognition of assets	27
6(a)	Cash and cash equivalent assets	27
6(b)	Investments	28
6(c)	Restricted cash, cash equivalents and investments – details	30
7	Receivables	31
8	Inventories and other assets	33
9(a)	Infrastructure, property, plant and equipment	35
9(b)	Infrastructure, property, plant and equipment – current year impairments	38
10	Investment property	39
11	Payables and borrowings	40
12	Provisions	43
13	Accumulated surplus, revaluation reserves, changes in accounting policies, changes in accounting estimates and errors	46
14	Statement of cash flows – additional information	47
15	Commitments	48
16	Contingencies and other assets/liabilities not recognised	49
17	Financial risk management	52
18	Material budget variations	56
19	Fair Value Measurement	58
20	Related Party Transactions	66
21	Events occurring after the reporting date	67
22	Statement of developer contributions	67
23	Financial result and financial position by fund	69
24(a)	Statement of performance measures – consolidated results	71
24(b)	Statement of performance measures – by fund	72
 <b>Additional Council disclosures (unaudited)</b>		
24(c)	Statement of performance measures – consolidated results (graphs)	73
25	Council information and contact details	75

## Notes to the Financial Statements

for the year ended 30 June 2019

### Note 1. Basis of preparation

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These financial statements were authorised for issue by Council on 19/11/2019. 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.

Unless otherwise indicated, all amounts disclosed in the financial statements are actual amounts. Specific budgetary amounts have been included for comparative analysis (to actuals) in the following reports and notes:

- Income statement
- Statement of cash flows
- Note 18 – Material budget variations

and are clearly marked.

#### (a) New and amended standards adopted by Council

During the year, Council adopted all standards which were mandatorily effective for the first time at 30 June 2019.

##### **AASB 9 Financial Instruments**

AASB 9 *Financial Instruments* replaces AASB 139 *Financial Instruments: Recognition and Measurement* from 1 July 2018. The adoption of AASB 9 has impacted the following areas:

##### *Classification and measurement of financial assets*

AASB 9 allows for three classification categories for financial assets - amortised cost, fair value through other comprehensive income and fair value through profit or loss. Classification is based on the business model in which a financial asset is managed and the related contractual cashflows. AASB 9 eliminates previous categories of held to maturity, loans and receivables and available for sale. Classification of financial liabilities is largely unchanged.

All financial assets and financial liabilities of Council have remained at amortised cost, with the exception of the equity instruments. These equity instruments have transitioned from being held at cost (as an 'available-for-sale') under AASB 139, to fair value for profit or loss.

Council holds 2 \$1 shares (1 ordinary preference share and 1 redeemable preference share) in Southern Phone Company Limited. Council have assessed the fair value of these shares, and determined that the fair value of these shares is not materially different from the current recorded cost. This materiality assessment has been made in the context of Council's overall investment holding. As such, there was no transitional adjustment requirement as at 1 July 2018.

##### *Impairment of financial assets*

Council's financial assets carried at amortised cost are now subject to AASB 9's new three-stage expected credit loss model, from an incurred loss model. This means earlier recognition of expected credit losses.

Council has reviewed its receivables and does not anticipate losses greater than the current provision for impairment. Rates and charges are secured against the property. As such, there was no transitional adjustment requirement as at 1 July 2018.

#### (b) Historical cost convention

These financial statements have been prepared under the historical cost convention, as modified by the revaluation of certain financial assets and liabilities and certain classes of infrastructure, property, plant and equipment and investment property.

## Notes to the Financial Statements

for the year ended 30 June 2019

### Note 1. Basis of preparation (continued)

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#### (c) Significant accounting estimates and judgements

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

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

#### Critical accounting estimates and assumptions

Council makes estimates and assumptions concerning the future.

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

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

- (i) estimated fair values of infrastructure, property, plant and equipment – refer Note 9
- (ii) employee benefit provisions – refer Note 12
- (iii) estimated tip remediation provisions - refer Note 12.

#### 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 7.

#### Monies and other assets received by Council

##### (a) The Consolidated Fund

In accordance with the provisions of Section 409(1) of the Local Government Act 1993 (NSW), all money and 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

##### (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.

## Notes to the Financial Statements

for the year ended 30 June 2019

### Note 1. Basis of preparation (continued)

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#### **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 2019 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 16 Leases**

AASB 16 will result (for YE 19/20 and beyond) in almost all operating leases being recognised on the balance sheet by Council (alongside existing finance leases) with the distinction between operating and finance leases removed.

Under the new standard, a financial liability (ie. a lease liability) and an asset (ie. a right to use the leased item) will be recognised for nearly all arrangements where Council commits itself to paying a rental fee for the use of a specific asset.

The only exceptions are short-term and low-value leases which are exempt from the accounting (but not disclosure) requirements of AASB 16 - Leases.

Council staff have reviewed all of Council's leasing arrangements over the last 12 months taking into consideration the new lease accounting rules in AASB 16 (applicable from 1/7/19).

Council's activities as a lessor are not material and hence Council does not expect any significant impact on the financial statements. However, some additional disclosures will be required from next year.

##### **AASB 15 Revenue from Contracts with Customers and associated amending standards.**

AASB15 introduces a five-step process for revenue recognition, with the core principle of the new standard being for entities to recognise revenue to depict the transfer of goods or services to customers in amounts that reflect the consideration (that is, payment) to which the entity expects to be entitled in exchange for those goods or services.

Accounting policy changes will arise in the timing of revenue recognition, treatment of contracts costs and contracts which contain a financing element.

Councils has assessed each revenue stream particularly the impact is expected for grant income and rates which are paid before the commencement of the rating period.

The changes in revenue recognition requirements in AASB15 may cause changes to the timing and amount of revenue recorded in the financial statements as well as additional disclosures.

Council often auspices grants on on behalf of community groups and should those funds remain unspent in the financial year, under AASB15 the amounts would be held as a liability and recorded as income when spent.

AASB15 will have no impact on rates and charges paid in advance as Council has always accounted for these as a liability and recorded as income when spent.

##### **AASB 1058 Income of NFP Entities**

AASB 1058 supersedes all the income recognition requirements relating to councils, previously in AASB 1004 Contributions.

Under AASB 1058 the future timing of income recognition will depend on whether the transaction gives rise to a liability or other performance obligation (a promise to transfer a good or service) related to an asset (such as cash or another asset) received by an entity.

AASB 1058 also applies when a council receives volunteer services or enters into other transactions in which the consideration to acquire an asset is significantly less than the fair value of the asset, and where the council's objective is principally to enable the asset to further the council's objectives.

Upon initial recognition of the asset, this standard requires council to consider whether any other financial statement elements (called 'related amounts') should be recognised in accordance with the applicable accounting standard, such as:

## Notes to the Financial Statements

for the year ended 30 June 2019

### Note 1. Basis of preparation (continued)

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- (a) contributions by owners
- (b) revenue, or a contract liability arising from a contract with a customer
- (c) a lease liability
- (d) a financial instrument, or
- (e) a provision.

If the transaction is a transfer of a financial asset to enable council to acquire or construct a recognisable non-financial asset to be controlled by council (i.e. an in-substance acquisition of a non-financial asset), the council recognises a liability for the excess of the fair value of the transfer over any related amounts recognised. Council will then recognise income as it satisfies its obligations under the transfer similarly to income recognition in relation to performance obligations under AASB 15.

If the transaction does not enable council to acquire or construct a recognisable non-financial asset to be controlled by council, then any excess of the initial carrying amount of the recognised asset over the related amounts is recognised as income.

The majority of capital grants are paid in arrears based on actual expenditure and therefore council will have met all obligations prior to receiving the grant payment.

#### **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.

## Notes to the Financial Statements

for the year ended 30 June 2019

## 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		Total assets held (current and non-current)	
	2019	2018	2019	2018	2019	2018	2019	2018	2019	2018
<b>Functions or activities</b>										
Our People	1,814	2,120	2,581	2,372	(767)	(252)	2,089	1,787	–	–
Our Places	16,255	10,940	17,846	16,414	(1,591)	(5,474)	12,127	6,065	320,132	312,108
Our Leadership	16,118	11,799	3,505	3,475	12,613	8,324	4,636	4,537	–	–
Our Prosperity	249	245	1,184	1,280	(935)	(1,035)	72	84	40,044	33,779
Other	–	–	–	–	–	–	–	(67)	160	18,810
<b>Total functions and activities</b>	<b>34,436</b>	<b>25,104</b>	<b>25,116</b>	<b>23,541</b>	<b>9,320</b>	<b>1,563</b>	<b>18,924</b>	<b>12,406</b>	<b>360,336</b>	<b>364,697</b>

**Notes to the Financial Statements**

for the year ended 30 June 2019

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

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**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 2019

### Note 3. Income from continuing operations

\$ '000	2019	2018
<b>(a) Rates and annual charges</b>		
<b>Ordinary rates</b>		
Residential	1,123	1,063
Farmland	3,927	3,842
Mining	910	913
Business	479	465
Other	36	–
<b>Rates levied to ratepayers</b>	<b>6,475</b>	<b>6,283</b>
Pensioner rate subsidies received	41	41
<b>Total ordinary rates</b>	<b>6,516</b>	<b>6,324</b>
<b>Special rates</b>		
Sewerage services	1,480	1,394
<b>Rates levied to ratepayers</b>	<b>1,480</b>	<b>1,394</b>
<b>Total special rates</b>	<b>1,480</b>	<b>1,394</b>
<b>Annual charges</b>		
<small>(pursuant to s.496, s.496A, s.496B, s.501 &amp; s.611)</small>		
Domestic waste management services	761	696
Waste management services (non-domestic)	249	231
<b>Annual charges levied</b>	<b>1,010</b>	<b>927</b>
Pensioner subsidies received:		
– Sewerage	20	–
– Domestic waste management	26	26
<b>Total annual charges</b>	<b>1,056</b>	<b>953</b>
<b><u>TOTAL RATES AND ANNUAL CHARGES</u></b>	<b><u>9,052</u></b>	<b><u>8,671</u></b>

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 2019

## Note 3. Income from continuing operations (continued)

\$ '000	2019	2018
<b>(b) User charges and fees</b>		
<b>Specific user charges</b>		
<small>(per s.502 - specific 'actual use' charges)</small>		
Domestic waste management services	252	170
Sewerage services	42	15
Waste management services (non-domestic)	38	15
<b>Total specific user charges</b>	<b>332</b>	<b>200</b>
<b>Other user charges and fees</b>		
<b>(i) Fees and charges – statutory and regulatory functions (per s.608)</b>		
Planning and building regulation	158	125
Private works – section 67	1,652	241
Section 603 certificates	14	16
Other	–	1
<b>Total fees and charges – statutory/regulatory</b>	<b>1,824</b>	<b>383</b>
<b>(ii) Fees and charges – other (incl. general user charges (per s.608))</b>		
Aerodrome	1	2
Aged care	29	28
Cemeteries	108	98
Child care	217	206
Lease rentals	376	303
Leaseback fees – Council vehicles	49	45
RMS (formerly RTA) charges (state roads not controlled by Council)	22	14
Saleyards	39	47
Community amenities	80	78
Community development	5	7
Drainage diagrams	3	4
Libraries	4	5
Parks and gardens	–	4
Public health	13	16
<b>Total fees and charges – other</b>	<b>946</b>	<b>857</b>
<b>TOTAL USER CHARGES AND FEES</b>	<b>3,102</b>	<b>1,440</b>

**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 2019

## Note 3. Income from continuing operations (continued)

\$ '000	2019	2018
<b>(c) Interest and investment revenue (including losses)</b>		
<b>Interest on financial assets measured at amortised cost</b>		
– Overdue rates and annual charges (incl. special purpose rates)	41	42
– Cash and investments	845	657
Dividend income (other)	–	5
<b>TOTAL INTEREST AND INVESTMENT REVENUE</b>	<b>886</b>	<b>704</b>

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

Overdue rates and annual charges (general fund)	41	42
General Council cash and investments	833	650

**Restricted investments/funds – external:**

Sewerage fund operations	12	12
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**Total interest and investment revenue**

<b>886</b>	<b>704</b>
------------	------------

**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.

**(d) Other revenues**

Rental income – other council properties	45	55
Fines	2	2
Diesel rebate	112	92
Insurance claims recoveries	64	40
Sales – general	146	70
Donations	19	4
Paid parental leave	19	28
Staff contributions	4	13
WHS incentive	44	41
Other	81	67
<b>TOTAL OTHER REVENUE</b>	<b>536</b>	<b>412</b>

**Accounting policy for other revenue**

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

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

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

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

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

## Notes to the Financial Statements

for the year ended 30 June 2019

## Note 3. Income from continuing operations (continued)

\$ '000	Operating 2019	Operating 2018	Capital 2019	Capital 2018
<b>(e) Grants</b>				
<b>General purpose (untied)</b>				
<b>Current year allocation</b>				
Financial assistance – general component	4,636	4,490	–	–
Financial assistance – local roads component	3,006	2,911	–	–
<b>Total general purpose</b>	<b>7,642</b>	<b>7,401</b>	<b>–</b>	<b>–</b>
<b>Specific purpose</b>				
Aged care	87	60	–	–
Bushfire and emergency services	18	51	–	–
Community centres	201	248	–	–
Economic development	–	10	–	–
Employment and training programs	–	6	–	–
Heritage and cultural	12	12	–	–
Library	32	36	–	–
Library – special projects	–	–	–	200
Noxious weeds	60	62	–	–
Recreation and culture	–	–	810	201
Storm/flood damage	37	–	–	–
Street lighting	31	31	–	–
Transport (roads to recovery)	1,917	2,604	–	–
Transport (other roads and bridges funding)	–	272	6,340	–
Childrens services	1,086	993	–	–
Community services	651	70	–	149
<b>Total specific purpose</b>	<b>4,132</b>	<b>4,455</b>	<b>7,150</b>	<b>550</b>
<b>Total grants</b>	<b>11,774</b>	<b>11,856</b>	<b>7,150</b>	<b>550</b>
<b>Grant revenue is attributable to:</b>				
– Commonwealth funding	9,559	10,073	–	–
– State funding	2,215	1,783	7,150	550
	<b>11,774</b>	<b>11,856</b>	<b>7,150</b>	<b>550</b>

