



Bland Shire Council
Business Paper
Ordinary Council Meeting
18 May 2021



OUR VISION, MISSION AND VALUES



ETHICAL DECISION MAKING AND CONFLICTS OF INTEREST
A guiding checklist for Councillors, Officers and Advisory Committees

Ethical Decision Making

- Is the decision or conduct legal?
- Is it consistent with Government policy, Council's objectives and Code of Conduct?
- What will the outcome be for you, your colleagues, the Council, anyone else?
- Does it raise a conflict of interest?
- Could your possible conflict of interest lead to private gain or loss at public expense?
- Can the decision be justified in terms of public interest?
- Would it withstand public scrutiny?

Conflict of Interest

- A conflict of interest is a clash between private interest and public duty. There are two types of conflict: Pecuniary – regulated by the Local Government Act and Office of Local Government and, Non-pecuniary – regulated by Codes of Conduct and policy. ICAC, Ombudsman, Office of Local Government (advice only).

The test for conflict of interest

- Is it likely I could be influenced by personal interest in carrying out my public duty?
- Would a fair and reasonable person believe I could be so influenced?
- Conflict of interest is closely tied to the layperson's definition of "corruption" – using public office for private gain.
- Important to consider public perceptions of whether you have a conflict of interest

Identifying Problems

1st - Do I have private interest affected by a matter I am officially involved in?

2nd - Is my official role one of influence or perceived influence over the matter?

3rd - Do my private interests conflict with my official role?

Whilst seeking advice is generally useful, the ultimate decision rests with the person concerned.

Agency Advice

Officers of the following agencies are available during office hours to discuss the obligations placed on Councillors, Officers and Advisory Committee members by various pieces of legislation, regulation and Codes.

Contact	Phone	Email	Website
Bland Shire Council	6972 2266	council@blandshire.nsw.gov.au	www.blandshire.nsw.gov.au
ICAC	8281 5999 Toll Free: 1800 463 909	icac@icac.nsw.gov.au	www.icac.nsw.gov.au
Office of Local Government	4428 4100	olg@olg.nsw.gov.au	www.olg.nsw.gov.au
NSW Ombudsman	9286 1000 Toll Free: 1800 451 524	nswombo@ombo.nsw.gov.au	www.ombo.nsw.gov.au

Common Acronyms Used in Bland Shire Council Reports and Documents

ABS	Australian Bureau of Statistics
ACAT	Aged Care Assessment Team
AFZ	Alcohol Free Zone
AGM	Annual General Meeting
ALIA	Australian Library and Information Association
AMP	Asset Management Plan
AMRC	NSW Association of Mining Related Councils
BCA	Building Code of Australia
BDCP	Bland Development Control Plan
BEC	Business Enterprise Centre
BFMC	Bush Fire Management Committee
BFMP	Bush Fire Management Plan
BSC	Bland Shire Council
BWW	Business West Wyalong
CASA	Civil Aviation Safety Authority
CBD	Central Business District
CDAT	Community Drug Action Team
CDO	Community Development Officer
CENTROC	Central West Regional Group of Councils
CEO	Chief Executive Officer
CIV	Capital Improved Value
CLRS	Councillors
CPD	Continuing Professional Development
CPI	Consumer Price Index
CPP	Cowal Partnering Program
Cr	Councillor
CRO	Community Relations Officer
CSP	Community Strategic Plan
CSU	Childrens Services Unit
CT	Community Technology
CWA	Country Women's Association
DA	Development Application
DAES	Director Asset & Engineering Services
DCCDS	Director Corporate, Community & Development Services
DCCS	Director Corporate & Community Services
DCP	Development Control Plan
DTS	Director Technical Services
DEMO	District Emergency Management Officer
DEOCON	District Emergency Controller

DisPlan	Disaster Plan (Local DisPlan, District DisPlan, State DisPlan)
DP	Delivery Program
DPI	Department of Primary Industries
DWMC	Domestic Waste Management Charges
DWMS	Domestic Waste Management Services
EA	Executive Assistant
EAP	Employee Assistance Program
ED	Economic Development
EEO	Equal Employment Opportunity
EFO	Electoral Funding Authority
EOI	Expression of Interest
EPAA	Environmental Planning & Assessment Act
ERA	Eastern Riverina Arts
EWSA	Educator Workplace Safety Audit
EWV	Events West Wyalong
EYLF	Early Years Learning Framework
FAG	Financial Assistance Grant
FDC	Family Day Care
FFTF	Fit for the Future
FRRR	Foundation for Rural and Regional Renewal
FYI	For your information
GHMS	Grain Harvest Management Scheme
GIPA	Government Information (Public Access) Act
GM	General Manager
GTAN	Government Training & Assistance Network
GWCC	Goldenfields Water County Council
HACC	Home and Community Care
HR	Human Resources
ICAC	Independent Commission Against Corruption
IPART	Independent Pricing and Regulatory Tribunal
IPR or IP&R	Integrated Planning and Reporting
ITAV	It Takes A Village Program
JO	Joint Organisation
K&G	Kerb and gutter
KPI	Key Performance Indicator
LALC	Local Aboriginal Lands Council
LBDC	Little Bangs Discovery Club
LCGMCAC	Lake Cowal Gold Mine Closure Advisory Committee

LEMC	Local Emergency Management Committee
LEMO	Local Emergency Management Officer
LEOC	Local Emergency Operations Centre
LEOCON	Local Emergency Operations Controller
LEP	Local Environmental Plan
LG	Local Government
LGA	Local Government Act or Local Government Area
LGNSW	Local Government New South Wales
LIAC	Legal Information Access Centre
LTFP	Long Term Financial Plan
M	Million
Manex	Management Executive
MHDA	Mental Health Drug & Alcohol
MLC	Member of the Legislative Council
MML	Murrumbidgee Medicare Local
MOW	Meals on Wheels
MoU	Memorandum of Understanding
MP	Member of Parliament
MPHN	Murrumbidgee Primary Health Network
MPR	Multi Purpose Room
MR	Main Road
MRU	Mobile Resource Unit
NAIDOC	National Aboriginal & Islander Observance Committee
NFAR	No further action required
NGO	Non-Government Organisation
NQF	National Quality Framework
NSRF	National Stronger Regions Fund
NSWEC	New South Wales Electoral Commission
NSWPLA	New South Wales Public Libraries Association
NSWRFS	NSW Rural Fire Service
OGM	Office of the General Manager
OLG	Office of Local Government
OP	Operational Plan
P&G	Parks & Gardens
PA	Per Annum
PC	Personal Computer
PCBU	Person Conducting a Business or Undertaking
PHaMs	Personal Helpers and Mentors
PLA	Public Library Association

POEO	Protection of the Environment Operations Act & Regulations
PSITAB	NSW Public Sector Industry Advisory Board
PSSA	NSW Primary Schools Sports Association
QBRS	Quarterly Budget Review Statement
R2R	Roads to Recovery
Rd	Road
RDA	Regional Development Australia
RDO	Rostered Day Off
Rec	Recreation
REROC	Riverina Eastern Regional Organisation of Councils
RFBI	Royal Freemasons' Benevolent Institution
RFS	Rural Fire Service
RMAP	Risk Management Action Plan
RMS	Roads & Maritime Services

RRL	Riverina Regional Library
RTO	Registered Training Organisation
RV	Recreational Vehicle
SEDTA	Senior Economic Development & Tourism Advisor
SEPP	State Environmental Planning Policy
SES	State Emergency Service
SH	State Highway
SLA	Service-level agreement
SLNSW	State Library New South Wales
SRC	Summer Reading Club
SRV	Special Rate Variation
St	Street
STW	Sewerage Treatment Works
TASAC	Tourist Attraction Signposting Assessment Committee
TCORP	Treasury Corporation

TSR	Travelling stock route
TVET	TAFE Delivered Vocational Education & Training
USU	United Services Union
UV	Unimproved Value
VC	Victoria Cross
VIC	Visitor Information Centre
VPA	Voluntary Planning Agreement
WAPS	Workforce Assessment Plan & Strategy
WHS	Work Health & Safety
WWBC	West Wyalong Bowling Club
WWFHG	West Wyalong Family History Group
WWRL	West Wyalong Rugby League

18 May 2021

commencing at 6:30PM

Council advises that an audio recording of the proceedings of this meeting will be taken and made publicly available on the website.

1.0 OPENING MEETING AND ACKNOWLEDGEMENT OF COUNTRY

Let us acknowledge the Wiradjuri people, their elders past and present, traditional custodians of the land we now share.

Let us be inspired by the resilience, innovation and perseverance of past generations.

Let us honour those who protect this great land,

may you draw strength from your God or Faith

so that we may, here today, on behalf of our community, - build a vibrant future together.

("Pause for Reflection").