## Notes to the Financial Statements

for the year ended 30 June 2019

## Note 3. Income from continuing operations (continued)

\$ '000	Notes	Operating 2019	Operating 2018	Capital 2019	Capital 2018
<b>(f) Contributions</b>					
<b>Developer contributions: (s7.4 &amp; s7.11 - EP&amp;A Act, s64 of the LGA):</b>					
<b>Cash contributions</b>					
S 7.11 – contributions towards amenities/services		–	–	14	14
S 64 – sewerage service contributions		–	–	–	68
<b>Total developer contributions – cash</b>		<b>–</b>	<b>–</b>	<b>14</b>	<b>82</b>
<b>Total developer contributions</b>	22	<b>–</b>	<b>–</b>	<b>14</b>	<b>82</b>
<b>Other contributions:</b>					
<b>Cash contributions</b>					
Community services		–	13	–	–
Recreation and culture		10	10	5	(17)
RMS contributions (regional roads, block grant)		733	183	1,068	1,049
Other		106	8	–	–
<b>Total other contributions – cash</b>		<b>849</b>	<b>214</b>	<b>1,073</b>	<b>1,032</b>
<b>Total other contributions</b>		<b>849</b>	<b>214</b>	<b>1,073</b>	<b>1,032</b>
<b>Total contributions</b>		<b>849</b>	<b>214</b>	<b>1,087</b>	<b>1,114</b>
<b>TOTAL GRANTS AND CONTRIBUTIONS</b>		<b>12,623</b>	<b>12,070</b>	<b>8,237</b>	<b>1,664</b>

**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*.

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 2019

## Note 3. Income from continuing operations (continued)

\$ '000	2019	2018
<b>(g) Unspent grants and contributions</b>		
<b>Certain grants and contributions are obtained by Council on condition that they be spent in a specified manner:</b>		
<b>Operating grants</b>		
Unexpended at the close of the previous reporting period	1,796	1,856
<b>Add:</b> operating grants recognised in the current period but not yet spent	302	609
<b>Less:</b> operating grants recognised in a previous reporting period now spent	(85)	(669)
<b>Unexpended and held as restricted assets (operating grants)</b>	<b>2,013</b>	<b>1,796</b>
<b>Capital grants</b>		
Unexpended at the close of the previous reporting period	1,132	1,132
<b>Add:</b> capital grants recognised in the current period but not yet spent	390	–
<b>Less:</b> capital grants recognised in a previous reporting period now spent	(703)	–
<b>Unexpended and held as restricted assets (capital grants)</b>	<b>819</b>	<b>1,132</b>
<b>Contributions</b>		
Unexpended at the close of the previous reporting period	207	–
<b>Add:</b> contributions recognised in the current period but not yet spent	14	207
<b>Unexpended and held as restricted assets (contributions)</b>	<b>221</b>	<b>207</b>

## Notes to the Financial Statements

for the year ended 30 June 2019

## Note 4. Expenses from continuing operations

\$ '000	2019	2018
<b>(a) Employee benefits and on-costs</b>		
Salaries and wages	4,326	4,191
Travel expenses	21	12
Employee leave entitlements (ELE)	1,106	1,050
Superannuation	874	826
Workers' compensation insurance	234	312
Fringe benefit tax (FBT)	65	56
Training costs (other than salaries and wages)	106	107
Other	18	19
<b>Total employee costs</b>	<b>6,750</b>	<b>6,573</b>
<b>TOTAL EMPLOYEE COSTS EXPENSED</b>	<b>6,750</b>	<b>6,573</b>
Number of 'full-time equivalent' employees (FTE) at year end	116	115

**Accounting policy for employee benefits and on-costs**

Employee benefit expenses are recorded when the service has been provided by the employee.

*Retirement benefit obligations*

All employees of the Council are entitled to benefits on retirement, disability or death. Council contributes to various defined benefit plans and defined contribution plans on behalf of its employees.

*Superannuation plans*

Contributions to defined contribution plans are recognised as an expense as they become payable. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

Council participates in a defined benefit plan under the Local Government Superannuation Scheme, however, 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	2019	2018
<b>(b) Borrowing costs</b>			
<b>(i) Interest bearing liability costs</b>			
Interest on loans		56	65
<b>Total interest bearing liability costs expensed</b>		<b>56</b>	<b>65</b>
<b>(ii) Other borrowing costs</b>			
Discount adjustments relating to movements in provisions (other than ELE)			
– Remediation liabilities	12	240	228
<b>Total other borrowing costs</b>		<b>240</b>	<b>228</b>
<b>TOTAL BORROWING COSTS EXPENSED</b>		<b>296</b>	<b>293</b>

**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.

## Notes to the Financial Statements

for the year ended 30 June 2019

## Note 4. Expenses from continuing operations (continued)

\$ '000	2019	2018
<b>(c) Materials and contracts</b>		
Raw materials and consumables	5,595	5,074
Contractor and consultancy costs	448	511
Auditors remuneration <sup>2</sup>	81	46
<b>Legal expenses:</b>		
– Legal expenses: other	3	59
<b>Operating leases:</b>		
– Operating lease rentals: minimum lease payments <sup>1</sup>	86	67
Printing and stationery	63	99
Water	88	98
Other	13	–
<b>Total materials and contracts</b>	<b>6,377</b>	<b>5,954</b>
<b>TOTAL MATERIALS AND CONTRACTS</b>	<b>6,377</b>	<b>5,954</b>

**Accounting policy for operating leases**

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

**1. Operating lease payments are attributable to:**

Computers	72	56
Photocopiers	14	11
	<b>86</b>	<b>67</b>

**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	53	46
<b>Remuneration for audit and other assurance services</b>	<b>53</b>	<b>46</b>
<b>Total Auditor-General remuneration</b>	<b>53</b>	<b>46</b>

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

Audit and review of financial statements	28	–
<b>Remuneration for audit and other assurance services</b>	<b>28</b>	<b>–</b>
<b>Total remuneration of non NSW Auditor-General audit firms</b>	<b>28</b>	<b>–</b>
<b>Total Auditor remuneration</b>	<b>81</b>	<b>46</b>



## Notes to the Financial Statements

for the year ended 30 June 2019

## Note 4. Expenses from continuing operations (continued)

\$ '000	2019	2018
<b>(d) Depreciation, amortisation and impairment of intangible assets and IPP&amp;E</b>		
<b>Depreciation and amortisation</b>		
Plant and equipment	1,032	1,150
Office equipment	128	99
Furniture and fittings	1	4
Land improvements (depreciable)	52	51
<b>Infrastructure:</b>		
– Buildings – non-specialised	814	788
– Other structures	104	104
– Roads	4,338	4,305
– Bridges	330	266
– Footpaths	171	90
– Stormwater drainage	327	168
– Sewerage network	282	395
– Swimming pools	104	65
– Other open space/recreational assets	718	717
– Other infrastructure	311	182
<b>Other assets:</b>		
– Library books	25	26
<b>Reinstatement, rehabilitation and restoration assets:</b>		
- Gravel Pits	99	97
<b>Total depreciation and amortisation costs</b>	<b>8,836</b>	<b>8,507</b>
<b>Impairment / revaluation decrement of IPP&amp;E</b>		
<b>Infrastructure:</b>		
– Roads	13,921	–
<b>Total gross IPP&amp;E impairment / revaluation decrement costs / (reversals)</b>	<b>13,921</b>	<b>–</b>
Amounts taken through revaluation reserve	(13,921)	–
<b>Total IPP&amp;E impairment / revaluation decrement costs / (reversals) charged to Income Statement</b>	<b>–</b>	<b>–</b>
<b><u>TOTAL DEPRECIATION, AMORTISATION AND IMPAIRMENT / REVALUATION DECREMENT FOR INTANGIBLES AND IPP&amp;E</u></b>	<b><u>8,836</u></b>	<b><u>8,507</u></b>

**Accounting policy for depreciation, amortisation and impairment expenses of intangibles and IPP&E****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 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 2019

## Note 4. Expenses from continuing operations (continued)

\$ '000	2019	2018
<b>(e) Other expenses</b>		
Advertising	51	114
Bad and doubtful debts	10	17
Bank charges	18	14
Child care – parent fees	397	253
Computer software charges	–	4
Contributions/levies to other levels of government	347	456
Councillor expenses – mayoral fee	25	14
Councillor expenses – councillors' fees	103	112
Councillors' expenses (incl. mayor) – other (excluding fees above)	38	23
Donations, contributions and assistance to other organisations (Section 356)	51	77
Electricity and heating	219	206
Fire control expenses	69	75
Insurance	433	399
Street lighting	176	149
Subscriptions and publications	116	68
Telephone and communications	128	129
Other	20	104
<b>Total other expenses</b>	<b>2,201</b>	<b>2,214</b>
<b>TOTAL OTHER EXPENSES</b>	<b>2,201</b>	<b>2,214</b>

**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 2019

## Note 5. Gains or losses from the disposal, replacement and de-recognition of assets

\$ '000	Notes	2019	2018
<b>Property (excl. investment property)</b>			
Less: carrying amount of property assets sold/written off		(1)	–
<b>Net gain/(loss) on disposal</b>		<b>(1)</b>	<b>–</b>
<b>Plant and equipment</b>			
	9(a)		
Proceeds from disposal – plant and equipment		647	571
Less: carrying amount of plant and equipment assets sold/written off		(548)	(442)
<b>Net gain/(loss) on disposal</b>		<b>99</b>	<b>129</b>
<b>Infrastructure</b>			
	9(a)		
Less: carrying amount of infrastructure assets sold/written off		(820)	–
<b>Net gain/(loss) on disposal</b>		<b>(820)</b>	<b>–</b>
<b>Real estate assets held for sale</b>			
	8		
Proceeds from disposal – real estate assets		75	39
Less: carrying amount of real estate assets sold/written off		–	(25)
<b>Net gain/(loss) on disposal</b>		<b>75</b>	<b>14</b>
<b>Investments</b>			
	6(b)		
Less: carrying amount of investments sold/redeemed/matured		(9)	–
<b>Net gain/(loss) on disposal</b>		<b>(9)</b>	<b>–</b>
<b>NET GAIN/(LOSS) ON DISPOSAL OF ASSETS</b>		<b>(656)</b>	<b>143</b>

**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 6(a). Cash and cash equivalent assets

\$ '000	2019	2018
<b>Cash and cash equivalents</b>		
Cash on hand and at bank	1,641	1,374
Cash-equivalent assets		
– Deposits at call	4,711	2,177
<b>Total cash and cash equivalents</b>	<b>6,352</b>	<b>3,551</b>

**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 2019

## Note 6(b). Investments

\$ '000	2019 Current	2019 Non-current	2018 Current	2018 Non-current
<b>Investments</b>				
'Financial assets at amortised cost' / 'held to maturity' (2018)	28,700	2,000	24,700	3,036
<b>Total Investments</b>	<b>28,700</b>	<b>2,000</b>	<b>24,700</b>	<b>3,036</b>
<b>TOTAL CASH ASSETS, CASH EQUIVALENTS AND INVESTMENTS</b>	<b>35,052</b>	<b>2,000</b>	<b>28,251</b>	<b>3,036</b>
<b>Financial assets at amortised cost / held to maturity (2018)</b>				
Long term deposits	28,700	2,000	24,700	3,036
<b>Total</b>	<b>28,700</b>	<b>2,000</b>	<b>24,700</b>	<b>3,036</b>

**Accounting policy for investments****Accounting policy under AASB 9 – applicable from 1 July 2018**

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 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 2019

### Note 6(b). Investments (continued)

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#### 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.

#### Accounting policy under AASB 139 – applicable for 2018 comparatives only

##### Classification

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

##### Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets, except for those with maturities greater than 12 months after the reporting date which are classified as non-current assets. Loans and receivables are included in other receivables and receivables (Note 7) in the Statement of Financial Position. Receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less provision for impairment. Receivables are generally due for settlement within 30 days.

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

##### Recognition and de-recognition

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

When securities classified as available-for-sale are sold, the accumulated fair value adjustments recognised in equity are included in the Income Statement as gains and losses from investment securities.

##### Impairment of financial assets

Council assesses at the end of each reporting period whether there is objective evidence that a financial asset or group of financial assets is impaired. A financial asset or a group of financial assets is impaired and impairment losses are incurred only if there is objective evidence of impairment as a result of one or more events that occurred after the initial recognition of the asset (a 'loss event') and that loss event (or events) has an impact on the estimated future cash flows of the financial asset or group of financial assets that can be reliably estimated.

## Notes to the Financial Statements

for the year ended 30 June 2019

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

\$ '000	2019 Current	2019 Non-current	2018 Current	2018 Non-current
Total cash, cash equivalents and investments	35,052	2,000	28,251	3,036
<b>attributable to:</b>				
External restrictions	1,493	2,000	601	3,036
Internal restrictions	14,543	–	13,936	–
Unrestricted	19,016	–	13,714	–
	<u>35,052</u>	<u>2,000</u>	<u>28,251</u>	<u>3,036</u>

\$ '000	2019	2018
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## Details of restrictions

**External restrictions – other**

Developer contributions – general	126	112
Developer contributions – sewer fund	95	95
Specific purpose unexpended grants	2,832	2,928
Sewerage services	440	502
<b>External restrictions – other</b>	<u>3,493</u>	<u>3,637</u>

**Total external restrictions**

	<u>3,493</u>	<u>3,637</u>
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**Internal restrictions**

Plant and vehicle replacement	1,140	933
Infrastructure replacement	11,523	10,391
Employees leave entitlement	1,513	1,513
Carry over works	28	672
Land development	339	427

**Total internal restrictions**

	<u>14,543</u>	<u>13,936</u>
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**TOTAL RESTRICTIONS**

	<u>18,036</u>	<u>17,573</u>
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## Notes to the Financial Statements

for the year ended 30 June 2019

### Note 7. Receivables

\$ '000	2019 Current	2019 Non-current	2018 Current	2018 Non-current
<b>Purpose</b>				
Rates and annual charges	538	189	501	108
Interest and extra charges	106	–	101	–
User charges and fees	328	–	537	–
Accrued revenues				
– Interest on investments	279	–	188	–
Net GST receivable	195	–	154	–
Other debtors	10	–	6	–
<b>Total</b>	<b>1,456</b>	<b>189</b>	<b>1,487</b>	<b>108</b>
<b>Less: provision of impairment</b>				
Rates and annual charges	(57)	–	(70)	–
User charges and fees	(15)	–	(30)	–
<b>Total provision for impairment – receivables</b>	<b>(72)</b>	<b>–</b>	<b>(100)</b>	<b>–</b>
<b>TOTAL NET RECEIVABLES</b>	<b>1,384</b>	<b>189</b>	<b>1,387</b>	<b>108</b>
<b>Externally restricted receivables</b>				
<b>Sewerage services</b>				
– Other	190	–	131	–
<b>Total external restrictions</b>	<b>190</b>	<b>–</b>	<b>131</b>	<b>–</b>
<b>Unrestricted receivables</b>	<b>1,194</b>	<b>189</b>	<b>1,256</b>	<b>108</b>
<b>TOTAL NET RECEIVABLES</b>	<b>1,384</b>	<b>189</b>	<b>1,387</b>	<b>108</b>
<b>Movement in provision for impairment of receivables</b>				
Balance at the beginning of the year (calculated in accordance with AASB 139)			72	100
<b>Balance at the end of the period</b>			<b>72</b>	<b>100</b>

\$ '000

2019

2018

#### Movement in provision for impairment of receivables

Balance at the beginning of the year (calculated in accordance with AASB 139)

**Balance at the end of the period**

## Notes to the Financial Statements

for the year ended 30 June 2019

### Note 7. Receivables (continued)

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#### 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

##### Accounting policy under AASB 9 applicable from 1 July 2018

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. 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.

##### Accounting policy under AASB 139 – applicable for 2018 comparatives only

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

Collectability of receivables is reviewed on an ongoing basis. Debts that are known to be uncollectable are written off by reducing the carrying amount directly. An allowance account (provision for impairment of receivables) is used when there is objective evidence that the Council will not be able to collect all amounts due according to the original terms of the receivables. Significant financial difficulties of the debtor, probability that the debtor will enter bankruptcy or financial reorganisation, and default or delinquency in payments (more than 30 days overdue) are considered indicators that the receivable is impaired. When a receivable for which an impairment allowance had been recognised becomes uncollectable in a subsequent period, it is written off against the allowance account. Subsequent recoveries of amounts previously written off are credited against other expenses in the Income Statement.

Rates and annual charges outstanding are secured against the property.



Notes to the Financial Statements  
for the year ended 30 June 2019

Note 8. Inventories and other assets

\$ '000	2019 Current	2019 Non-current	2018 Current	2018 Non-current
<b>(a) Inventories</b>				
<b>(i) Inventories at cost</b>				
Real estate for resale	256	–	329	–
Stores and materials	598	–	375	–
<b>Total inventories at cost</b>	<b>854</b>	<b>–</b>	<b>704</b>	<b>–</b>
<b><u>TOTAL INVENTORIES</u></b>	<b><u>854</u></b>	<b><u>–</u></b>	<b><u>704</u></b>	<b><u>–</u></b>
<b>(b) Other assets</b>				
Prepayments	–	–	102	–
Other	–	198	–	198
<b><u>TOTAL OTHER ASSETS</u></b>	<b><u>–</u></b>	<b><u>198</u></b>	<b><u>102</u></b>	<b><u>198</u></b>
\$ '000	2019 Current	2019 Non-current	2018 Current	2018 Non-current
<b>Total externally restricted assets</b>	–	–	–	–
<b>Total internally restricted assets</b>	–	–	–	–
<b>Total unrestricted assets</b>	<b>854</b>	<b>198</b>	<b>806</b>	<b>198</b>
<b><u>TOTAL INVENTORIES AND OTHER ASSETS</u></b>	<b><u>854</u></b>	<b><u>198</u></b>	<b><u>806</u></b>	<b><u>198</u></b>

## Notes to the Financial Statements

for the year ended 30 June 2019

## Note 8. Inventories and other assets (continued)

## (i) Other disclosures

\$ '000	Notes	2019 Current	2019 Non-current	2018 Current	2018 Non-current
<b>(a) Details for real estate development</b>					
Residential		30	–	29	–
Industrial/commercial		226	–	300	–
<b>Total real estate for resale</b>		<b>256</b>	–	<b>329</b>	–
(Valued at the lower of cost and net realisable value)					
<b>Represented by:</b>					
Acquisition costs		64	–	29	–
Development costs		192	–	300	–
<b>Total costs</b>		<b>256</b>	–	<b>329</b>	–
<b>Total real estate for resale</b>		<b>256</b>	–	<b>329</b>	–
<b>Movements:</b>					
Real estate assets at beginning of the year		329	–	344	–
– Purchases and other costs		(73)	–	10	–
– WDV of sales (expense)	5	–	–	(25)	–
<b>Total real estate for resale</b>		<b>256</b>	–	<b>329</b>	–

## (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	2019	2018
Real estate for resale	51	270
	<b>51</b>	<b>270</b>

## 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.

**Inventory held for distribution**

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

**Land held for resale/capitalisation of borrowing costs**

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

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

## Notes to the Financial Statements for the year ended 30 June 2019

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

\$ '000	as at 30/6/2018			Asset movements during the reporting period										as at 30/6/2019		
	Gross carrying amount	Accumulated depreciation	Net carrying amount	Additions renewals <sup>1</sup>	Additions new assets	Reinstatement costs for impaired assets	Carrying value of disposals	Depreciation expense	Impairment loss / revaluation decrements (recognised in P/L)	Impairment loss (recognised in equity)	Adjustments and transfers	Revaluation decrements to equity (ARR)	Revaluation increments to equity (ARR)	Gross carrying amount	Accumulated depreciation	Net carrying amount
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
<b>Land:</b>																
– 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
<b>Infrastructure:</b>																
– 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
<b>Other assets:</b>																
– Library books	517	(385)	132	–	–	–	–	(25)	–	–	(1)	–	–	517	(411)	106
<b>Reinstatement, rehabilitation and restoration assets (refer Note 12):</b>																
– Tip assets	3	(1)	2	–	–	–	–	–	(2)	–	–	–	–	–	–	–
– Gravel pits	2,030	(1,353)	677	–	–	–	–	(97)	–	–	–	–	–	2,030	(1,450)	580
– Sewer treatment facilities	107	(50)	57	–	–	–	–	(2)	–	–	–	–	–	107	(52)	55
<b>Total Infrastructure, property, plant and equipment</b>	<b>467,191</b>	<b>(136,280)</b>	<b>330,911</b>	<b>2,794</b>	<b>3,498</b>	<b>7,553</b>	<b>(1,369)</b>	<b>(8,836)</b>	<b>(2)</b>	<b>(13,921)</b>	<b>–</b>	<b>(212)</b>	<b>234</b>	<b>470,719</b>	<b>(150,426)</b>	<b>320,293</b>

(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 2019

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

	as at 30/6/2017			Asset movements during the reporting period								as at 30/6/2018		
	Gross carrying amount	Accumulated depreciation	Net carrying amount	Additions renewals <sup>1</sup>	Additions new assets	Carrying value of disposals	Depreciation expense	Impairment reversal (recognised in equity)	Adjustments and transfers	Revaluation decrements to equity (ARR)	Revaluation increments to equity (ARR)	Gross carrying amount	Accumulated depreciation	Net carrying amount
Capital work in progress	618	–	618	–	1,181	–	–	–	(618)	–	–	1,181	–	1,181
Plant and equipment	12,649	(6,646)	6,003	–	1,969	(443)	(1,150)	–	–	–	3,521	19,899	(9,999)	9,900
Office equipment	1,663	(963)	700	–	12	–	(99)	–	–	–	–	1,675	(1,062)	613
Furniture and fittings	152	(126)	26	–	–	–	(4)	–	–	–	–	152	(130)	22
<b>Land:</b>														
– Operational land	1,708	–	1,708	–	–	–	–	–	–	–	–	1,708	–	1,708
– Community land	3,256	–	3,256	–	–	–	–	–	–	(625)	–	2,631	–	2,631
Land improvements – non-depreciable	1,013	–	1,013	–	–	–	–	–	–	–	–	1,013	–	1,013
Land improvements – depreciable	1,473	(589)	884	–	–	–	(51)	–	–	(65)	–	1,576	(808)	768
<b>Infrastructure:</b>														
– Buildings – non-specialised	33,556	(8,190)	25,366	–	78	–	(788)	–	–	–	2,570	39,928	(12,702)	27,226
– Other structures	1,923	(658)	1,265	–	–	–	(104)	–	–	–	2,277	5,586	(2,148)	3,438
– Roads	217,649	(66,294)	151,355	3,915	–	–	(4,305)	1,134	–	(35,667)	–	177,025	(60,593)	116,432
– Bridges	16,890	(1,707)	15,183	–	–	–	(266)	–	–	(178)	–	18,429	(3,690)	14,739
– Footpaths	4,669	(1,323)	3,346	–	–	–	(90)	–	–	–	2,282	9,201	(3,663)	5,538
– Bulk earthworks (non-depreciable)	78,933	–	78,933	–	–	–	–	–	–	(2,307)	–	76,626	–	76,626
– Stormwater drainage	21,875	(2,864)	19,011	–	–	–	(168)	–	–	–	4,099	32,124	(9,182)	22,942
– Sewerage network	23,085	(7,809)	15,276	–	–	–	(395)	–	–	–	–	23,085	(8,204)	14,881
– Swimming pools	2,561	(621)	1,940	–	–	–	(65)	–	–	–	1,811	5,085	(1,399)	3,686
– Other open space/recreational assets	19,563	(2,381)	17,182	–	13	–	(717)	–	–	–	1,800	31,068	(12,790)	18,278
– Other infrastructure	11,080	(6,350)	4,730	–	–	–	(182)	–	–	–	3,873	16,542	(8,121)	8,421
<b>Other assets:</b>														
– Library books	517	(359)	158	–	–	–	(26)	–	–	–	–	517	(385)	132
<b>Reinstatement, rehabilitation and restoration assets (refer Note 12):</b>														
– Tip assets	3	(1)	2	–	–	–	–	–	–	–	–	3	(1)	2
– Gravel pits	2,031	(1,257)	774	–	–	–	(97)	–	–	–	–	2,030	(1,353)	677
– Sewer treatment facilities	106	(46)	60	–	–	–	–	–	–	–	–	107	(50)	57
<b>Total Infrastructure, property, plant and equipment</b>	<b>456,973</b>	<b>(108,184)</b>	<b>348,789</b>	<b>3,915</b>	<b>3,253</b>	<b>(443)</b>	<b>(8,507)</b>	<b>1,134</b>	<b>(618)</b>	<b>(38,842)</b>	<b>22,233</b>	<b>467,191</b>	<b>(136,280)</b>	<b>330,911</b>

(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 2019

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

**Accounting policy for infrastructure, property, plant and equipment**

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

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

Increases in the carrying amounts arising on revaluation are credited to the asset revaluation reserve. To the extent that the increase reverses a decrease previously recognising profit or loss relating to that asset class, the increase is first recognised as profit or loss. Decreases that reverse previous increases of assets in the same class are first charged against revaluation reserves directly in equity to the extent of the remaining reserve attributable to the class; all other decreases are charged to the Income Statement.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to Council and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the income statement during the financial period in which they are incurred.

Land is not depreciated. Depreciation on other assets is calculated using the straight line method to allocate their cost, net of their residual values, over their estimated useful lives as follows:

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

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

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

**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 2019

## Note 9(a). 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.

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

\$ '000	Notes	2019	2018
<b>Reversals of impairment losses previously recognised direct to equity (ARR):</b>			
– Impairment of road assets due to flood damage		(6,368)	1,134
<b>Total impairment reversals</b>		<b>(6,368)</b>	<b>1,134</b>
<b>IMPAIRMENT OF ASSETS – DIRECT to EQUITY (ARR)</b>		<b>(6,368)</b>	<b>1,134</b>

## Notes to the Financial Statements

for the year ended 30 June 2019

## Note 10. Investment property

\$ '000	2019	2018
<b>(a) Investment property at fair value</b>		
<b>Investment property on hand</b>	366	–
<b>Reconciliation of annual movement:</b>		
– Acquisitions	366	–
<b>CLOSING BALANCE – INVESTMENT PROPERTY</b>	<b>366</b>	<b>–</b>

**(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.

As the property was purchased in this financial year, the purchase price is the basis of valuation.

**(c) Leasing arrangements – Council as lessor**

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	–
<b>Total minimum lease payments receivable</b>	<b>12</b>	<b>–</b>

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**

<b>Rental income from investment property:</b>		
– Minimum lease payments	7	–
<b>Direct operating expenses on investment property:</b>		
– that generated rental income	(1)	–
<b>Net revenue contribution from investment property</b>	<b>6</b>	<b>–</b>
<b>Total income attributable to investment property</b>	<b>6</b>	<b>–</b>

**Accounting policy for investment property**

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

## Notes to the Financial Statements

for the year ended 30 June 2019

### Note 11. Payables and borrowings

\$ '000	2019 Current	2019 Non-current	2018 Current	2018 Non-current
<b>Payables</b>				
Goods and services – operating expenditure	567	–	590	–
Accrued expenses:				
– Salaries and wages	–	–	83	–
Security bonds, deposits and retentions	5	–	5	–
Other	36	39	36	39
<b>Total payables</b>	<b>608</b>	<b>39</b>	<b>714</b>	<b>39</b>
<b>Income received in advance</b>				
Payments received in advance	413	–	303	–
<b>Total income received in advance</b>	<b>413</b>	<b>–</b>	<b>303</b>	<b>–</b>
<b>Borrowings</b>				
Loans – secured <sup>1</sup>	93	1,000	100	1,100
Chattel mortgage	–	–	47	–
<b>Total borrowings</b>	<b>93</b>	<b>1,000</b>	<b>147</b>	<b>1,100</b>
<b><u>TOTAL PAYABLES AND BORROWINGS</u></b>	<b><u>1,114</u></b>	<b><u>1,039</u></b>	<b><u>1,164</u></b>	<b><u>1,139</u></b>

(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	2019 Current	2019 Non-current	2018 Current	2018 Non-current
<b>(a) Payables and borrowings relating to restricted assets</b>				
<b>Externally restricted assets</b>				
Sewer	–	7	–	–
Payables and borrowings relating to externally restricted assets	–	7	–	–
<b>Total payables and borrowings relating to restricted assets</b>	<b>–</b>	<b>7</b>	<b>–</b>	<b>–</b>
<b>Total payables and borrowings relating to unrestricted assets</b>	<b>1,114</b>	<b>1,032</b>	<b>1,164</b>	<b>1,139</b>
<b><u>TOTAL PAYABLES AND BORROWINGS</u></b>	<b><u>1,114</u></b>	<b><u>1,039</u></b>	<b><u>1,164</u></b>	<b><u>1,139</u></b>



## Notes to the Financial Statements

for the year ended 30 June 2019

## Note 11. Payables and borrowings (continued)

**(b) Changes in liabilities arising from financing activities**

\$ '000	as at 30/6/2018		Non-cash acquisitions	Non-cash fair value changes	Other non-cash movements	as at 30/6/2019	
	Opening Balance	Cash flows				Closing balance	
Loans – secured	1,200	(107)	–	–	–	1,093	
Other	47	(47)	–	–	–	–	
<b>TOTAL</b>	<b>1,247</b>	<b>(154)</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>1,093</b>	

\$ '000	as at 30/6/2017		Non-cash acquisitions	Non-cash fair value changes	Other non-cash movements	as at 30/6/2018	
	Opening Balance	Cash flows				Closing balance	
Loans – secured	1,325	(125)	–	–	–	1,200	
Other	156	(109)	–	–	–	47	
<b>TOTAL</b>	<b>1,481</b>	<b>(234)</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>1,247</b>	

\$ '000	2019	2018
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**(c) Financing arrangements****(i) Unrestricted access was available at balance date to the following lines of credit:**

Bank overdraft facilities <sup>1</sup>	350	350
Credit cards/purchase cards	61	61
<b>Total financing arrangements</b>	<b>411</b>	<b>411</b>

**Undrawn facilities as at balance date:**

– Bank overdraft facilities	350	350
– Credit cards/purchase cards	61	61
<b>Total undrawn financing arrangements</b>	<b>411</b>	<b>411</b>

**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 2019

### Note 11. Payables and borrowings (continued)

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#### **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**

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 2019

### Note 12. Provisions

\$ '000	2019 Current	2019 Non-current	2018 Current	2018 Non-current
<b>Provisions</b>				
<b>Employee benefits</b>				
Annual leave	970	–	883	–
Long service leave	2,100	32	2,027	64
Other leave	13	–	13	–
<b>Sub-total – aggregate employee benefits</b>	<b>3,083</b>	<b>32</b>	<b>2,923</b>	<b>64</b>
<b>Asset remediation/restoration:</b>				
Asset remediation/restoration (future works)	–	4,671	–	4,431
<b>Sub-total – asset remediation/restoration</b>	<b>–</b>	<b>4,671</b>	<b>–</b>	<b>4,431</b>
<b>TOTAL PROVISIONS</b>	<b>3,083</b>	<b>4,703</b>	<b>2,923</b>	<b>4,495</b>

#### (a) Provisions relating to restricted assets

<b>Externally restricted assets</b>				
Sewer	181	–	179	–
Provisions relating to externally restricted assets	181	–	179	–
<b>Total provisions relating to restricted assets</b>	<b>181</b>	<b>–</b>	<b>179</b>	<b>–</b>
<b>Total provisions relating to unrestricted assets</b>	<b>2,902</b>	<b>4,703</b>	<b>2,744</b>	<b>4,495</b>
<b>TOTAL PROVISIONS</b>	<b>3,083</b>	<b>4,703</b>	<b>2,923</b>	<b>4,495</b>

\$ '000	2019	2018
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#### (b) Current provisions not anticipated to be settled within the next twelve months

The following provisions, even though classified as current, are not expected to be settled in the next 12 months.