2.0 APOLOGIES AND APPLICATIONS FOR A LEAVE OF ABSENCE BY COUNCILLORS

2.1 Attendance

Councillors

Cr Bruce Baker

Cr Rodney Crowe

Cr Penny English

Cr Kerry Keatley

Cr Tony Lord

Cr Liz McGlynn

Mayor Brian Monaghan

Cr Murray Thomas

Cr Jan Wyse

Staff

General Manager – Ray Smith

Director Technical Services – Will Marsh

Director Corporate & Community Services – Alison Balind

Executive Assistant – Julie Sharpe

2.2 Apologies

2.3 Applications for a leave of absence by Councillors

3.0 CONFIRMATION OF MINUTES

3.1 Ordinary Meeting held on 20 April 2021

- Corrections
- Business Arising
- Confirmation

4.0 DISCLOSURES OF INTERESTS

Councillor/ Officer	Item	Nature of Interest	How Managed
		<input type="radio"/> Non-Pecuniary <input type="radio"/> Pecuniary	<input type="radio"/> Verbal Disclosure <input type="radio"/> Written Disclosure <input type="radio"/> Left meeting

5.0 PRESENTATION(S) AND PUBLIC FORUM

6.0 MAYORAL MINUTE(S)

7.0 REPORTS OF COMMITTEES

8.0 REPORTS TO COUNCIL

Section 1 - Office of the General Manager

8.1	Local Government Amendment Bill 2021	51
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Section 2 – Corporate & Community Services

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8.10	Endorsement of Bland Shire Council Draft Privacy Management Plan	161

Section 3 – Technical Services

8.11	Planning Proposal – PPL2020/0002 – 50 Mid-Western Highway West Wyalong	185
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Section 4 - Reports for Information

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9.0 NOTICES OF MOTIONS / QUESTIONS WITH NOTICE

9.1 Grant to the West Wyalong Garden Ladies - Notice of Motion (Clr. McGlynn)

9.2 Parks & Gardens Advisory Group - Notice of Motion (Clr. McGlynn)

10.0 CONFIDENTIAL MATTERS

11.0 CONCLUSION OF THE MEETING

REPORTS OF COMMITTEES



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

DP10.6 Regular consultation with key industry, business and stakeholders

Committee	Date/s	Minutes attached
Australia Day Awards Committee of the Whole <i>(Whole Council)</i>	November/December 2021	
Australian Rural Roads Group Inc <i>(Mayor Monaghan, Cr McGlynn - alternate, Cr Thomas - alternate)</i>		
Bland Rural Fire District Zone Liaison Committee <i>(Cr Keatley)</i>	24 th March 2021	
Bland – Temora RFS Zone Bushfire Management Committee <i>(Cr Baker)</i>	21 st April 2021	
Community Reference Group <i>(Whole Council)</i>	13 th April 2021	✓
Country Mayors Association of NSW <i>(Mayor Monaghan)</i>	28 th May 2021	
Cowal Gold Project Community Environmental Monitoring & Consultative Committee (CEMCC) <i>(Mayor Monaghan, Cr Thomas - alternate)</i>	2 nd June 2021	
Goldenfields Water County Council Board <i>(Cr McGlynn)</i>	22 nd April 2021	✓
Audit, Risk & Improvement Committee	July 2021	
Lachlan Valley Noxious Plants Advisory Committee <i>(Cr Crowe)</i>		
Local Traffic Advisory Committee		
Murrumbidgee Primary Health Network Board <i>(Cr Monaghan)</i>		

Newell Highway Taskforce <i>(Cr Lord)</i>	13 th May 2021	
NSW Association of Mining & Energy Related Councils (MERC) <i>(Cr McGlynn, Cr Thomas - alternate)</i>	20 th /21 st May 2021	
NSW Public Libraries Association <i>(Cr Wyse)</i>	27 th May 2021	
Riverina Eastern Regional Organisation of Councils (REROC) <i>(Mayor Monaghan)</i>	26 th February 2021 23 rd April 2021 21 st May 2021	✓ ✓
Riverina Joint Organisation <i>(Mayor Monaghan)</i>	23 rd April 2021	✓
Riverina Regional Library Advisory Committee <i>(Cr Wyse)</i>		

Recommendation:

That the Council receive and note the delegate and committee reports from Councillors and Committee meeting minutes as presented.

**MINUTES OF THE BLAND SHIRE COMMUNITY REFERENCE GROUP MEETING
HELD IN THE BLAND SHIRE COUNCIL CHAMBERS ON TUESDAY 13 APRIL 2021
COMMENCING AT 6.30PM**

Present:

Amanda Stitt, Terry Cronin, Gail Platz, Tony Aberline, Julia Moore, Roger Moore, Marina Uys, Johan Uys, Cr Brian Monaghan (Mayor), Cr Tony Lord, Cr Liz McGlynn, Cr Murray Thomas, Cr Kerry Keatley, Ray Smith (General Manager), Alison Balind (Director Corporate Community Services), Craig Sutton (Community Relations Officer), Rebecca McDonell (Community Development Officer).

WELCOME

General Manager Ray Smith welcomed everyone to the meeting at 6.31pm.

APOLOGIES

Cr Rodney Crowe, Cr Penny English

NEW BUSINESS

1. Tree Lopping Under Powerlines

Tony Aberline raised a strong objection to the unsightly way Essential Energy contractors are leaving trees trimmed back from underneath powerlines. Mr Aberline said the practice could “destroy” long standing trees as well as leave a negative visual impact on the streetscape.

General Manager Ray Smith said Council now has protocols in place where only appropriate sized trees are planted under power lines.

Mr Smith said Council has previously made representations to Essential Energy regarding the issue raised. The Mayor and General Manager agreed to make contact with Essential Energy once again seeking an improved outcome before any further course of action is considered.

2. Main Street Upgrade

Tony Aberline urged Council to consider upgrading the pavers in Main Street. Mr Aberline claimed some of existing pavers pose a potential trip hazard while gaps in the pavement make the Main Street difficult to access for elderly residents.

Mr Aberline said that a revamp of the Main Street will give Main Street businesses a boost as they recover from COVID-19.

Council will further investigate options and costings for a potential upgrade.

3. Stars of Business Walk

Gail Platz presented a proposal to create a Stars of Business Walk paying tribute to long standing and influential past and present local business people.

Council will discuss the proposal further at an upcoming workshop before considering the formation of a working party to advance the idea further.

4. Flooding in Wyalong

Roger Moore raised concerns regarding the increased frequency of flooding in Wyalong. Mr Moore acknowledged the preliminary work being done with the Wyalong and West Wyalong Flood Study but urged more immediate action be taken to address the issues being experienced in Wyalong in the meantime.

5. Condition of Laneways in Wyalong

Terry Cronin said the laneways in Wyalong need reforming and reshaping and suggested this work may also alleviate some of the flooding issues recently experienced in Wyalong.

Mayor Brian Monaghan said Council will conduct an audit of laneways in Wyalong.

6. Local Government Elections

General Manager Ray Smith advised that the 2021 Local Government election will be held on Saturday 4 September and advised that a candidates information session will be held on Tuesday 27 July. A handout was distributed outlining key dates surrounding the elections which is also available on Council's website.

7. 2021-2022 Draft Combined Delivery Program and Operational Plan

Director Corporate Community Services Alison Balind advised that the draft Combined Delivery Program and Operational Plan, including the draft budget, would soon be placed on public exhibition with community comment invited.

GENERAL BUSINESS

8. West Wyalong Advocate

Julia Moore enquired about the future of the West Wyalong Advocate. General Manager Ray Smith advised that a positive announcement was expected in the near future.

9. Chickenstock Festival

Amanda Stitt enquired about a revised date for the Chickenstock Flavour Festival which was postponed in 2020 due to COVID-19. General Manager Ray Smith advised a new date is yet to be determined.

10. Community Theatre

General Manager Ray Smith advised that construction at the community theatre was nearing completion with an official opening tentatively set for July 2021.

DATE OF NEXT MEETING

The next Community Reference Group meeting will be held on Tuesday 8 June 2021 at the Bland Shire Council Chambers at 6.30pm.

CLOSE

There being no further business the meeting closed at 7.21pm.

The meeting commenced at 10.00am.

PRESENT

Cr D Palmer, Cr G Armstrong, Cr B Callow, Cr D McCann, Cr L McGlynn, Cr M Stadtmiller,
Cr G Sinclair.

ALSO IN ATTENDANCE

Mr A Drenovski (General Manager), Mr G Veneris (Production and Services Manager), Mr S
Tiernan (Acting Operations Manager), Ms M Curran (Corporate Services Manager), Mrs A
Coleman (Executive Assistant).

1. LEAVE OF ABSENCE/APOLOGIES

BOARD RESOLUTION

**21/021 RESOLVED on the motion of Crs Callow and McCann that a leave of absence be
granted to Cr K Morris.**

2. ACKNOWLEDGEMENT OF COUNTRY

I would like to acknowledge the Wiradjuri people who are the Traditional Custodians of the
Land. I would also like to pay respect to their people both past and present and extend that
respect to other Aboriginal Australians who are present.

3. PRESENTATIONS

Nil

4. DECLARATION OF PECUNIARY INTERESTS

Nil

5. DECLARATION OF NON PECUNIARY INTERESTS

Nil

6. CONFIRMATION OF MINUTES OF MEETINGS HELD ON 25 FEBRUARY 2021,

BOARD RESOLUTION

**21/022 RESOLVED on the motion of Crs McCann and Callow that the minutes of the
meetings held on the 25 February 2021, having been circulated and read by members
be confirmed.**

7. BUSINESS ARISING FROM MINUTES

Nil

8. CORRESPONDENCE

Nil

9. MATTERS OF URGENCY

21/023 RESOLVED on the motion of Crs Armstrong and McGlynn that the late report of Compulsory Acquisition of Easement for Rosehill Pipeline be accepted.

9.1. COMPULSORY ACQUISITION OF EASEMENT FOR ROSEHILL PIPELINE

Report prepared by Engineering Manager

21/024 RESOLVED on the motion of Crs Armstrong and McCann that:

1. Council proceed with the compulsory acquisition of the interest in the land described as Lot 1 DP 652888 for the purpose of a water supply pipeline in accordance with the requirements of the Land Acquisition (Just Terms Compensation) Act 1991.
2. Council make an application to the Minister and the Governor for approval to acquire an easement 6m wide and approximately 2.7km in length by compulsory process under section 186(1) of the Local Government Act 1993.
3. That the land is to be classified as operational land.

COUNCIL OFFICER RECOMMENDATION

1. Council proceed with the compulsory acquisition of the interest in the land described as Lot 1 DP 652888 for the purpose of a water supply pipeline in accordance with the requirements of the *Land Acquisition (Just Terms Compensation) Act 1991*.
2. Council make an application to the Minister and the Governor for approval to acquire an easement 6m wide and approximately 2.7km in length by compulsory process under section 186(1) of the Local Government Act 1993.
3. That the land is to be classified as operational land.