Provisions – employees benefits	1,864	1,849
	<u>1,864</u>	<u>1,849</u>

## Notes to the Financial Statements

for the year ended 30 June 2019

## Note 12. Provisions (continued)

## (c) Description of and movements in provisions

\$ '000	ELE provisions			Total
	Annual leave	Long service leave	Other employee benefits	
<b>2019</b>				
At beginning of year	883	2,091	13	2,987
Unwinding of discount	87	41	–	128
Total ELE provisions at end of period	970	2,132	13	3,115
<b>2018</b>				
At beginning of year	816	2,051	14	2,881
Unwinding of discount	67	40	(1)	106
Total ELE provisions at end of period	883	2,091	13	2,987

\$ '000	Other provisions		Total
	Asset remediation		
<b>2019</b>			
At beginning of year		4,431	4,431
Other		240	240
Total other provisions at end of period		4,671	4,671
<b>2018</b>			
At beginning of year		4,203	4,203
Unwinding of discount		228	228
Total other provisions at end of period		4,431	4,431

## 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 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.

## Notes to the Financial Statements

for the year ended 30 June 2019

### Note 12. Provisions (continued)

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#### 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 2019

### Note 13. Accumulated surplus, revaluation reserves, changes in accounting policies, changes in accounting estimates and errors

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#### (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.

##### **Available for sale investments revaluation reserve (2018 only)**

Changes in fair value are taken to the available-for-sale investments revaluation reserve, amounts are recognised in profit and loss when the associated assets are sold or impaired.

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

During the year, Council adopted a number of new accounting standards. The impact of the adoption and associated transition disclosures are shown below.

The Council has adopted AASB 9 Financial Instruments for the first time in the current year with a date of initial adoption of 1 July 2017. As part of the adoption of AASB 9, the Council adopted consequential amendments to other accounting standards arising from the issue of AASB 9 as follows:

- AASB 101 Presentation of Financial Statements requires the impairment of financial assets to be presented in a separate line item in the income statement. In prior year, this information was presented as part of other expenses.
- AASB 7 Financial Instruments: Disclosures requires amended disclosures due to changes arising from AASB 9. These disclosures have been provided for the current year.

The key changes to Council's accounting policy and the impact on these financial statements from applying AASB 9 are described below.

Changes in accounting policies resulting from the adoption of AASB 9 have been applied retrospectively except Council has not restated any amounts relating to classification and measurement requirements, including impairment, which have been applied from 1 July 2018.

##### **Classification of financial assets**

The financial assets of Council have been reclassified into one of the following categories on adoption of AASB 9, based primarily on the business model in which a financial asset is managed and its contractual cash flow characteristics are:

- measured at amortised cost
- fair value through profit or loss
- fair value through other comprehensive income – equity instruments

##### **Measurement of equity instruments**

All equity instruments of the Council are measured at fair value under AASB 9 whereas there was a cost exception under AASB 139 that allowed certain unlisted investments to be carried at amortised cost in the absence of a reliable measurement of fair value. Any difference in the previous carrying amount and the fair value is recognised in the opening retained earnings (or other component of equity, as appropriate) at 1 July 2018.

Equity instruments are no longer subject to impairment testing and therefore all movements on equity instruments, classified as fair value through other comprehensive income, are taken to the relevant reserve.

##### **Impairment of financial assets**

The incurred loss model from AASB 139 has been replaced with an expected credit loss model in AASB 9 for assets measured at amortised cost. This has resulted in the earlier recognition of credit loss (bad debt provisions).

## Notes to the Financial Statements

for the year ended 30 June 2019

## Note 14. Statement of cash flows - additional information

\$ '000	Notes	2019	2018
<b>(a) Reconciliation of cash assets</b>			
Total cash and cash equivalent assets	6(a)	6,352	3,551
<b>Balance as per the Statement of Cash Flows</b>		<b>6,352</b>	<b>3,551</b>
<b>(b) Reconciliation of net operating result to cash provided from operating activities</b>			
<b>Net operating result from Income Statement</b>		9,320	1,563
<b>Adjust for non-cash items:</b>			
Depreciation and amortisation		8,836	8,507
Net losses/(gains) on disposal of assets		656	(143)
Unwinding of discount rates on reinstatement provisions		240	228
<b>+/- Movement in operating assets and liabilities and other cash items:</b>			
Decrease/(increase) in receivables		(50)	(100)
Increase/(decrease) in provision for impairment of receivables		(28)	-
Decrease/(increase) in inventories		(223)	141
Decrease/(increase) in other current assets		102	18
Increase/(decrease) in payables		(23)	222
Increase/(decrease) in accrued interest payable		-	(15)
Increase/(decrease) in other accrued expenses payable		(83)	(66)
Increase/(decrease) in other liabilities		110	203
Increase/(decrease) in provision for employee benefits		128	106
<b>Net cash provided from/(used in) operating activities from the Statement of Cash Flows</b>		<b>18,985</b>	<b>10,664</b>

## Notes to the Financial Statements

for the year ended 30 June 2019

## Note 15. Commitments

\$ '000	2019	2018
<b>(a) Capital commitments (exclusive of GST)</b>		
Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:		
<b>Property, plant and equipment</b>		
Buildings	90	64
Other infrastructure	401	358
Other	130	–
<b>Total commitments</b>	<b>621</b>	<b>422</b>
<b>These expenditures are payable as follows:</b>		
Within the next year	621	422
<b>Total payable</b>	<b>621</b>	<b>422</b>
<b>Sources for funding of capital commitments:</b>		
Unrestricted general funds	–	9
Externally restricted reserves	310	281
Internally restricted reserves	311	132
<b>Total sources of funding</b>	<b>621</b>	<b>422</b>

**(b) Operating lease commitments (non-cancellable)****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	–
<b>Total non-cancellable operating lease commitments</b>	<b>13</b>	<b>–</b>

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

Council has leases on a number of photocopiers.

**Conditions relating to finance and operating leases:**

– All finance agreements are secured only against the leased asset.

– No lease agreements impose any financial restrictions on Council regarding future debt etc.



## Notes to the Financial Statements

for the year ended 30 June 2019

### Note 16. Contingencies and other assets/liabilities not recognised

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

#### LIABILITIES NOT RECOGNISED

##### 1. Guarantees

###### (i) Defined benefit superannuation contribution plans

Council 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 2019 was \$169,476.94. The last valuation of the Scheme was performed by Mr Richard Boyfield, FIAA on 31 December 2018, and covers the period ended 30 June 2018.

## Notes to the Financial Statements

for the year ended 30 June 2019

## Note 16. Contingencies and other assets/liabilities not recognised (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 \$159,843.88.

The estimated employer reserves financial position for the Pooled Employers at 30 June 2019 is:

Employer reserves only *	\$millions	Asset Coverage
Assets	1.798.7	
Past Service Liabilities	1.784.2	100.8%
Vested Benefits	1.792.0	100.4%

\* 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 2019

### Note 16. Contingencies and other assets/liabilities not recognised (continued)

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#### 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 2019

## Note 17. 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 2019	Carrying value 2018	Fair value 2019	Fair value 2018
<b>Financial assets</b>				
<b>Measured at amortised cost</b>				
Cash and cash equivalents	6,352	3,551	6,352	3,551
Receivables	1,573	1,495	1,573	1,495
Investments				
– 'Financial assets at amortised cost' / 'held to maturity' (2018)	30,700	27,736	30,700	27,736
<b>Total financial assets</b>	<b>38,625</b>	<b>32,782</b>	<b>38,625</b>	<b>32,782</b>
<b>Financial liabilities</b>				
Payables	647	753	647	598
Loans/advances	1,093	1,247	1,093	1,247
<b>Total financial liabilities</b>	<b>1,740</b>	<b>2,000</b>	<b>1,740</b>	<b>1,845</b>

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 its 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 2019

## Note 17. 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
<b>2019</b>				
Possible impact of a 1% movement in interest rates	371	371	(371)	(371)
<b>2018</b>				
Possible impact of a 1% movement in interest rates	290	290	290	290

## Notes to the Financial Statements

for the year ended 30 June 2019

## Note 17. 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
<b>2019</b>						
Gross carrying amount	538	70	53	48	18	727
<b>2018</b>						
Gross carrying amount	350	117	50	43	49	609

**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 2019 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
<b>2019</b>						
Gross carrying amount	614	257	(1)	7	41	918
Expected loss rate (%)	0.00%	0.00%	0.00%	11.86%	11.86%	0.62%
<b>ECL provision</b>	–	–	–	1	5	6
<b>2018</b>						
Gross carrying amount	764	2	10	69	141	986
Expected loss rate (%)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>ECL provision</b>	–	–	–	–	–	–

## Notes to the Financial Statements

for the year ended 30 June 2019

## Note 17. Financial risk management (continued)

## (c) Liquidity risk

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

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

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

Borrowings are also subject to interest rate risk – the risk that movements in interest rates could adversely affect funding costs and debt servicing requirements. Council manages this risk 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 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	≤ 1 Year	payable in: 1 - 5 Years	> 5 Years	Total cash outflows	Actual carrying values
<b>2019</b>							
Trade/other payables	0.00%	5	–	–	–	5	647
Loans and advances	3.80%	–	–	–	–	–	1,093
<b>Total financial liabilities</b>		<b>5</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>5</b>	<b>1,740</b>
<b>2018</b>							
Trade/other payables	0.00%	5	518	75	–	598	753
Loans and advances	4.20%	–	203	574	821	1,598	1,247
<b>Total financial liabilities</b>		<b>5</b>	<b>721</b>	<b>649</b>	<b>821</b>	<b>2,196</b>	<b>2,000</b>

## Notes to the Financial Statements

for the year ended 30 June 2019

## Note 18. Material budget variations

Council's original financial budget for 18/19 was adopted by the Council on 19/06/2018 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	2019 Budget	2019 Actual	2019 ----- Variance -----	
<b>REVENUES</b>				
<b>Rates and annual charges</b>	8,903	9,052	149	2% <b>F</b>
<b>User charges and fees</b>	1,551	3,102	1,551	100% <b>F</b>
Council received additional private works jobs which were not budgeted for.				
<b>Interest and investment revenue</b>	348	886	538	155% <b>F</b>
Investment income was higher than the original budget due to the level of invested funds being greater throughout the year.				
<b>Other revenues</b>	353	536	183	52% <b>F</b>
Sale of computer equipment \$135,000 was not budgeted for and increases to the diesel fuel rebate along with insurance claim recoveries created the difference in other revenues.				
<b>Operating grants and contributions</b>	9,291	12,623	3,332	36% <b>F</b>
Council received \$1,000,000 under the drought communities program along with several other operating grants which weren't budgeted for.				
<b>Capital grants and contributions</b>	3,095	8,237	5,142	166% <b>F</b>
Council's flood damage claim was finalised in July 2018, resulting in no income being budgeted for. Council then received \$6,300,000 for flood damage in the 2018/19 financial year.				



## Notes to the Financial Statements

for the year ended 30 June 2019

## Note 18. Material budget variations

\$ '000	2019 Budget	2019 Actual	2019 ----- Variance -----	
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**EXPENSES**

<b>Employee benefits and on-costs</b>	6,882	6,750	132	2%	F
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<b>Borrowing costs</b>	55	296	(241)	(438)%	U
------------------------	----	-----	-------	--------	---

Borrowing costs were underestimated in the budget document and did not take into account remediation liabilities.

<b>Materials and contracts</b>	5,297	6,377	(1,080)	(20)%	U
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Council engaged contractors to carry out flood damage work to the value of \$7.4 million.

Material costs increased and contractors were also engaged to complete the works funded by the Drought Communities Program.

<b>Depreciation and amortisation</b>	7,761	8,836	(1,075)	(14)%	U
--------------------------------------	-------	-------	---------	-------	---

Budget was not adjusted to factor in the revaluation of assets that occurred in 2017/18.

<b>Other expenses</b>	2,210	2,201	9	0%	F
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<b>Net losses from disposal of assets</b>	-	656	(656)	∞	U
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Segments of Bygoo Road were removed as part of the asset renewal treatment. These assets had not been fully depreciated and therefore the written down value is a loss on disposal.

**STATEMENT OF CASH FLOWS**

<b>Net cash provided from (used in) operating activities</b>	8,599	18,985	10,386	121%	F
--	-------	--------	--------	------	---

Council received the 19/20 Financial Assistance Grant of \$3,8million in this financial year.

<b>Net cash provided from (used in) investing activities</b>	449	(16,030)	(16,479)	(3,670)%	U
--	-----	----------	----------	----------	---

Investment securities increased due to unbudgeted advance FAG payments, flood damage and drought communities grants.

<b>Net cash provided from (used in) financing activities</b>	-	(154)	(154)	∞	U
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No budget entered for loan repayments.

## Notes to the Financial Statements

for the year ended 30 June 2019

## Note 19. Fair Value Measurement

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

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

The fair value of assets and liabilities must be estimated in accordance with various accounting standards for either recognition and measurement requirements or for disclosure purposes. AASB 13 Fair Value Measurement requires all assets and liabilities measured at fair value to be assigned to a 'level' in the fair value hierarchy as follows:

**Level 1:** Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date.

**Level 2:** Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly or indirectly.

**Level 3:** Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

## (1) Assets and liabilities that have been measured and recognised at fair values

2019	Notes	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	
<b>Recurring fair value measurements</b>						
<b>Financial assets</b>						
		30/06/2019	–	30,700	–	30,700
			–	30,700	–	30,700
<b>Financial liabilities</b>						
	11	30/06/2019	–	1,093	–	1,093
		30/06/2019	–	647	–	647
			–	1,740	–	1,740
<b>Infrastructure, property, plant and equipment</b>						
	9(a)	30/06/2018	–	9,812	–	9,812
		30/06/2018	–	709	–	709
		30/06/2018	–	22	–	22
		30/06/2018	–	1,708	–	1,708
		30/06/2018	–	2,631	–	2,631
		30/06/2018	–	–	1,013	1,013
		30/06/2018	–	–	716	716
		30/06/2018	–	–	26,505	26,505
		30/06/2018	–	–	3,339	3,339
		30/06/2018	–	–	108,077	108,077
		30/06/2018	–	–	14,409	14,409
		30/06/2018	–	–	5,346	5,346
		30/06/2018	–	–	76,626	76,626
		30/06/2018	–	–	2,216	2,216
		30/06/2018	–	–	14,833	14,833
		30/06/2018	–	–	106	106
		30/06/2018	–	–	447	447
		30/06/2018	–	–	581	581
		30/06/2018	–	–	54	54
		30/06/2018	–	–	–	–
		30/06/2018	–	–	18,513	18,513
		30/06/2018	–	–	3,875	3,875
		30/06/2018	–	–	8,164	8,164
			–	14,882	284,820	299,702

## Notes to the Financial Statements

for the year ended 30 June 2019

### Note 19. Fair Value Measurement (continued)

2018	Notes	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	
<b>Recurring fair value measurements</b>						
<b>Financial assets</b>						
		30/06/18	–	27,736	–	27,736
			<b>–</b>	<b>27,736</b>	<b>–</b>	<b>27,736</b>
<b>Financial liabilities</b>						
	11					
		30/06/18	–	1,247	–	1,247
		30/06/18	–	598	–	598
			<b>–</b>	<b>1,845</b>	<b>–</b>	<b>1,845</b>
<b>Infrastructure, property, plant and equipment</b>						
	9(a)					
		30/06/18	–	9,900	–	9,900
		30/06/18	–	613	–	613
		30/06/18	–	22	–	22
		30/06/18	–	1,708	–	1,708
		30/06/18	–	2,631	–	2,631
		30/06/18	–	–	1,013	1,013
		30/06/18	–	–	768	768
		30/06/18	–	–	27,226	27,226
		30/06/18	–	–	3,438	3,438
		30/06/18	–	–	116,432	116,432
		30/06/18	–	–	14,739	14,739
		30/06/18	–	–	5,538	5,538
		30/06/18	–	–	76,626	76,626
		30/06/18	–	–	14,444	14,444
		30/06/18	–	–	14,881	14,881
		30/06/18	–	–	132	132
		30/06/18	–	–	1,181	1,181
		30/06/18	–	–	677	677
		30/06/18	–	–	57	57
		30/06/18	–	–	2	2
		30/06/18	–	–	18,278	18,278
		30/06/18	–	–	3,686	3,686
		30/06/18	–	–	8,421	8,421
			<b>–</b>	<b>14,874</b>	<b>316,037</b>	<b>330,911</b>

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 2019

### Note 19. Fair Value Measurement (continued)

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#### (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 and non depreciable**

Land improvements are valued at current replacement cost. Since there are no active market and the factors cannot be observed these are classified as level 3 input categories. The input factors further discussed in note 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 2019

### Note 19. Fair Value Measurement (continued)

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

#### **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 2019

## Note 19. 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
<b>2018</b>					
<b>Opening balance</b>	1,013	884	19,376	1,264	190,289
Adoption of AASB 13	–	(41)	–	2,288	(77,114)
Transfers from/(to) another asset class	–	–	8,070	–	–
Purchases (GBV)	–	–	78	–	3,914
Depreciation and impairment	–	(75)	(298)	(114)	(5,239)
Impairment Reversal	–	–	–	–	1,134
<b>Closing balance</b>	<b>1,013</b>	<b>768</b>	<b>27,226</b>	<b>3,438</b>	<b>112,984</b>
<b>2019</b>					
<b>Opening balance</b>	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)
<b>Closing balance</b>	<b>1,013</b>	<b>716</b>	<b>26,505</b>	<b>3,339</b>	<b>106,060</b>

\$ '000	Aerodrome	Bridges	Traffic facilities	Footpath	Road- formation (earthwork)
<b>2018</b>					
<b>Opening balance</b>	3,073	15,183	546	3,346	78,933
Adoption of AASB 13	408	(382)	–	2,282	(2,308)
Transfers from/(to) another asset class	–	(545)	–	–	–
Depreciation and impairment	(33)	(39)	(24)	(90)	–
<b>Closing balance</b>	<b>3,448</b>	<b>14,217</b>	<b>522</b>	<b>5,538</b>	<b>76,625</b>
<b>2019</b>					
<b>Opening balance</b>	3,448	14,217	522	5,538	76,625
Transfers from/(to) another asset class	–	–	–	–	1
Disposals (WDV)	–	–	–	(21)	–
Depreciation and impairment	–	–	–	(171)	–
<b>Closing balance</b>	<b>3,448</b>	<b>14,217</b>	<b>522</b>	<b>5,346</b>	<b>76,626</b>

## Notes to the Financial Statements

for the year ended 30 June 2019

## Note 19. Fair Value Measurement (continued)

\$ '000	Stormwater pipes, pits and drain	Sewer	Library	WIP	Gravel restoration asset
<b>2018</b>					
<b>Opening balance</b>	19,011	15,276	158	618	774
Adoption of AASB 13	4,099	–	–	–	–
Transfers from/(to) another asset class	–	–	–	(618)	–
Purchases (GBV)	–	–	–	1,181	–
Depreciation and impairment	(168)	(395)	(26)	–	(97)
<b>Closing balance</b>	<b>22,942</b>	<b>14,881</b>	<b>132</b>	<b>1,181</b>	<b>677</b>
<b>2019</b>					
<b>Opening balance</b>	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)
<b>Closing balance</b>	<b>22,616</b>	<b>14,833</b>	<b>106</b>	<b>447</b>	<b>581</b>
<hr/>					
\$ '000			Sewer restoration asset	Tip restoration asset	Other infrastructure
<b>2018</b>					
<b>Opening balance</b>			60	2	1,657
Adoption of AASB 13			–	–	3,873
Transfers from/(to) another asset class			–	–	3,073
Depreciation and impairment			(3)	–	(182)
<b>Closing balance</b>			<b>57</b>	<b>2</b>	<b>8,421</b>
<b>2019</b>					
<b>Opening balance</b>			57	2	8,421
Purchases (GBV)			–	–	54
Depreciation and impairment			(3)	(2)	(311)
<b>Closing balance</b>			<b>54</b>	<b>–</b>	<b>8,164</b>

## Notes to the Financial Statements

for the year ended 30 June 2019

## Note 19. Fair Value Measurement (continued)

\$ '000	Recreation asset	Swimming pool	Total
<b>2018</b>			
<b>Opening balance</b>	4,894	1,940	<b>358,297</b>
Adoption of AASB 13	13,562	1,811	<b>(51,522)</b>
Transfers from/(to) another asset class	–	–	<b>9,980</b>
Purchases (GBV)	–	–	<b>5,173</b>
Disposals (WDV)	13	–	<b>13</b>
Depreciation and impairment	(191)	(65)	<b>(7,039)</b>
Impairment Reversal	–	–	<b>1,134</b>
<b>Closing balance</b>	<b>18,278</b>	<b>3,686</b>	<b>316,036</b>
<b>2019</b>			
<b>Opening balance</b>	18,278	3,686	<b>316,036</b>
Transfers from/(to) another asset class	203	–	<b>(976)</b>
Purchases (GBV)	750	294	<b>5,200</b>
Disposals (WDV)	–	–	<b>(830)</b>
Depreciation and impairment	(718)	(105)	<b>(12,449)</b>
<b>Closing balance</b>	<b>18,513</b>	<b>3,875</b>	<b>306,981</b>

**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 (30/6/19)	Valuation technique/s	Unobservable inputs
<b>Infrastructure, property, plant and equipment</b>			
Land improvement – depreciable	1,013	Written down current replacement cost	Gross replacement cost Asset condition
Buildings	26,505	Written down current replacement cost	Gross replacement cost Asset condition Useful life Residual value
Other structure	3,339	Written down current replacement cost	Gross replacement cost Asset condition Useful life
Roads	108,077	Written down current replacement cost	Gross replacement cost Asset condition Useful life Residual value
Bridges	14,409	Written down current replacement cost	Gross replacement cost Asset condition Useful life Residual value
Footpath	5,346	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	22,616	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 2019

## Note 19. Fair Value Measurement (continued)

\$ '000	Fair value (30/6/19)	Valuation technique/s	Unobservable inputs
Sewer	14,833	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	447	Current replacement cost	Gross replacement cost
Gravel restoration asset	581	Written down current replacement cost	Restoration cost – historic Discount rate
Sewer restoration asset	54	Gross replacement cost	Restoration cost – historic Discount rate
Tip restoration asset	–	Written down current replacement cost	Restoration cost – historic Discount rate
Other Infrastructure	8,164	Written down current replacement cost	Gross replacement cost Asset condition Useful life
Recreational Assets	18,513	Written down current replacement cost	Gross replacement cost Asset condition Useful life
Swimming Pools	3,875	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 2019

### Note 20. Related Party Transactions

#### (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	2019	2018
<b>Compensation:</b>		
Short-term benefits	697	669
<b>Total</b>	<b>697</b>	<b>669</b>

#### (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						
<b>2019</b>						
Employee expenses relating to close family of KMP	1	87	–	Council Staff award	–	–
<b>2018</b>						
Employee expenses relating to close family of KMP	1	83	–		–	–

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 2019

## Note 21. Events occurring after the reporting date

Council is unaware of any material or significant 'non-adjusting events' that should be disclosed.

## Note 22. 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 30/6/2018			Interest earned in year	Expenditure during year	Internal borrowing (to)/from	as at 30/6/2019	
	Opening Balance	Cash	Non-cash				Held as restricted asset	Cumulative internal borrowings due/(payable)
<b>\$ '000</b>								
Drainage	3	–	–	–	–	–	3	–
Roads	3	–	–	–	–	–	3	–
Parking	7	–	–	–	–	–	7	–
Open space	1	–	–	–	–	–	1	–
Community facilities	95	14	–	–	–	–	109	–
Other	3	–	–	–	–	–	3	–
<b>S7.11 contributions – under a plan</b>	<b>112</b>	<b>14</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>126</b>	<b>–</b>
<b>Total S7.11 and S7.12 revenue under plans</b>	<b>112</b>	<b>14</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>126</b>	<b>–</b>
S64 contributions	95	–	–	–	–	–	95	–
<b>Total contributions</b>	<b>207</b>	<b>14</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>221</b>	<b>–</b>

Notes to the Financial Statements  
for the year ended 30 June 2019

Note 22. Statement of developer contributions (continued)

\$ '000	as at 30/6/2018			Contributions received during the year	Interest earned in year	Expenditure during year	Internal borrowing (to)/from	as at 30/6/2019	
	Opening Balance	Cash	Non-cash					Held as restricted asset	Cumulative internal borrowings due/(payable)
<b>S7.11 Contributions – under a plan</b>									
<b>CONTRIBUTION PLAN</b>									
Drainage	3	–	–	–	–	–	–	3	–
Roads	3	–	–	–	–	–	–	3	–
Parking	7	–	–	–	–	–	–	7	–
Open space	1	–	–	–	–	–	–	1	–
Community facilities	95	14	–	–	–	–	–	109	–
Other	3	–	–	–	–	–	–	3	–
<b>Total</b>	<b>112</b>	<b>14</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>126</b>	<b>–</b>

## Notes to the Financial Statements

for the year ended 30 June 2019

## Note 23. Financial result and financial position by fund

\$ '000	General <sup>1</sup> 2019	Sewer 2019
<b>Income Statement by fund</b>		
<b>Income from continuing operations</b>		
Rates and annual charges	7,554	1,498
User charges and fees	3,060	42
Interest and investment revenue	874	12
Other revenues	536	–
Grants and contributions provided for operating purposes	12,623	–
Grants and contributions provided for capital purposes	8,237	–
<b>Total income from continuing operations</b>	<b>32,884</b>	<b>1,552</b>
<b>Expenses from continuing operations</b>		
Employee benefits and on-costs	6,571	179
Borrowing costs	296	–
Materials and contracts	5,430	947
Depreciation and amortisation	8,521	315
Other expenses	2,201	–
Net losses from the disposal of assets	656	–
<b>Total expenses from continuing operations</b>	<b>23,675</b>	<b>1,441</b>
<b>Operating result from continuing operations</b>	<b>9,209</b>	<b>111</b>
<b>Net operating result for the year</b>	<b>9,209</b>	<b>111</b>
<b>Net operating result attributable to each council fund</b>	<b>9,209</b>	<b>111</b>
<b>Net operating result for the year before grants and contributions provided for capital purposes</b>	<b>972</b>	<b>111</b>

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 2019

## Note 23. Financial result and financial position by fund (continued)

\$ '000	General <sup>1</sup> 2019	Sewer 2019
<b>Statement of Financial Position by fund</b>		
<b>ASSETS</b>		
<b>Current assets</b>		
Cash and cash equivalents	2,715	3,637
Investments	27,392	1,308
Receivables	1,194	190
Inventories	854	–
<b>Total current assets</b>	<b>32,155</b>	<b>5,135</b>
<b>Non-current assets</b>		
Investments	2,000	–
Receivables	189	–
Infrastructure, property, plant and equipment	304,644	15,649
Investment property	366	–
Other	198	–
<b>Total non-current assets</b>	<b>307,397</b>	<b>15,649</b>
<b>TOTAL ASSETS</b>	<b>339,552</b>	<b>20,784</b>
<b>LIABILITIES</b>		
<b>Current liabilities</b>		
Payables	608	–
Income received in advance	413	–
Borrowings	93	–
Provisions	3,083	–
<b>Total current liabilities</b>	<b>4,197</b>	<b>–</b>
<b>Non-current liabilities</b>		
Payables	32	7
Borrowings	1,000	–
Provisions	4,522	181
<b>Total non-current liabilities</b>	<b>5,554</b>	<b>188</b>
<b>TOTAL LIABILITIES</b>	<b>9,751</b>	<b>188</b>
<b>Net assets</b>	<b>329,801</b>	<b>20,596</b>
<b>EQUITY</b>		
Accumulated surplus	129,694	14,178
Revaluation reserves	200,107	6,418
<b>Council equity interest</b>	<b>329,801</b>	<b>20,596</b>
<b>Total equity</b>	<b>329,801</b>	<b>20,596</b>