ALIGNMENT WITH BUSINESS ACTIVITY STRATEGIC PLAN

03 Strategic Water Management

BACKGROUND

At the December 2020 Council meeting the Board resolved to undertake compulsory acquisition of an easement through private property.

REPORT

Goldenfields Water have received feedback from Office of Local Government that the wording of the resolution at the December 2020 Council meeting was not sufficient for an application to compulsorily acquire an interest in land.

FINANCIAL IMPACT STATEMENT

The recommendation does not impact on Council's financial position.

ATTACHMENTS: Nil

TABLED ITEMS: Nil

10. NOTICES OF MOTION / RESCISSION MOTIONS

Nil

11. CHAIRPERSON'S MINUTE

Nil

12. MATTERS SUBMITTED TO OPEN COUNCIL

12.1. MATTERS SUBMITTED BY CORPORATE SERVICES MANAGER

12.1.1. COUNCIL CASH AND INVESTMENTS

BOARD RESOLUTION

21/025 RESOLVED on the motion of Crs Sinclair and Stadtmiller that the report detailing Council Cash and Investments as at 31st March 2021 be received and noted.

Report prepared by Corporate Services Manager

COUNCIL OFFICER RECOMMENDATION

That the report detailing Council Cash and Investments as at 31st March 2021 be received and noted.

ALIGNMENT WITH BUSINESS ACTIVITY STRATEGIC PLAN

09 Financially Sustainable

BACKGROUND

A report on Council's Investments is required to be presented for Council's consideration in accordance with Clause 212 of the Local Government (General) Regulation 2005.

REPORT

Council's cash and investment portfolio increased by \$1,217,252 from \$53,500,000 as at 31st January 2021 to \$54,717,252 as at 31st March 2021. Please note that the operational bank account has been added to this report for the first time.

**Minutes of the Meeting of GOLDENFIELDS WATER COUNTY COUNCIL held at
TEMORA OFFICE on 22 April 2021**

Cash and Investment Portfolio

Type	Rating	SP Rating	Issuer	Frequency	Purchase	Maturity	Days	Rate	Benchmark*	Principal
TD	AA-	A1+	Westpac	Quarterly	24/04/2018	27/04/2021	1099	3.13	0.20	\$3,000,000
TD	AA-	A1+	National Australia Bank	At Maturity	9/06/2020	9/06/2021	365	0.98	0.20	\$2,000,000
TD	BBB	A2	P&N Bank	Annual	27/06/2018	28/06/2021	1097	3.15	0.20	\$3,000,000
TD	BBB+	A2	BOQ	Annual	12/07/2017	12/07/2021	1461	3.45	0.20	\$2,000,000
TD	AA-	A1+	National Australia Bank	Annual	26/11/2020	19/08/2021	266	0.48	0.20	\$2,000,000
TD	BBB+	A2	AMP Bank	At Maturity	9/12/2020	8/09/2021	273	0.70	0.20	\$3,000,000
TD	BBB+	A2	BOQ	Annual	16/12/2020	28/09/2021	286	0.55	0.20	\$1,000,000
TD	BBB+	A2	BOQ	Annual	29/10/2018	29/10/2021	1096	3.00	0.20	\$3,000,000
TD	BBB+	A2	AMP Bank	Annual	15/05/2020	17/11/2021	551	1.55	0.20	\$3,000,000
TD	AA-	A1+	National Australia Bank	Annual	26/11/2020	9/12/2021	378	0.48	0.20	\$2,000,000
TD	AA-	A1+	Westpac	Quarterly	16/12/2020	11/01/2022	391	0.49	0.20	\$3,000,000
TD	BBB+	A2	AMP Bank	At Maturity	12/01/2021	11/02/2022	395	1.00	0.20	\$2,000,000
TD	BBB+	A2	AMP Bank	At Maturity	12/01/2021	11/03/2022	423	1.00	0.20	\$2,000,000
TD	BBB+	A2	AMP Bank	At Maturity	16/02/2021	7/04/2022	415	1.00	0.20	\$2,000,000
TD	NR	NR	Judo Bank	Annual	30/03/2021	28/04/2022	394	0.87	0.20	\$4,000,000
TD	BBB+	A2	BOQ	Annual	12/07/2018	12/07/2022	1461	3.50	0.20	\$1,000,000
TD	AA-	A1+	Westpac	Quarterly	13/07/2020	13/07/2022	730	0.96	0.20	\$3,000,000
TD	BBB+	A2	BOQ	Annual	23/06/2020	20/07/2022	757	1.23	0.20	\$1,000,000
TD	AA-	A1+	Westpac	Quarterly	5/08/2020	7/09/2022	763	0.90	0.20	\$3,000,000
TD	AA-	A1+	NT Treasury	Annual	10/09/2020	15/12/2023	1191	1.00	0.20	\$2,000,000
TD	AA-	A1+	NT Treasury	Annual	28/09/2020	15/12/2024	1539	1.10	0.20	\$1,000,000
CASH	A-	A1	Macquarie Bank	Monthly				0.40	0.10	\$5,000,000
CASH	AA-	A1+	CBA	Monthly				0.10	0.10	\$1,000,000
CASH	AA-	A1+	CBA	N/A				0.00	0.10	\$717,252

TOTAL: **\$54,717,252**

*Benchmarks
On Call - RBA Cash
Floating Rate Deposit - 3m BBSW
Term Deposit - BBSW

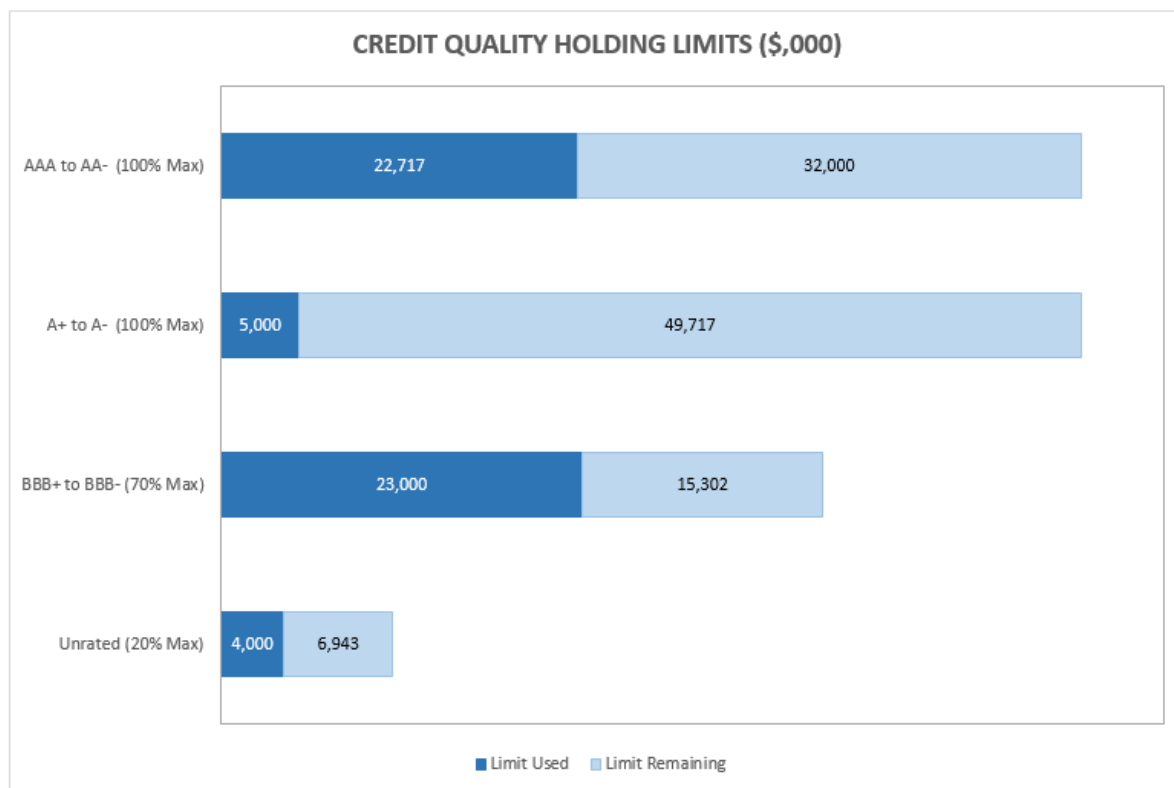
Performance

Goldenfields Water County Council's investment portfolio outperformed the relevant BBSW Index benchmark by 615%. The average weighted yield for March was 1.34%, over an average weighted term of 282 days, with a benchmark of 0.19%.

Total Cost 54,717,252	Total Accrued Interest 311,369	Weighted Average Term 282 Days
Total Value 54,717,252	Monthly Interest Received 85,181	Weighted Average Yield 1.34%

Credit Quality Compliance

Council's investment portfolio was compliant with policy in terms of S&P long term rating credit quality limits, as displayed below.