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 2019

## Note 24(a). Statement of performance measures – consolidated results

\$ '000	Amounts 2019	Indicator 2019	Prior periods		Benchmark
			2018	2017	
<b>1. Operating performance ratio</b>					
Total continuing operating revenue excluding capital grants and contributions less operating expenses <sup>1,2</sup>	1,739				
Total continuing operating revenue excluding capital grants and contributions <sup>1</sup>	26,199	6.64%	(1.05)%	25.02%	>0.00%
<b>2. Own source operating revenue ratio</b>					
Total continuing operating revenue excluding all grants and contributions <sup>1</sup>	13,489				
Total continuing operating revenue <sup>1</sup>	34,436	39.17%	44.71%	37.80%	>60.00%
<b>3. Unrestricted current ratio</b>					
Current assets less all external restrictions	35,556				
Current liabilities less specific purpose liabilities	2,152	16.52x	14.30x	14.36x	>1.50x
<b>4. Debt service cover ratio</b>					
Operating result before capital excluding interest and depreciation/impairment/amortisation <sup>1</sup>	10,871				
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)	450	24.16x	16.24x	32.35x	>2.00x
<b>5. Rates, annual charges, interest and extra charges outstanding percentage</b>					
Rates, annual and extra charges outstanding	776				
Rates, annual and extra charges collectible	9,646	8.04%	6.93%	6.60%	<10.00%
<b>6. Cash expense cover ratio</b>					
Current year's cash and cash equivalents plus all term deposits	37,052				
Monthly payments from cash flow of operating and financing activities	1,303	28.43 mths	25.72 mths	20.90 mths	>3.00 mths

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

(2) Excludes impairment/revaluation decrements, net loss on sale of assets, and net loss on share of interests in joint ventures and associates

## Notes to the Financial Statements

for the year ended 30 June 2019

## Note 24(b). Statement of performance measures – by fund

\$ '000	General Indicators <sup>3</sup>		Sewer Indicators		Benchmark
	2019	2018	2019	2018	
<b>1. Operating performance ratio</b>					
Total continuing operating revenue excluding capital grants and contributions less operating expenses <sup>1,2</sup>	<b>6.61%</b>	(0.88)%	<b>7.15%</b>	(3.43)%	>0.00%
Total continuing operating revenue excluding capital grants and contributions <sup>1</sup>					
<b>2. Own source operating revenue ratio</b>					
Total continuing operating revenue excluding capital grants and contributions <sup>1</sup>	<b>36.30%</b>	41.20%	<b>100.00%</b>	100.00%	>60.00%
Total continuing operating revenue <sup>1</sup>					
<b>3. Unrestricted current ratio</b>					
Current assets less all external restrictions	<b>16.52x</b>	14.30x	∞	∞	>1.50x
Current liabilities less specific purpose liabilities					
<b>4. Debt service cover ratio</b>					
Operating result before capital excluding interest and depreciation/impairment/amortisation <sup>1</sup>	<b>23.21x</b>	15.54x	∞	∞	>2.00x
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)					
<b>5. Rates, annual charges, interest and extra charges outstanding percentage</b>					
Rates, annual and extra charges outstanding	<b>9.52%</b>	8.02%	<b>0.00%</b>	0.79%	<10.00%
Rates, annual and extra charges collectible					
<b>6. Cash expense cover ratio</b>					
Current year's cash and cash equivalents plus all term deposits	<b>25.64</b>	23.01	∞	∞	>3.00
Payments from cash flow of operating and financing activities	<b>mths</b>	mths			mths

(1) - (2) Refer to Notes at Note 24a above.

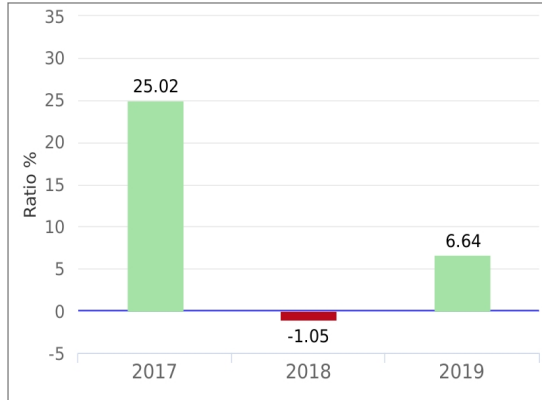
(3) General fund refers to all of Council's activities except for its sewer activities which are listed separately.



Notes to the Financial Statements  
for the year ended 30 June 2019

Note 24(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 2018/19 result**

2018/19 ratio 6.64%

Council has recovered from last year's result and has exceeded the benchmark.

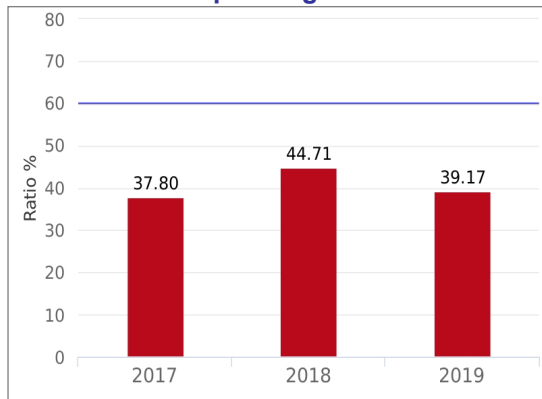
Benchmark: — > 0.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting #27

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 2018/19 result**

2018/19 ratio 39.17%

Own source revenue is consistent with previous year's results. The majority of Council's revenue is grant based.

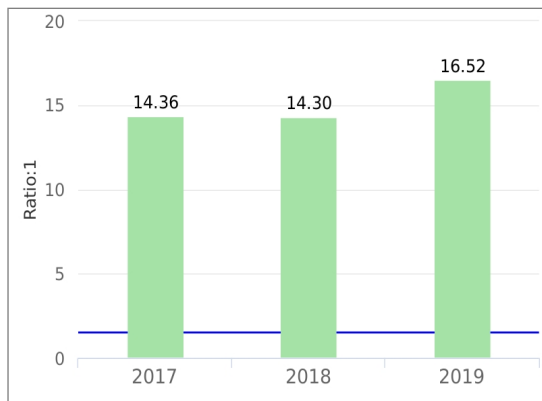
Benchmark: — > 60.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting #27

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 2018/19 result**

2018/19 ratio 16.52x

Council has a very strong ratio with more than adequate funds to satisfy its short term obligations.

Benchmark: — > 1.50x

Source of benchmark: Code of Accounting Practice and Financial Reporting #27

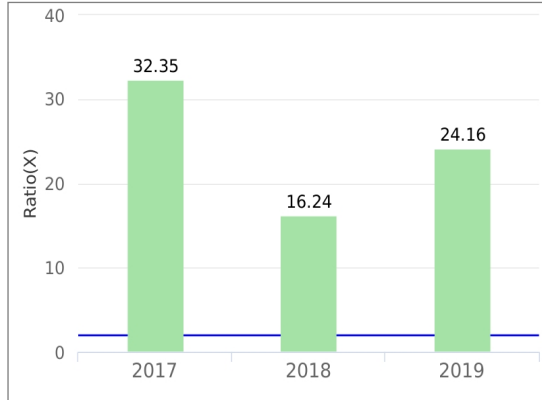
Ratio achieves benchmark

Ratio is outside benchmark

Notes to the Financial Statements  
for the year ended 30 June 2019

Note 24(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 2018/19 result

2018/19 ratio 24.16x

Council is in a strong position to meet our obligations with loan and lease payments.

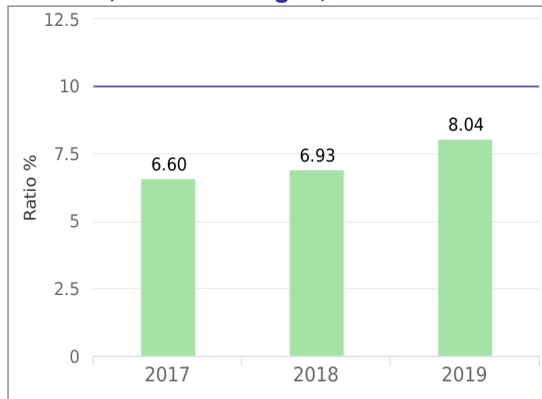
Benchmark: — > 2.00x

Ratio achieves benchmark

Source of benchmark: Code of Accounting Practice and Financial Reporting #27

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 2018/19 result

2018/19 ratio 8.04%

Council's outstanding rates and charges has increased slightly during the year due to the drought however it is still well within the benchmark for rural councils.

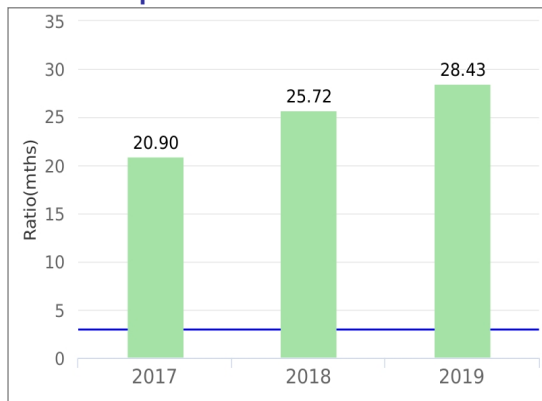
Benchmark: — < 10.00%

Ratio achieves benchmark

Source of benchmark: Code of Accounting Practice and Financial Reporting #27

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 2018/19 result

2018/19 ratio 28.43 mths

Efficient financial management practices have enabled Council to operate efficiently in meeting its expense obligations.

Benchmark: — > 3.00mths

Ratio achieves benchmark

Source of benchmark: Code of Accounting Practice and Financial Reporting #27

Ratio is outside benchmark

# Bland Shire Council

## Notes to the Financial Statements

for the year ended 30 June 2019

### Note 25. Council information and contact details

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**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](http://www.blandshire.nsw.gov.au)

**Email:** [council@blandshire.nsw.gov.au](mailto:council@blandshire.nsw.gov.au)

**Officers****General Manager**

Raymond Smith

**Responsible Accounting Officer**

Leesa Bryant

**Auditors**

NSW Audit Office  
Level 15  
Margaret Street  
Sydney NSW 2001

GPO Box 12  
Sydney NSW 2001

**Elected members****Mayor**

Brian Monaghan

**Councillors**

Liz McGlynn  
Bruce Baker  
Rodney Crowe  
Penny English  
Kerry Keatley  
Tony Lord  
Murray Thomas  
Jan Wyse

**Other information**

**ABN:** 13 251 814 087



## INDEPENDENT AUDITOR'S REPORT

### Report on the general purpose financial statements

#### Bland Shire Council

To the Councillors of the Bland Shire Council

### Opinion

I have audited the accompanying financial statements of Bland Shire Council (the Council), which comprise the Income Statement and Statement of Comprehensive Income for the year ended 30 June 2019, the Statement of Financial Position as at 30 June 2019, the Statement of Changes in Equity and Statement of Cash Flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information, and the Statement by Councillors and Management.

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 presented, 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 2019, 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' (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 2019 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 except where the Council will be dissolved or amalgamated by an Act of Parliament, or otherwise cease operations.

## **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](http://www.auasb.gov.au/auditors_responsibilities/ar4.pdf). The description forms part of my auditor's report.

My opinion does not 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 18 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.



Caroline Karakatsanis  
Director, Financial Audit Services

Delegate of the Auditor-General for New South Wales

25 October 2019  
SYDNEY



Cr Brian Monaghan  
Mayor  
Bland Shire Council  
PO Box 21  
WEST WYALONG NSW 2671

Contact: Caroline Karakatsanis  
Phone no: (02) 9275 7143  
Our ref: D1924383/1694

25 October 2019

Dear Mayor

**Report on the Conduct of the Audit  
for the year ended 30 June 2019  
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 2019 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 2019 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

	2019	2018	Variance
	\$m	\$m	%
Rates and annual charges revenue	9.1	8.7	4.6
Grants and contributions revenue	20.9	13.7	52.6
Operating result for the year	9.3	1.6	481
Net operating result before capital grants and contributions	1.1	(0.1)	1200

Council's operating result (a surplus of \$9.3 million including the effect of depreciation and amortisation expense of \$8.8 million) was \$7.7 million higher than the 2017–18 result. The net operating result before capital grants and contributions (a surplus \$1.1 million) was \$1.2 million higher than the 2017–18 result. These movements were mainly due to the increase in user charges and fees and capital grants and contributions received during the year.

Rates and annual charges revenue (\$9.1 million) increased by \$0.4 million (4.6 per cent) in 2018–19. The increase is consistent with an increase in ordinary rates in line with the 2.3 per cent rate peg and rise in the total number of rateable properties.

Grants and contributions revenue (\$20.9 million) increased by \$7.2 million (52.6 per cent) in 2018–19 was primarily due to increases in transport (other roads and bridges funding) grants of \$6.1 million, recreation and culture grants of \$0.6 million and community service grants of \$0.4.

## STATEMENT OF CASH FLOWS

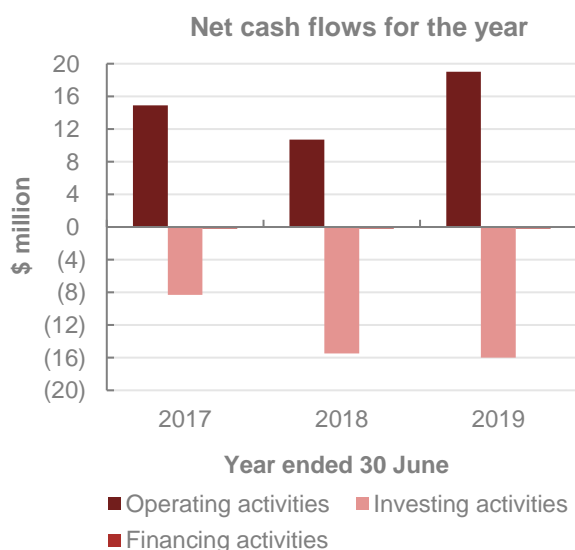
Council's cash and cash equivalents was \$6.4 million (\$3.6 million as at 30 June 2018).