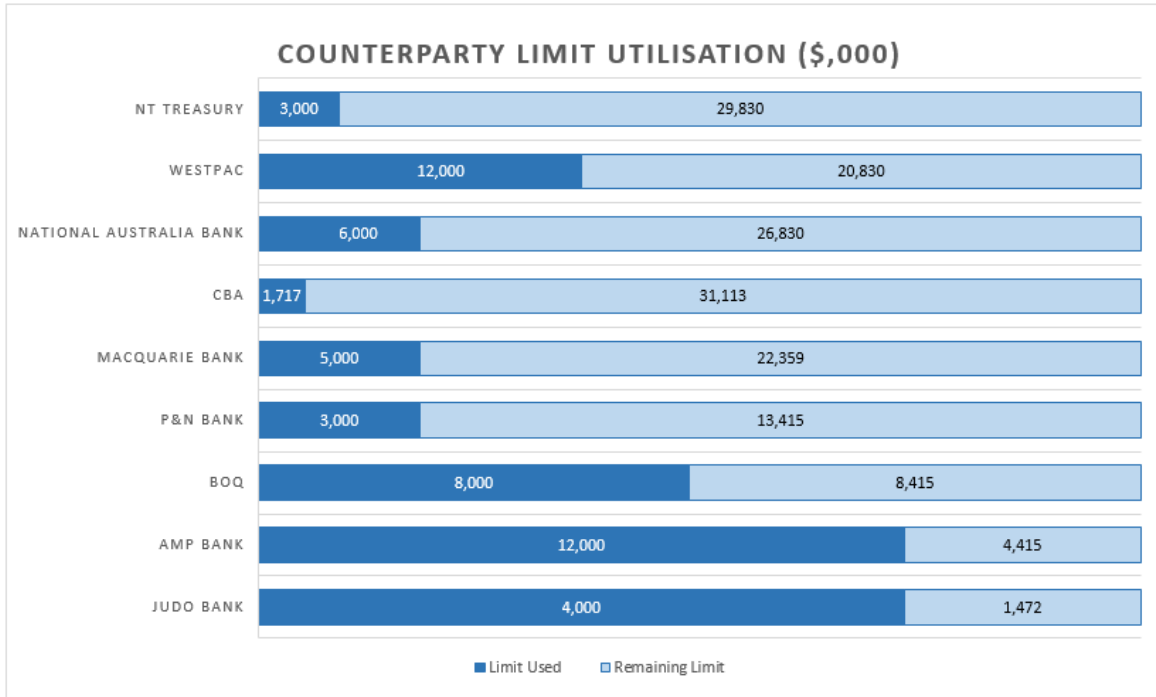


UNCONFIDENTIAL

Counter Party Compliance

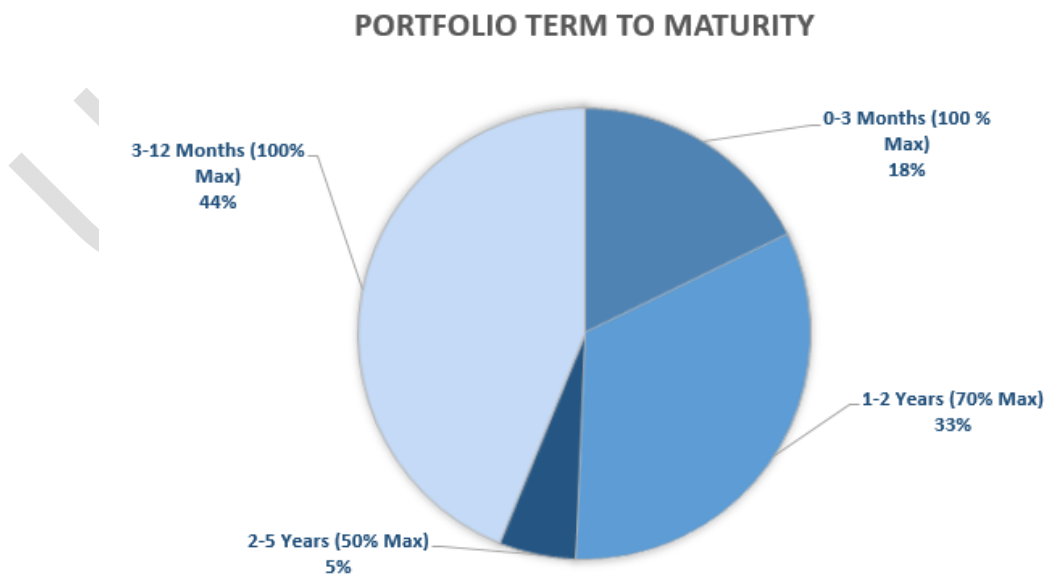
As at the end of March, Council was compliant with policy in terms of individual financial institution capacity limits. It is worth noting that capacity limits are affected by changes in the on call account balance compared to the total portfolio balance.

Overall, the portfolio is diversified across a variety of credit ratings, including some exposure to unrated ADIs.



Term to Maturity

Council's investment portfolio maturities shown graphically below were also compliant with policy requirements.



Application of Investment Funds

The table below details the allocation of cash balances in terms of restricted funds, noting restrictions are all internal rather than external.

Restricted Funds:	
Plant & Vehicle Replacement	1,626,111
Infrastructure Replacement	31,765,360
Employee Leave Entitlement	2,128,849
Sales Fluctuation Reserve	0
Property Reserve	391,890
Unrestricted Funds:	18,805,042
TOTAL	54,717,252

Declaration

I hereby certify that investments listed in the report have been made in accordance with Section 625 of the Local Government Act 1993, Clause 212 of the Local Government (General) Regulation 2005 and Council's Investment Policy PP004.

Signed



Michele Curran
Responsible Accounting Officer

FINANCIAL IMPACT STATEMENT

Council's investment portfolio increased by \$1,217,252 from \$53,500,000 as at 31st January 2021 to \$54,717,252 as at 31st March 2021.

ATTACHMENTS: Nil.

TABLED ITEMS: Nil.

12.1.2. PROGRESS REPORT – CAPITAL WORKS EXPENDITURE

BOARD RESOLUTION

21/026 RESOLVED on the motion of Crs Callow and Sinclair that the report detailing Council's Capital Works Program as at 31 March 2021 be received and noted.

Report prepared by Corporate Services Manager

COUNCIL OFFICER RECOMMENDATION

That the report detailing Council's Capital Works Program as at 31 March 2021 be received and noted.

ALIGNMENT WITH BUSINESS ACTIVITY STRATEGIC PLAN

09 Financially Sustainable

BACKGROUND

Capital Works represents a significant part of Council's activities and expenditure. This report details progress year to date on programmed and emergent capital works.

REPORT

This report is presented for information on the Capital Works Program year to date progress as at 31 March 2021.

FINANCIAL IMPACT STATEMENT

The recommendation does not impact on Council's financial position.

ATTACHMENTS: Capital Works Progress Report as at 31 March 2021

TABLED ITEMS: Nil.

12.1.3. QUARTERLY BUDGET REVIEW 31 MARCH 2021

BOARD RESOLUTION

21/027 RESOLVED on the motion of Crs Callow and Armstrong that the Board receives and adopts the Quarterly Budget Review for the period ended 31 March 2021.

Report prepared by Corporate Services Manager

COUNCIL OFFICER RECOMMENDATION

That the Board receives and adopts the Quarterly Budget Review for the period ended 31 March 2021.

ALIGNMENT WITH BUSINESS ACTIVITY STRATEGIC PLAN

09 Financially Sustainable

BACKGROUND

The Quarterly Budget Review Statement is presented to Council in accordance with Clause 203(2) of the Local Government (General) Regulations 2005, for the purpose of periodically reviewing and revising estimates of income and expenditure.

REPORT

The Quarterly Review of Council's Budget for the period ended 31 March 2021 is submitted for examination by Council.

The anticipated Operating Result for 2020/21 is a deficit of \$1,535,000. The anticipated Operating Result as originally adopted was a surplus of \$247,000. Proposed adjustments are detailed below.

Of note, a review of third quarter water sales figures has been undertaken during the quarterly budget review process. There has been continued impact on production following rainfall

during summer and autumn, as well as lower overall temperatures. Jugiong has seen the greatest impact, with 26% less production than the same period last year. Ourra has also been impacted by 23% less production. As a result, water sales will be affected and a quarterly budget review is recommended.

Due to the lower water production figures, electricity usage has had a corresponding reduction. As such a quarterly review is recommended to reduce budgeted expenditure.

The Capital Works expenditure is not included in the Operating Result and is an additional outlay. Further detail about capital works can be found in the Capital Works Progress Report item of the business paper.

Proposed March 2021 quarterly review adjustments:

Operating Income

- \$990,000 decrease in Water Sales

Operating Expenditure

- \$50,000 increase in consultancies for IWCM, as adopted at February 2021 meeting
- \$881,000 decrease in electricity due to reduced water production

Capital Expenditure

- (\$300,000) Mandamah Stage 2-4
- (\$17,000) Binya Mains Renewal
- \$17,000 Demondrille Creek Temporary Fix
- \$150,000 West Wyalong Pressure Improvement
- (\$80,000) Breust Property Spur
- (\$150,000) Jugiong Old Plant Demolition
- (\$650,000) Jugiong PLC Upgrade
- (\$100,000) Emergency Works

FINANCIAL IMPACT STATEMENT

The recommendation reduces Council's Operating Result by \$159,000 and reduces Capital Works Expenditure by \$1,130,000.

ATTACHMENTS: Quarterly Budget Review 31-3-21.

TABLED ITEMS: Nil.

12.1.4. LOANS BORROWING POLICY REVIEW

BOARD RESOLUTION

21/028 RESOLVED on the motion of Crs McCann and Sinclair that the Board adopts PP014 Loans Borrowing Policy.

Report prepared by Corporate Services Manager

COUNCIL OFFICER RECOMMENDATION

That the Board adopts PP014 Loans Borrowing Policy.

ALIGNMENT WITH BUSINESS ACTIVITY STRATEGIC PLAN

09 Financially Sustainable

BACKGROUND

PP014 Loans Borrowing Policy was adopted in 2017 and is due for review.

REPORT

A periodic review of PP014 Loans Borrowing Policy has been undertaken by management and suggested revisions included for consideration of the board. The policy has been reviewed to ensure compliance with the Minister's Borrowing Order and Local Government Circulars.

Amendments to the policy include updating the policy review period to four yearly, minor wording changes to policy content and clarification of borrowing approval requirements.

FINANCIAL IMPACT STATEMENT

The recommendation does not impact on Council's financial position.

ATTACHMENTS: PP014 Loans Borrowing Policy.

TABLED ITEMS: Nil.

12.2. MATTERS SUBMITTED BY OPERATIONS MANAGER

12.2.1. PLANT PURCHASING

BOARD RESOLUTION

21/029 RESOLVED on the motion of Crs McGlynn and Callow that the Board approve \$250,000 for plant purchase for the 2021/2022 Financial Year.

Report prepared by Operations Manager

COUNCIL OFFICER RECOMMENDATION

That the Board approve \$250,000 for plant purchase for the 2021/2022 Financial Year.

ALIGNMENT WITH BUSINESS ACTIVITY STRATEGIC PLAN

07 Efficient Operations

REPORT

Permission is sought from the Board to commit \$250,000 now for plant purchases (commercial vehicles) for the 2021/2022 Financial Year, so that orders can be placed now.

In the current environment it is extremely difficult to source vehicles as the COVID-19 pandemic is continuing to disrupt manufacturing around the world. As such it is recommended to order plant now due to delays in supply.

Dealers have been contacted within our supply area and as far afield as Dubbo, Sydney and the ACT. Dealers stated that they were unsure when supply would recover and that an indicative time frame from placing an order to delivery is approximately 5 to 6 months

FINANCIAL IMPACT STATEMENT

The recommendation does not impact on Council's financial position.

ATTACHMENTS: Nil

TABLED ITEMS: Nil

12.3. MATTERS SUBMITTED BY PRODUCTION AND SERVICES MANAGER

12.3.1. WATER PRODUCTION REPORT

BOARD RESOLUTION

21/030 RESOLVED on the motion of Crs McGlynn and McCann that the Water Production Report be received and noted.

Report prepared by Production and Services Manager

COUNCIL OFFICER RECOMMENDATION

That the Water Production Report be received and noted.

ALIGNMENT WITH BUSINESS ACTIVITY STRATEGIC PLAN

03 Strategic Water Management

BACKGROUND

Goldenfields Water provides the essential water requirements of about 40,000 people spread over an area in excess of 20,000 square kilometres between the Lachlan & Murrumbidgee Rivers in the South West of NSW.

Goldenfields Waters' supply system consists of five separate water schemes, Jugiong, Oura, Mt Arthur, Mt Daylight and Hylands Bridge. Goldenfields Water carries out water supply functions within the Local Government areas of Bland, Coolamon, Cootamundra, Hilltops, Junee, Temora, and parts of Narrandera and Wagga Wagga.

Hilltops Shire Council, Cootamundra Gundagai Shire Council and Riverina Water County Council are retailers, who purchase bulk water from Goldenfields and supply the water to retail customers in their respective local government areas.

REPORT

Jugiong drinking Water Scheme

The Jugiong drinking water scheme sources water from the Murrumbidgee River and has an extraction licence entitlement of 5590ML per annum. Water from the Murrumbidgee River is treated through a 40ML/day, conventional Water Treatment Plant that consists of: Coagulation, Flocculation, Clarification, Filtration, Disinfection and Fluoridation.

Minutes of the Meeting of GOLDENFIELDS WATER COUNTY COUNCIL held at TEMORA OFFICE on 22 April 2021

The Jugiong Scheme has 14 sets of reservoirs and 8 pumping stations. The Jugiong Scheme supplies bulk water to the Hilltops and Cootamundra-Gundagai Regional Councils for supply to the townships of Cootamundra, Harden and Young with a population of approximately 6800, 2200 and 8000 respectively.

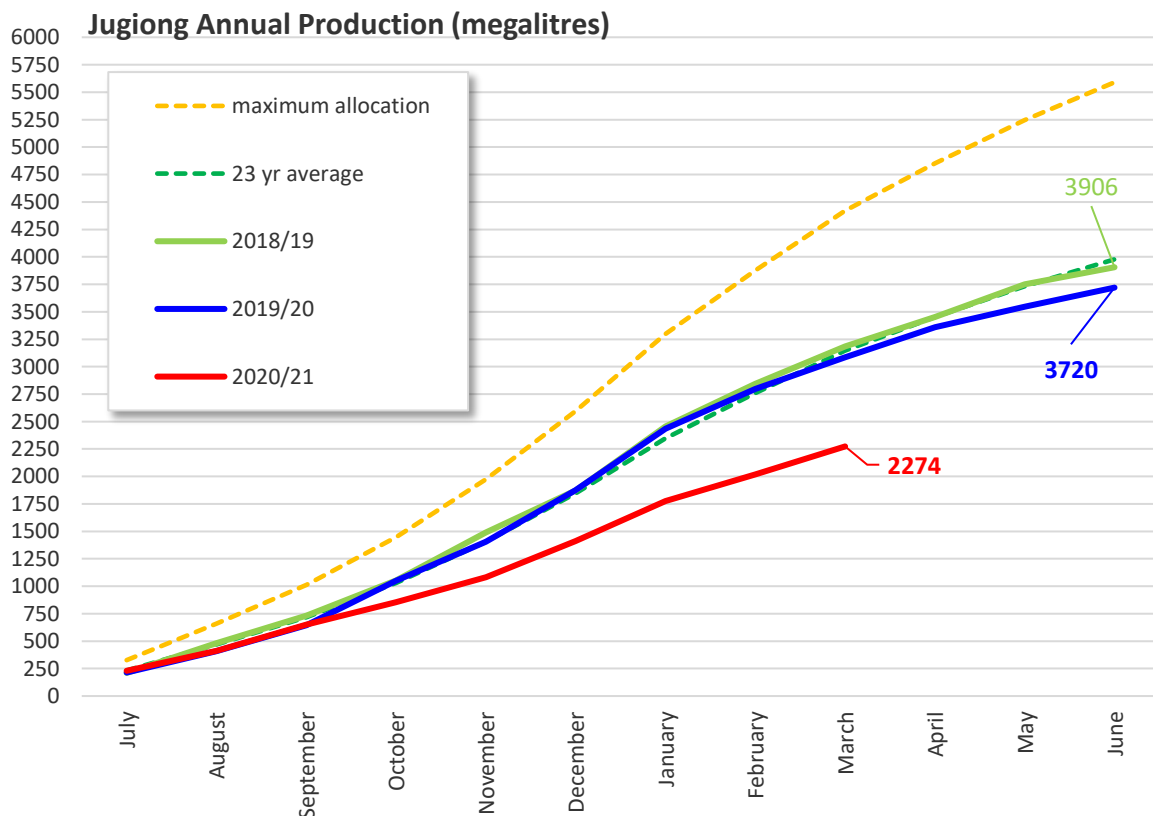
Goldenfields Water also provides additional retail supply to approximately 600 customers in the villages of Stockinbingal, Wallendbeen and Springdale.

Jugiong annual water production is the lowest on record.

For the first 9 months of the 2020/21 financial year, only 2274ML of water has been extracted from the Murrumbidgee River and processed at the Jugiong Water Treatment plant. Totals for each month are as follows:

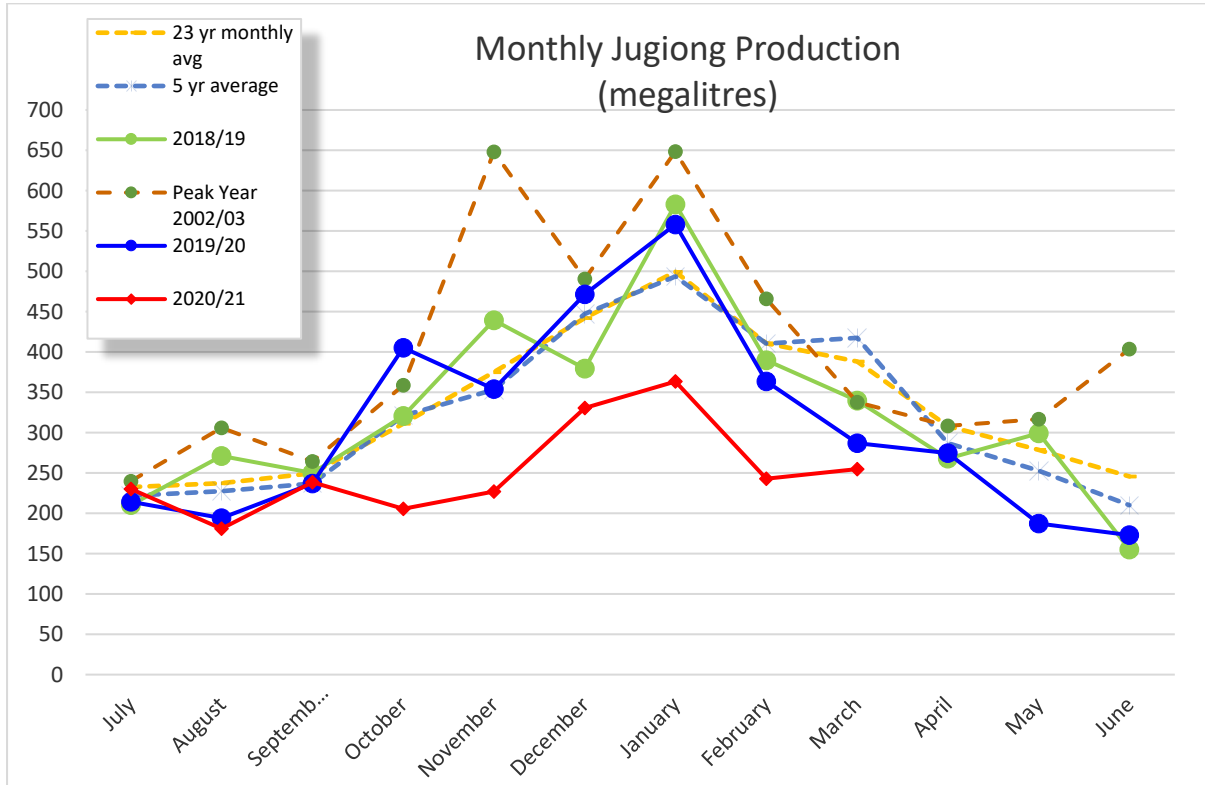
- July 230.19ML,
- August 180.95ML,
- September 238.32ML,
- October 205.48ML,
- November 180.95 ML,
- December 331ML,
- January 363ML,
- February 243ML and
- March 255ML.