There was a net increase in cash and cash equivalents of \$2.8 million at 30 June 2019.

Net cash provided by operating activities has increased by \$8.3 million. This is mainly due to the increase in receipts for user charges and fees and grants and contributions.

Net cash used in investing activities increased by \$0.5 million. This is mainly due to the increase in the purchase of infrastructure, property, plant and equipment, offset by a decrease in the purchase of investment securities.

Net cash used in financing activities has remained consistent with the prior year.





## FINANCIAL POSITION

### Cash and investments

Cash and investments	2019	2018	Commentary
	\$m	\$m	
External restrictions	3.5	3.6	• Externally restricted cash and investments are restricted in their use by externally imposed requirements. External restrictions have remained consistent year on year.
Internal restrictions	14.5	13.9	
Unrestricted	19.0	13.7	
<b>Cash and investments</b>	<b>37.0</b>	<b>31.2</b>	<ul style="list-style-type: none"> <li>• 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 in the internal restrictions is primarily due to increases in the plant and vehicle and infrastructure replacement programs, as well as decreases in the carry over works and land development programs.</li> <li>• Unrestricted cash and investments was \$19 million, which is available to provide liquidity for day-to-day operations of the Council. There was a \$5.3 million increase in the unrestricted cash and investments balance due to an increase in general purpose grants and contributions received during the year.</li> </ul>

### Debt

Council has \$1.1 million of borrowings as at 30 June 2019 (2018: \$1.2 million). The decrease in 2019 related to principal repayments made in accordance with the loan schedule.

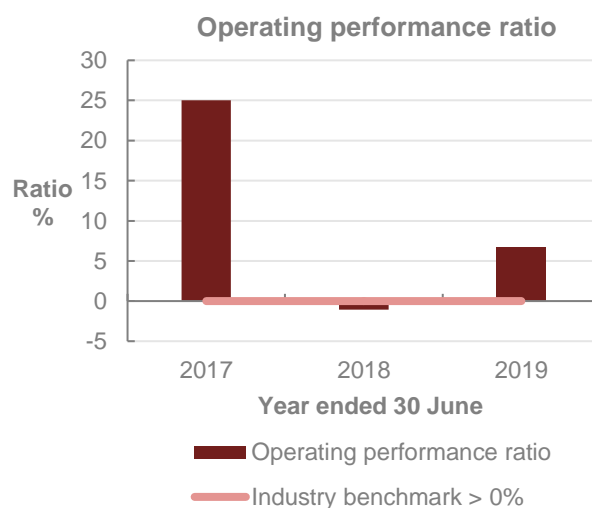
## PERFORMANCE

### 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 the former Office of Local Government (OLG) is greater than zero per cent.

The operating performance ratio of 6.64 per cent is above the industry benchmark of greater than zero per cent. This indicates the Council can contain operating expenditures within operating revenue.

The operating performance ratio increased to 6.64 percent (2018: (1.05) per cent) due to the increase in operating grants and contributions income.

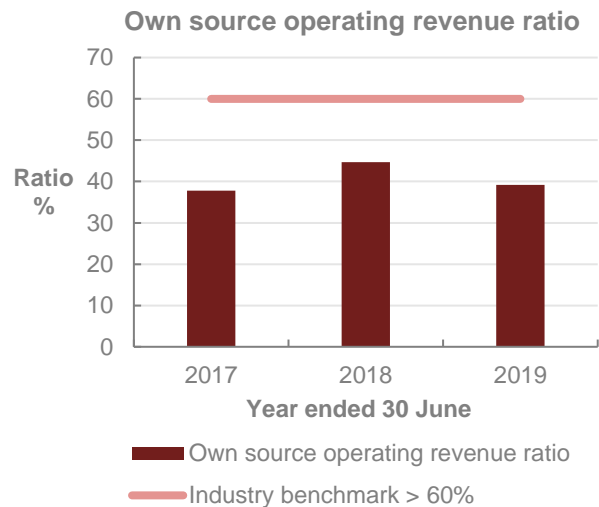


## Own source operating revenue ratio

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 the former OLG is greater than 60 per cent.

The Council's own source operating revenue ratio of 39.17 per cent is below the industry benchmark of 60 per cent. This indicates that the Council is more reliant on external funding sources, such as grants and contributions.

The own source operating revenue ratio has remained relatively consistent with the results of prior years.

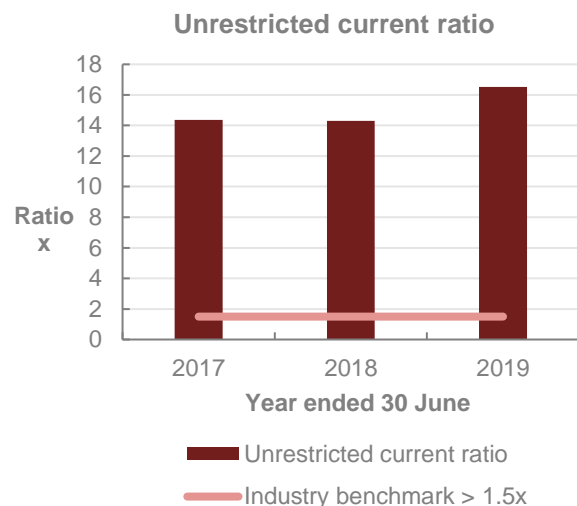


## Unrestricted current ratio

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 the former OLG is greater than 1.5 times.

The Council's liquidity ratio of 16.52 times is greater than the industry benchmark minimum of greater than 1.5 times. This indicates that the Council has sufficient liquidity to meet its current liabilities as and when they fall due.

The unrestricted current ratio increased to 16.52 times (2018: 14.30 times) due to the increase in operating grants and contributions income.

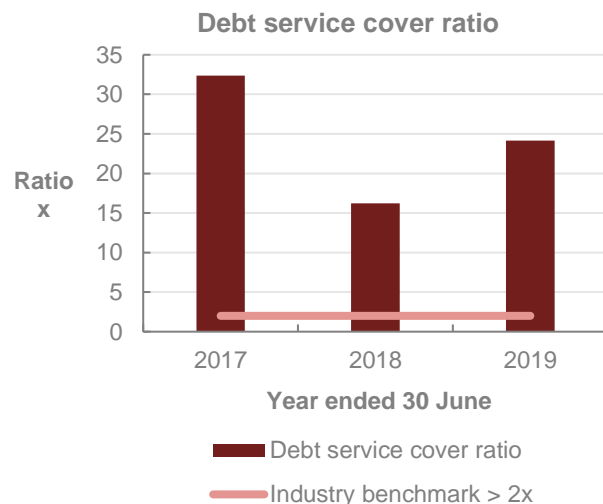


## Debt service cover ratio

The 'debt service cover ratio' measures the operating cash to service debt including interest, principal and lease payments. The benchmark set by the former OLG is greater than two times.

The Council's debt service cover ratio of 24.16 times is greater than the industry benchmark minimum of greater than 2.0 times. This indicates that Council has adequate revenue to cover the principal repayments and borrowing costs.

Council holds one loan with a value of \$1.1 million as at 30 June 2019.

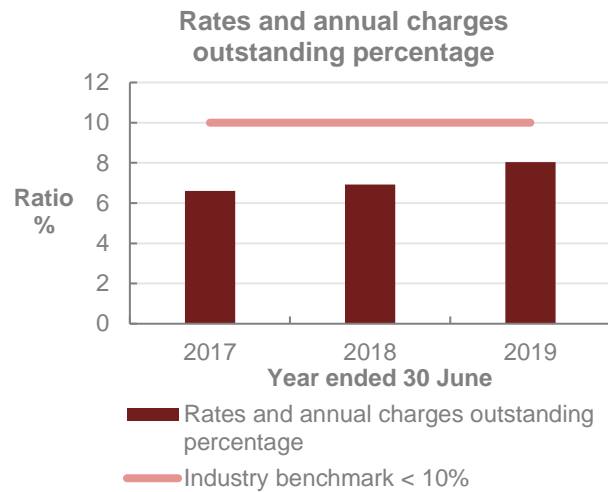


## Rates and annual charges outstanding percentage

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 Council's rates and annual charges outstanding ratio of 8.04 per cent is within the industry benchmark set by the former OLG of less than 10 per cent for regional and rural councils.

The rates and annual charges outstanding percentage has remained consistent over the previous years, indicating that the Council's rate recovery measures continue to be effective in collecting and reducing outstanding debts.

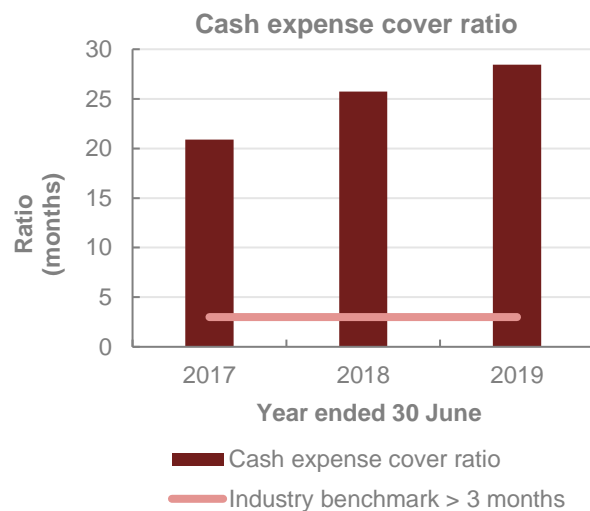


## Cash expense cover ratio

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 the former OLG is greater than three months.

The Council's cash expense cover ratio was 28.43 months, which is above the industry benchmark of greater than 3 months. This indicates that Council had the capacity to cover 28.43 months of operating cash expenditure without additional cash inflows at 30 June 2019.

The Council's cash expense cover ratio has remained relatively consistent with the prior year.



## Infrastructure, property, plant and equipment renewals

Council renewed \$2.8 million of assets in the 2018–19 financial year, compared to \$3.9 million of assets in the prior year. Asset renewal for Council is largely focussed on roads on an annual basis.

## OTHER MATTERS

### New accounting standards implemented

Application period	Overview
<b>AASB 9 'Financial Instruments' and revised AASB 7 'Financial Instruments: Disclosures'</b>	
For the year ended 30 June 2019	<p>AASB 9 replaces AASB 139 'Financial Instruments: Recognition and Measurement' and changes the way financial instruments are treated for financial reporting.</p> <p>Key changes include:</p> <ul style="list-style-type: none"><li>• a simplified model for classifying and measuring financial assets</li><li>• a new method for calculating impairment</li><li>• a new type of hedge accounting that more closely aligns with risk management.</li></ul> <p>The revised AASB 7 includes new disclosures as a result of AASB 9.</p> <p>Council's disclosure of the impact of adopting AASB 9 is disclosed in Note 1, Note 6 and Note 7.</p>

### 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.



Caroline Karakatsanis  
Director, Financial Audit Services

Delegate of the Auditor-General for New South Wales

cc: Mr Ray Smith, General Manager  
Mr Gary Lavelle, Audit, Risk & Improvement Committee Chair  
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 2019

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## Special Purpose Financial Statements

for the year ended 30 June 2019

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Contents	Page
<b>Statement by Councillors &amp; Management</b>	<b>3</b>
<b>Special Purpose Financial Statements</b>	
Income Statement – Sewerage Business Activity	4
Statement of Financial Position – Sewerage Business Activity	5
<b>Note 1 – Significant Accounting Policies</b>	<b>6</b>
<b>Auditor's Report on Special Purpose Financial Statements</b>	<b>9</b>

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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 2019

### 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.

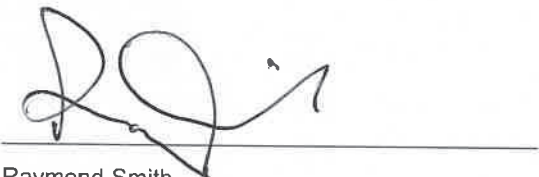
Signed in accordance with a resolution of Council made on 22 October 2019.



Brian Monaghan  
Mayor  
22 October 2019



Liz McGlynn  
Councillor  
22 October 2019



Raymond Smith  
General Manager  
22 October 2019



Leesa Bryant  
Responsible Accounting Officer  
22 October 2019

## Income Statement – Sewerage Business Activity

for the year ended 30 June 2019

\$ '000	2019	2018
<b>Income from continuing operations</b>		
Access charges	1,498	1,394
Liquid trade waste charges	41	12
Fees	1	70
Interest	12	12
<b>Total income from continuing operations</b>	<b>1,552</b>	<b>1,488</b>
<b>Expenses from continuing operations</b>		
Employee benefits and on-costs	179	168
Materials and contracts	947	951
Depreciation, amortisation and impairment	315	420
<b>Total expenses from continuing operations</b>	<b>1,441</b>	<b>1,539</b>
<b>Surplus (deficit) from continuing operations before capital amounts</b>	<b>111</b>	<b>(51)</b>
<b>Surplus (deficit) from continuing operations after capital amounts</b>	<b>111</b>	<b>(51)</b>
<b>Surplus (deficit) from all operations before tax</b>	<b>111</b>	<b>(51)</b>
Less: corporate taxation equivalent (27.5%) [based on result before capital]	(31)	–
<b>SURPLUS (DEFICIT) AFTER TAX</b>	<b>80</b>	<b>(51)</b>
<b>Plus accumulated surplus</b>	<b>9,136</b>	<b>9,187</b>
<b>Plus adjustments for amounts unpaid:</b>		
– Corporate taxation equivalent	31	–
<b>Closing accumulated surplus</b>	<b>9,247</b>	<b>9,136</b>
<b>Return on capital %</b>	<b>0.7%</b>	<b>(0.3)%</b>
<b>Subsidy from Council</b>	<b>96</b>	<b>462</b>
<b>Calculation of dividend payable:</b>		
Surplus (deficit) after tax	80	(51)
<b>Surplus for dividend calculation purposes</b>	<b>80</b>	<b>–</b>
<b>Potential dividend calculated from surplus</b>	<b>40</b>	<b>–</b>



## Statement of Financial Position – Sewerage Business Activity

as at 30 June 2019

\$ '000	2019	2018
<b>ASSETS</b>		
<b>Current assets</b>		
Cash and cash equivalents	3,637	3,301
Investments	1,308	1,308
Receivables	190	142
<b>Total current assets</b>	<b>5,135</b>	<b>4,751</b>
<b>Non-current assets</b>		
Infrastructure, property, plant and equipment	15,649	15,628
<b>Total non-current assets</b>	<b>15,649</b>	<b>15,628</b>
<b>TOTAL ASSETS</b>	<b>20,784</b>	<b>20,379</b>
<b>LIABILITIES</b>		
<b>Non-current liabilities</b>		
Payables	7	7
Provisions	181	172
<b>Total non-current liabilities</b>	<b>188</b>	<b>179</b>
<b>TOTAL LIABILITIES</b>	<b>188</b>	<b>179</b>
<b>NET ASSETS</b>	<b>20,596</b>	<b>20,200</b>
<b>EQUITY</b>		
Accumulated surplus	14,178	14,016
Revaluation reserves	6,418	6,184
<b>TOTAL EQUITY</b>	<b>20,596</b>	<b>20,200</b>

## Bland Shire Council

# Notes to the Special Purpose Financial Statements

for the year ended 30 June 2019

## 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 1993 (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 2019

### Note 1. Significant Accounting Policies (continued)

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#### (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 2019

### 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 1.32% at 30/6/19.

#### (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 the Bland Shire Council

### **Opinion**

I have audited the accompanying special purpose financial statements (the financial statements) of Bland Shire Council's (the Council) declared business activity, Sewerage, which comprise the Income Statement of the declared business activity for the year ended 30 June 2019, the Statement of Financial Position of the declared business activity as at 30 June 2019, Note 1 Significant accounting policies for the business activity declared by Council, and the Statement by Councillors and Management.