Compared to the same period in 2019/20 where 3085ML was produced, this is an 811ML reduction as illustrated in the graph below.



**Minutes of the Meeting of GOLDENFIELDS WATER COUNTY COUNCIL held at
TEMORA OFFICE on 22 April 2021**

As indicated below, September 2020 through to March 2021 has seen a significant decrease in monthly production compared to previous years, this is due mainly to the above average rainfall and cooler than usual weather during spring and summer. The yellow line provides a 23 year average trend of seasonal water production. This highlights the significant variation we are currently seeing for this scheme.

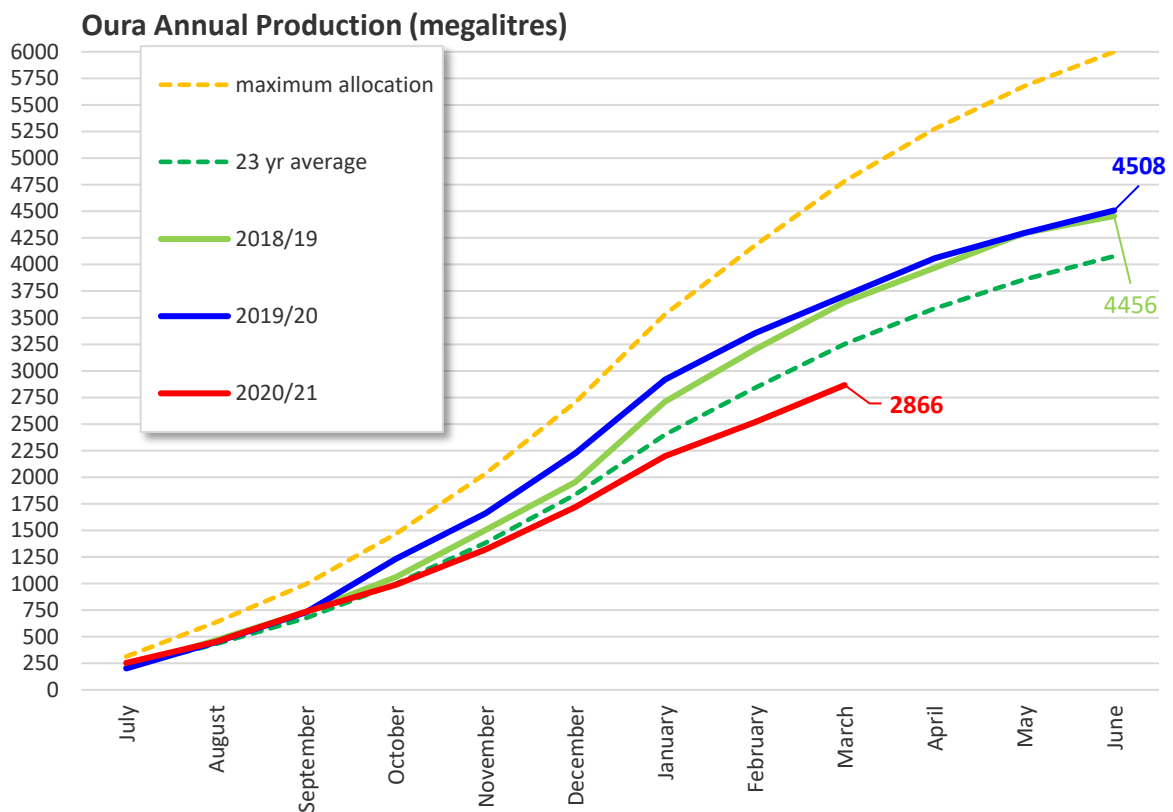


Oura Drinking Water Scheme

The water source at Oura is the Murrumbidgee inland alluvial aquifer, this water is extracted from 4 bores namely: Bores 2, 3, 4 and 6. The raw water then goes through a treatment process at the Oura Water Treatment Plant that includes Aeration, Disinfection and Fluoridation.

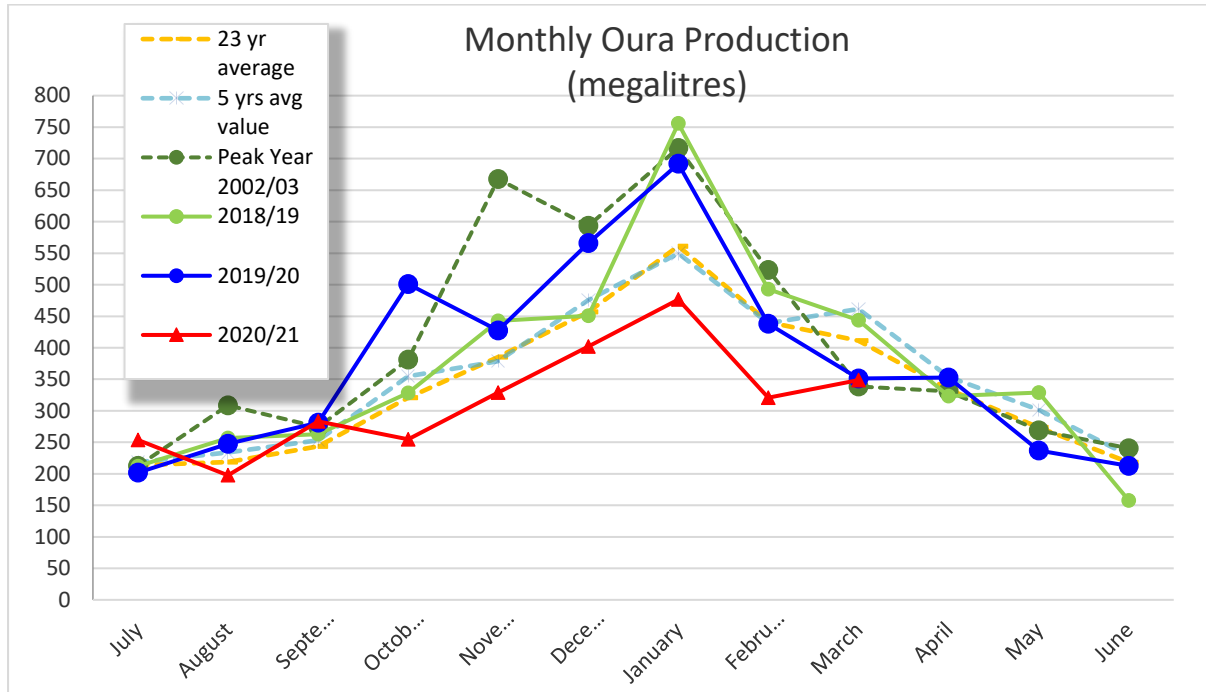
The Oura scheme has 33 sets of reservoirs and 19 pumping stations, produces drinking water for approximately 14,600 people in the Bland, Coolamon, Junee, Narrandera and Temora Shires. The Oura scheme can also supply water to the Northern side of the rural area of Wagga Wagga City when required.

For the first 9 months of the 2020/21 financial year, 2866ML of water has been extracted from the Oura Borefield and processed at the Oura Water Treatment Plant. This is an 840ML reduction compared to the same period in 2019/20 where 3706ML was produced. This is depicted in the graph below.



Minutes of the Meeting of GOLDENFIELDS WATER COUNTY COUNCIL held at TEMORA OFFICE on 22 April 2021

Similarly to the Jugiong Scheme, the period from September 2020 to February 2021 has seen a decrease in production from the Oura Bores. There has been a slight recovery for March 2021 where an increase in production of 19ML has occurred as compared to the previous month.