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 2019, 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 27 (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' (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 2019 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, unless it is not appropriate to do so.

## **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](http://www.auasb.gov.au/auditors_responsibilities/ar4.pdf). The description forms part of my auditor's report.

My opinion does not 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.



Caroline Karakatsanis  
Director, Financial Audit Services

Delegate of the Auditor-General for New South Wales

25 October 2019  
SYDNEY

# Bland Shire Council

SPECIAL SCHEDULES  
for the year ended 30 June 2019

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Special Schedules

for the year ended 30 June 2019

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Contents

Page

**Special Schedules**

Permissible income for general rates

3

Report on Infrastructure Assets - Values

7

## Permissible income for general rates for the year ended 30 June 2019

\$ '000		Calculation 2019/20	Calculation 2018/19
<b>Notional general income calculation <sup>1</sup></b>			
Last year notional general income yield	a	6,511	6,370
Plus or minus adjustments <sup>2</sup>	b	14	(5)
<b>Notional general income</b>	<b>c = a + b</b>	<b>6,525</b>	<b>6,365</b>
<b>Permissible income calculation</b>			
Or rate peg percentage	e	2.70%	2.30%
Or plus rate peg amount	$i = e \times (c + g)$	176	146
<b>Sub-total</b>	<b>k = (c + g + h + i + j)</b>	<b>6,701</b>	<b>6,511</b>
Plus (or minus) last year's carry forward total	l	1	1
<b>Sub-total</b>	<b>n = (l + m)</b>	<b>1</b>	<b>1</b>
<b>Total permissible income</b>	<b>o = k + n</b>	<b>6,702</b>	<b>6,512</b>
Less notional general income yield	p	6,701	6,511
<b>Catch-up or (excess) result</b>	<b>q = o - p</b>	<b>2</b>	<b>1</b>
<b>Carry forward to next year <sup>6</sup></b>	<b>t = q + r + s</b>	<b>2</b>	<b>1</b>

### 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 2020.

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 27 (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' (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 2019 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 2019'.

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, unless it is not appropriate to do so.

## 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](http://www.auasb.gov.au/auditors_responsibilities/ar8.pdf). The description forms part of my auditor's report.

My opinion does not 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.



Caroline Karakatsanis  
Director, Financial Audit Services

Delegate of the Auditor-General for New South Wales

25 October 2019  
SYDNEY

## Report on Infrastructure Assets

as at 30 June 2019

Asset Class	Asset Category	Estimated cost			2018/19 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	2018/19 Required maintenance <sup>a</sup>				1	2	3	4	5
<b>(a) Report on Infrastructure Assets - Values</b>												
<b>Buildings</b>	Buildings – non-specialised	3,756	3,756	603	159	26,872	40,338	20.0%	20.0%	51.0%	9.0%	0.0%
	Other	–	–	–	–	(367)	–	0.0%	0.0%	0.0%	0.0%	0.0%
	<b>Sub-total</b>	<b>3,756</b>	<b>3,756</b>	<b>603</b>	<b>159</b>	<b>26,505</b>	<b>40,338</b>	<b>20.0%</b>	<b>20.0%</b>	<b>51.0%</b>	<b>9.0%</b>	<b>0.0%</b>
<b>Other structures</b>	Other structures	255	255	83	–	3,339	5,591	22.0%	12.0%	59.0%	6.0%	1.0%
	<b>Sub-total</b>	<b>255</b>	<b>255</b>	<b>83</b>	<b>–</b>	<b>3,339</b>	<b>5,591</b>	<b>22.0%</b>	<b>12.0%</b>	<b>59.0%</b>	<b>6.0%</b>	<b>1.0%</b>
<b>Roads</b>	Sealed roads	7,464	7,464	516	299	99,438	147,531	3.0%	87.0%	5.0%	5.0%	0.0%
	Unsealed roads	17,309	17,309	1,418	2,895	8,426	31,031	5.0%	39.0%	0.0%	20.0%	36.0%
	Bridges	307	307	365	1	14,409	18,429	2.0%	2.0%	95.0%	1.0%	0.0%
	Footpaths	1,345	1,345	180	24	5,355	9,180	11.0%	13.0%	61.0%	15.0%	0.0%
	Other road assets	–	–	4	–	611	814	51.0%	26.0%	23.0%	0.0%	0.0%
	Bulk earthworks	–	–	–	–	76,626	76,626	100.0%	0.0%	0.0%	0.0%	0.0%
<b>Sub-total</b>	<b>26,425</b>	<b>26,425</b>	<b>2,483</b>	<b>3,219</b>	<b>204,865</b>	<b>283,611</b>	<b>29.8%</b>	<b>50.1%</b>	<b>10.8%</b>	<b>5.3%</b>	<b>4.0%</b>	
<b>Sewerage network</b>	Sewerage network	908	908	408	625	14,833	23,454	0.0%	19.0%	77.0%	4.0%	0.0%
	<b>Sub-total</b>	<b>908</b>	<b>908</b>	<b>408</b>	<b>625</b>	<b>14,833</b>	<b>23,454</b>	<b>0.0%</b>	<b>19.0%</b>	<b>77.0%</b>	<b>4.0%</b>	<b>0.0%</b>
<b>Stormwater drainage</b>	Stormwater drainage	820	820	175	59	22,616	32,124	41.0%	36.0%	21.0%	2.0%	0.0%
	<b>Sub-total</b>	<b>820</b>	<b>820</b>	<b>175</b>	<b>59</b>	<b>22,616</b>	<b>32,124</b>	<b>41.0%</b>	<b>36.0%</b>	<b>21.0%</b>	<b>2.0%</b>	<b>0.0%</b>
<b>Open space / recreational assets</b>	Swimming pools	–	–	7	67	3,875	5,378	36.0%	58.0%	6.0%	0.0%	0.0%
	Other	6,948	6,948	642	1,032	18,310	31,819	12.0%	28.0%	38.0%	19.0%	3.0%
	<b>Sub-total</b>	<b>6,948</b>	<b>6,948</b>	<b>649</b>	<b>1,099</b>	<b>22,185</b>	<b>37,197</b>	<b>15.5%</b>	<b>32.3%</b>	<b>33.4%</b>	<b>16.3%</b>	<b>2.5%</b>

Report on Infrastructure Assets (continued)

as at 30 June 2019

Asset Class	Asset Category	Estimated cost to bring assets to satisfactory standard	Estimated cost to bring to the agreed level of service set by Council	2018/19 Required maintenance <sup>a</sup>	2018/19 Actual maintenance	Net carrying amount	Gross replacement cost (GRC)	Assets in condition as a percentage of gross replacement cost				
								1	2	3	4	5
Other infrastructure assets	Other	6,021	6,021	355	258	8,164	16,596	22.0%	31.0%	11.0%	34.0%	2.0%
	<b>Sub-total</b>	<b>6,021</b>	<b>6,021</b>	<b>355</b>	<b>258</b>	<b>8,164</b>	<b>16,596</b>	<b>22.0%</b>	<b>31.0%</b>	<b>11.0%</b>	<b>34.0%</b>	<b>2.0%</b>
<b>TOTAL - ALL ASSETS</b>		<b>45,133</b>	<b>45,133</b>	<b>4,756</b>	<b>5,419</b>	<b>302,507</b>	<b>438,911</b>	<b>26.5%</b>	<b>42.0%</b>	<b>21.3%</b>	<b>7.4%</b>	<b>2.8%</b>

(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 2019

\$ '000	Amounts 2019	Indicator 2019	Prior periods		Benchmark
			2018	2017	
<b>Infrastructure asset performance indicators (consolidated) *</b>					
<b>Buildings and infrastructure renewals ratio <sup>1</sup></b>					
Asset renewals <sup>2</sup>	<u>2,794</u>	<b>18.72%</b>	55.30%	24.96%	>=100.00%
Depreciation, amortisation and impairment	<u>14,922</u>				
<b>Infrastructure backlog ratio <sup>1</sup></b>					
Estimated cost to bring assets to a satisfactory standard	<u>45,133</u>	<b>14.92%</b>	12.12%	5.43%	<2.00%
Net carrying amount of infrastructure assets	<u>302,507</u>				
<b>Asset maintenance ratio</b>					
Actual asset maintenance	<u>5,419</u>	<b>113.94%</b>	113.14%	114.28%	>100.00%
Required asset maintenance	<u>4,756</u>				
<b>Cost to bring assets to agreed service level</b>					
Estimated cost to bring assets to an agreed service level set by Council	<u>45,133</u>	<b>10.28%</b>	8.86%	3.37%	
Gross replacement cost	<u>438,911</u>				

(\*) All asset performance indicators are calculated using classes identified in the previous table.

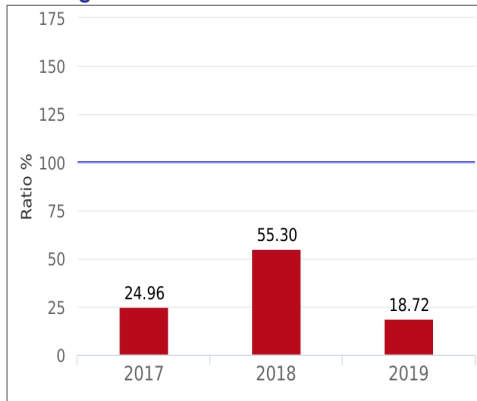
(1) Excludes Work In Progress (WIP)

(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 2019

**Buildings and infrastructure renewals ratio <sup>1</sup>**



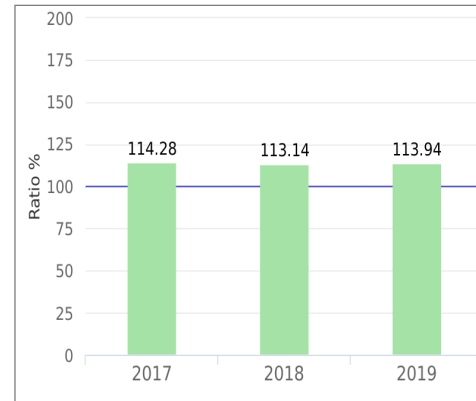
**Infrastructure renewals ratio**

To assess the rate at which these assets are being renewed relative to the rate at which they are depreciating.

Commentary on result	
18/19 ratio	18.72%

Benchmark: —  $\geq 100.00\%$  ■ Ratio achieves benchmark  
 Source of benchmark: Code of Accounting Practice and Financial Reporting #27 ■ Ratio is outside benchmark

**Asset maintenance ratio**



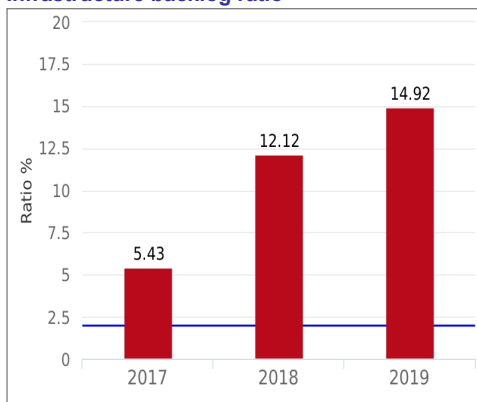
**Asset maintenance ratio**

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	
18/19 ratio	113.94%

Benchmark: —  $> 100.00\%$  ■ Ratio achieves benchmark  
 Source of benchmark: Code of Accounting Practice and Financial Reporting #27 ■ Ratio is outside benchmark

**Infrastructure backlog ratio <sup>1</sup>**



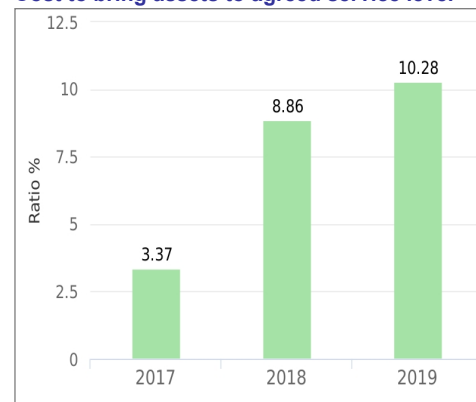
**Infrastructure backlog ratio**

This ratio shows what proportion the backlog is against the total value of a Council's infrastructure.

Commentary on result	
18/19 ratio	14.92%

Benchmark: —  $< 2.00\%$  ■ Ratio achieves benchmark  
 Source of benchmark: Code of Accounting Practice and Financial Reporting #27 ■ 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	
18/19 ratio	10.28%

(1) Excludes Work In Progress (WIP)

## Report on Infrastructure Assets (continued)

as at 30 June 2019

\$ '000	General fund		Sewer fund		Benchmark
	2019	2018	2019	2018	
<b>Infrastructure asset performance indicators (by fund)</b>					
<b>Buildings and infrastructure renewals ratio <sup>1</sup></b>					
Asset renewals <sup>2</sup>					
Depreciation, amortisation and impairment	<b>19.08%</b>	58.56%	—	—	>=100.00%
<b>Infrastructure backlog ratio <sup>1</sup></b>					
Estimated cost to bring assets to a satisfactory standard					
Net carrying amount of infrastructure assets	<b>15.37%</b>	11.06%	<b>6.12%</b>	33.17%	<2.00%
<b>Asset maintenance ratio</b>					
Actual asset maintenance					
Required asset maintenance	<b>110.26%</b>	114.29%	<b>153.19%</b>	103.59%	>100.00%
<b>Cost to bring assets to agreed service level</b>					
Estimated cost to bring assets to an agreed service level set by Council					
Gross replacement cost	<b>10.64%</b>	8.15%	<b>3.87%</b>	21.38%	

(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.



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## Annual Report

2018/19



Your Vision, Our Future – Bland Shire  
Annual Report 2018/19  
Adopted: 19 November 2019