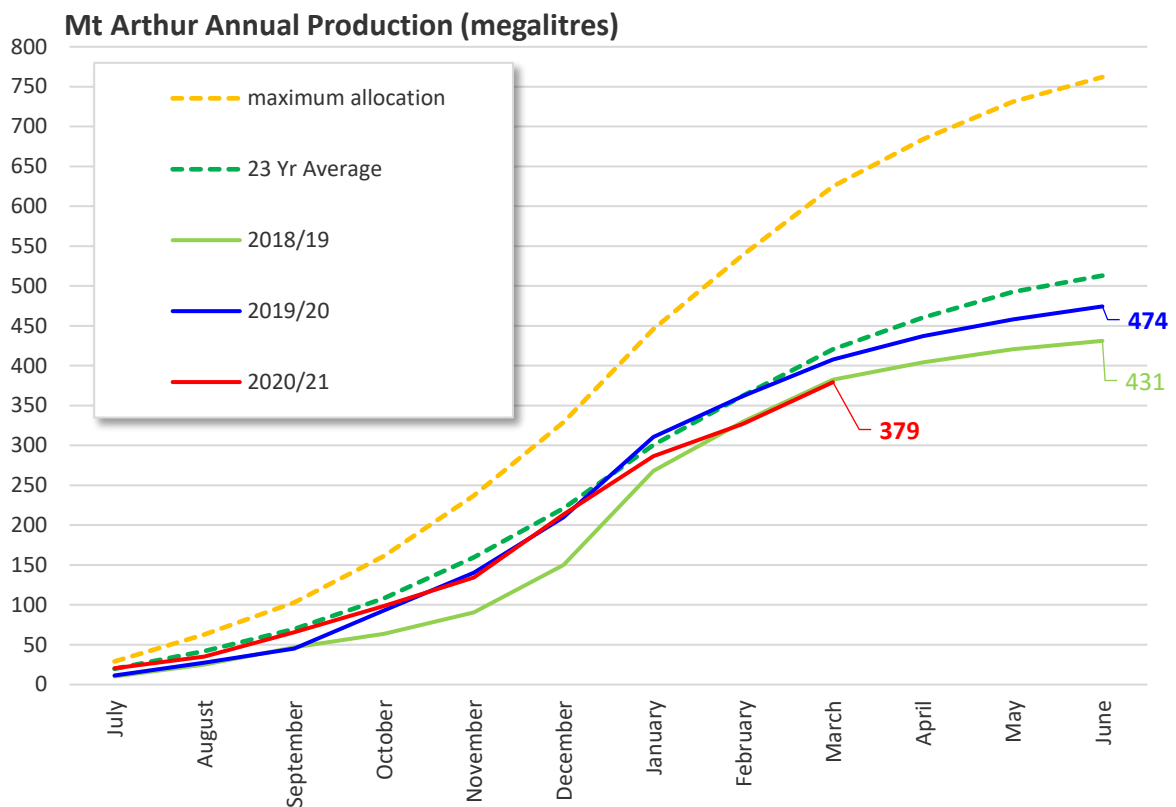


UNCONFIDENTIAL

Mount Arthur Drinking Water Scheme

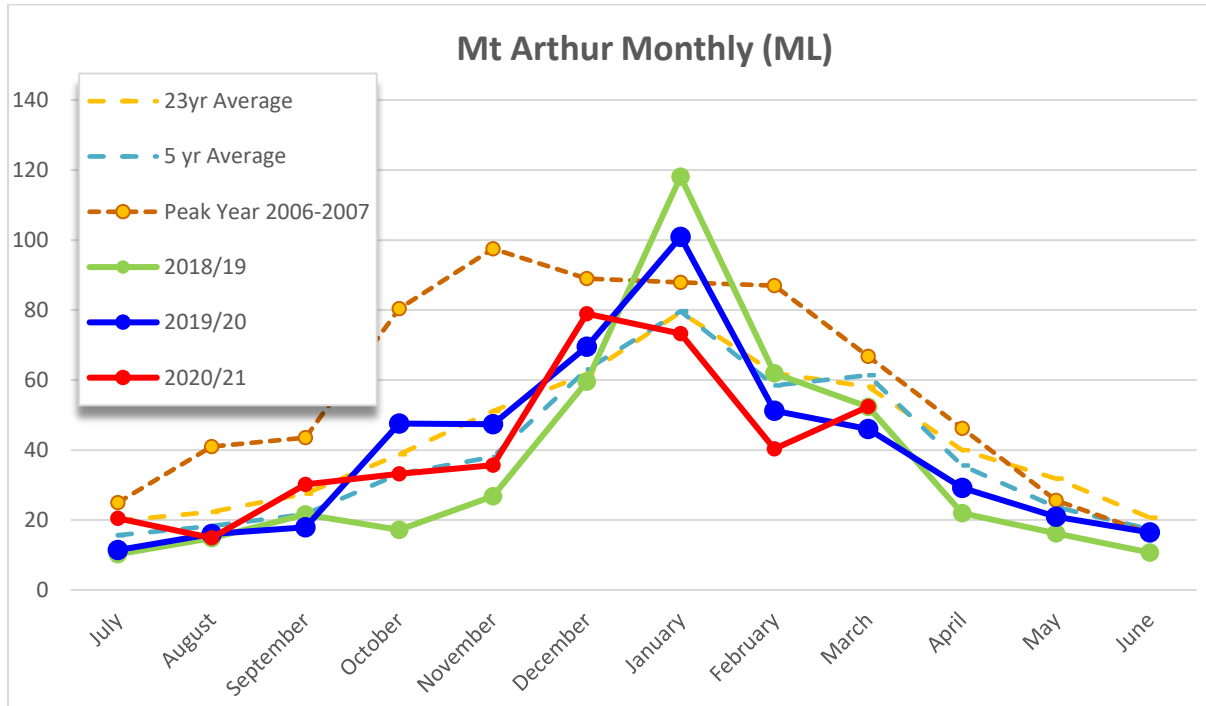
The Mount Arthur Water Source is from the Lachlan Fold belt Aquifer System. The water is extracted via two bores, bores 1 and 2 located in the Wagga Wagga City Council area South of Matong. The water is disinfected before distribution through 9 sets of reservoirs supplying approximately 2400 people with water in the Coolamon shire.

For the first 9 months of the 2020/21 financial year, 379ML of water has been extracted from the Mt Arthur Borefield. This is a reduction of 29ML compared to the first 9 months for 2019/20 where 408ML was produced. As can be seen in the graph below trending in a similar fashion to historical years.



Minutes of the Meeting of GOLDENFIELDS WATER COUNTY COUNCIL held at TEMORA OFFICE on 22 April 2021

Mt Arthur monthly water production for the first 9 months of the financial year has been variable and not trending as it has in previous years. This is due mainly to high rainfall and cooler than usual weather during spring and summer. However, the reduction in water sales for this scheme is minor compared to that of Jugiong and Oura. This may indicate the specific customer base of rural connections have on our supply systems, when compared with our more urban reticulated schemes.

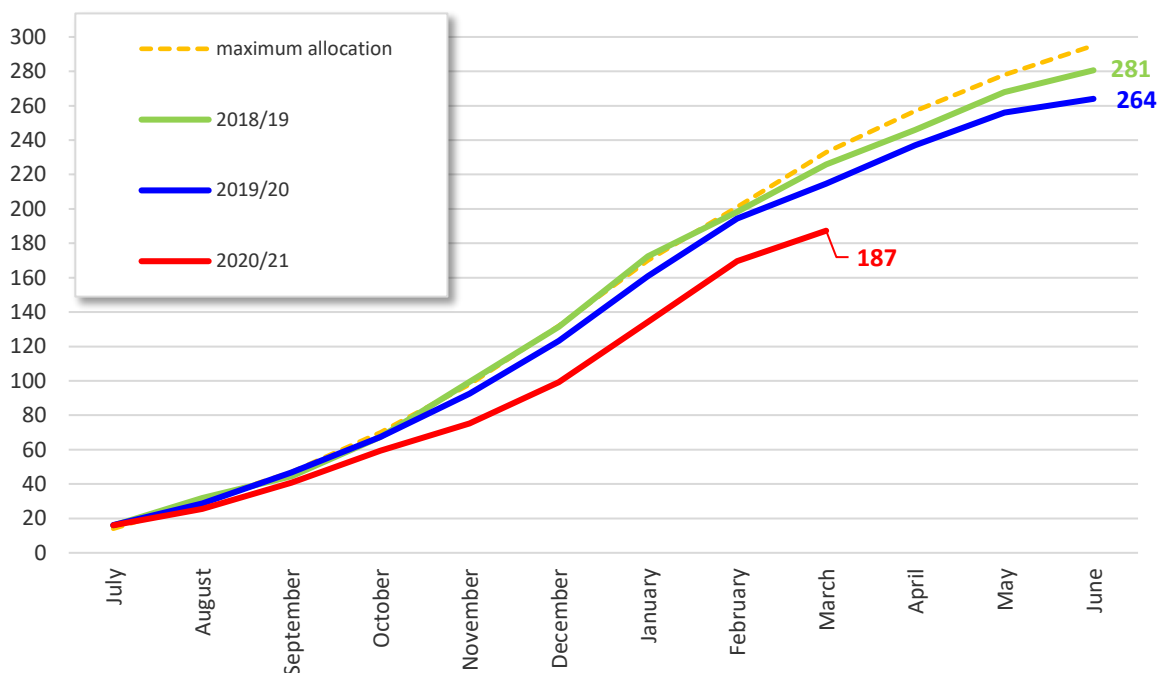


Mount Daylight Drinking Water Scheme

The Mount Daylight water source is from the Lower Lachlan alluvium aquifer. The Mount Daylight bores are jointly operated with Carathool Shire Council. Carathool Shire Council is responsible for bore management. There are 7 sets of reservoirs in the Mt Daylight scheme. Mt Daylight supplies water to approximately 125 people in the villages of Naradhan, Weethalle and Tallimba which is located within the Bland Shire.

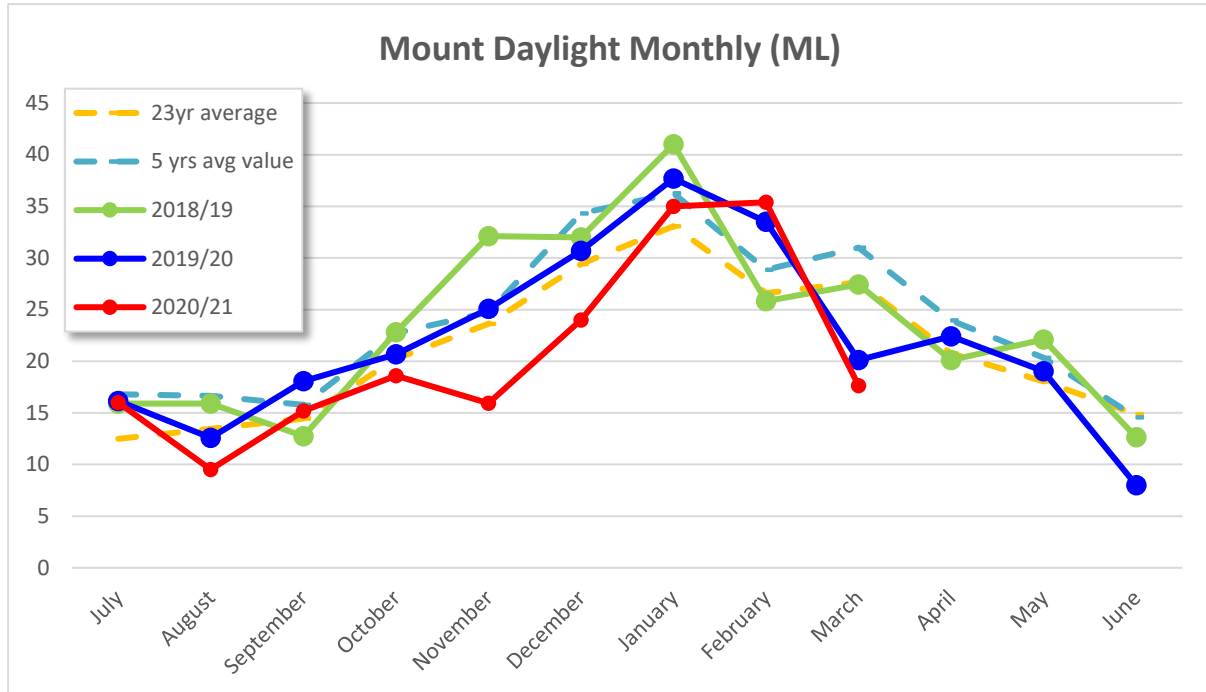
For the first 9 months of the 2020/21 financial year, 187ML of water has been extracted from the Mt Daylight Borefield. This is a lower volume compared to the same period for 2019/20 where 215ML was produced.

Daylight Annual Volume (megalitres)



Minutes of the Meeting of GOLDENFIELDS WATER COUNTY COUNCIL held at TEMORA OFFICE on 22 April 2021

As mentioned above, the Mt Daylight monthly water production is trending at a reduced rate than previous year's period. The monthly production has been variable with lower than expected production in both November and March. This is simply due to higher than average rainfall and colder weather during spring and summer.

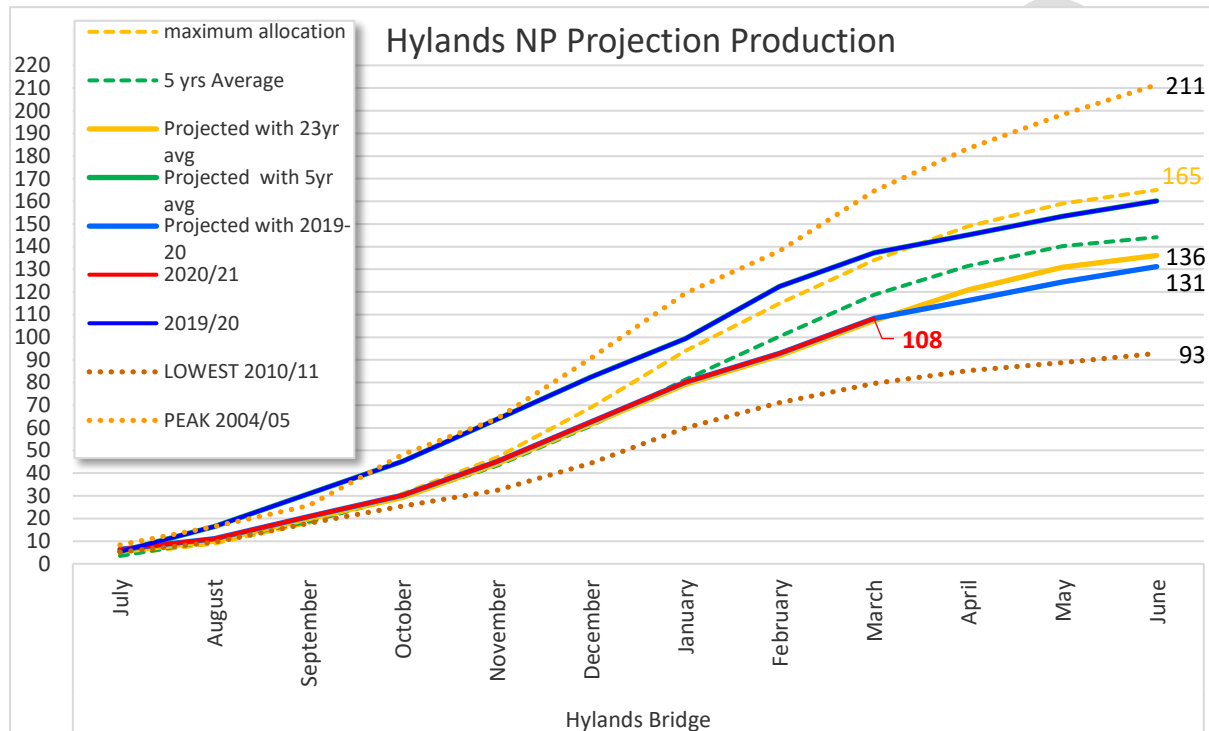


UNCONFIDENTIAL

Hylands Bridge - Non Potable

Hylands Bridge supplies Non Potable water to Barellan and Binya. The water is sourced through the Murrumbidgee Irrigation Area where Goldenfields Water holds 165ML shareholding for water entitlement.

For the first 9 months of the 2020/21 financial year, 108ML of water has been extracted from the Hylands Bridge Raw Water scheme. This is a reduced volume compared to the first 9 months for 2019/20 financial year where 137ML was produced. As can be seen in the graph below, albeit lower volumes, trending in a similar fashion to historical years.



FINANCIAL IMPACT STATEMENT

The recommendation does not impact on Council's financial position.

ATTACHMENTS: Nil

TABLED ITEMS: Nil

12.4. MATTERS SUBMITTED BY THE GENERAL MANAGER

12.4.1. PESTICIDE USE NOTIFICATION PLAN

Cr Stadtmiller declared a pecuniary interest in this matter as it references public consultation that could be undertaken through newspapers of which he is an owner. Cr Stadtmiller advised he will abstain from voting on this matter.

BOARD RESOLUTION

21/031 RESOLVED on the motion of Crs Callow and McCann that Council adopt the Pesticide Use Notification Plan 2021-2025.

Report prepared by WHS Coordinator

COUNCIL OFFICER RECOMMENDATION

That Council adopt the Pesticide Use Notification Plan 2021-2025.

ALIGNMENT WITH BUSINESS ACTIVITY STRATEGIC PLAN

05 Proactive Customer Relations

07 Efficient Operations

BACKGROUND

The Pesticide Use Notification Plan 2021-2025 has been updated in accordance with the requirements outlined in the Pesticides Regulation 2017 (regulation). The last iteration of this document was reviewed 21 August 2015 prior to the current regulation.

A four week public consultation period was conducted from 23 February 2021 – 24 March 2021 with no submissions received.

REPORT

The Pesticide Use Notification Plan 2021-2025 details how Goldenfields Water will notify the community of pesticide applications it makes or allows to be made to public areas that are owned or controlled by Goldenfields Water.

FINANCIAL IMPACT STATEMENT

The recommendation does not impact on Council's financial position.

ATTACHMENTS: Pesticide Use Notification Plan 2021-2025.

TABLED ITEMS: Nil

12.4.2. DISCLOSURES BY COUNCILLORS AND DESIGNATED PERSON'S RETURN

BOARD RESOLUTION

21/032 RESOLVED on the motion of Crs Sinclair and Armstrong that Council note the tabling of the Disclosures by Councillors and Designated Persons' Return described within the report.

Report prepared by General Manager

COUNCIL OFFICER RECOMMENDATION

That Council note the tabling of the Disclosures by Councillors and Designated Persons' Return described within the report.

ALIGNMENT WITH BUSINESS ACTIVITY STRATEGIC PLAN

07 Efficient Operations

BACKGROUND

Under section 6.21 of Goldenfields' Code of Conduct, councillors and designated persons must make and lodge with the general manager a return disclosing the councillor's or designated person's interests as specified in schedule 1 of the code within 3 months of the following:

- a) becoming a councillor or designated person, and*
- b) 30 June of each year, and*
- c) the councillor or designated person becoming aware of an interest they are required to disclose under schedule 1 that has not been previously disclosed in a return lodged under paragraphs (a) or (b).*

REPORT

Mr Ray Graham has lodged a Disclosure Return with the General Manager under paragraph (a), as Acting Engineering Manager.

The return is now tabled as per item 6.26 of Goldenfields' Code of Conduct.

Information contained in returns made and lodged under clause 6.21 is to be made publicly available in accordance with the requirements of the Government Information (Public Access) Act 2009, the Government Information (Public Access) Regulation 2009 and any guidelines issued by the Information Commissioner.

Councillors and staff are reminded that it is imperative their honesty and transparency is maintained at all times. A pecuniary interest return may be lodged at any time during the year should circumstances deem it necessary.

FINANCIAL IMPACT STATEMENT

The recommendation does not impact on Council's financial position.

ATTACHMENTS: Nil

TABLED ITEMS: Disclosure of Interest Return – Mr R Graham

12.4.3. STAFF ENGAGEMENT SURVEY

BOARD RESOLUTION

21/033 RESOLVED on the motion of Crs Callow and McGlynn

1. That the Board rescind resolution 16/039 - RESOLVED on the motion of Crs Clinton and Palmer that;

A. The General Manager undertakes annual Employee Opinion Survey

B. Employee Opinion Survey to be an ongoing requirement of GWCC Operational Plans

C. Annual Employee Opinion Survey results to be presented to the Board.

2. That the Board resolve for an employee engagement survey to be undertaken once every two years and the results be presented to the Board.

Report Prepared by the General Manager

COUNCIL OFFICER RECOMMENDATION

1. That the Board rescind resolution 16/039 - *RESOLVED on the motion of Crs Clinton and Palmer that; A. The General Manager undertakes annual Employee Opinion Survey B. Employee Opinion Survey to be an ongoing requirement of GWCC Operational Plans C. Annual Employee Opinion Survey results to be presented to the Board.*

2. That the Board resolve for an employee engagement survey to be undertaken once every two years and the results be presented to the Board.

ALIGNMENT WITH BUSINESS ACTIVITY STRATEGIC PLAN

08 Highly Skilled and Energetic Workforce

BACKGROUND

For the past 5 years, an employee engagement survey has been undertaken annually.

REPORT

Following each employee engagement survey that is undertaken within Council, results are provided to the Board, workshopped with staff and from the results, action items are derived. It has proven evident that 12 months is not a sufficient period to see the results of the action items. Given that Council now has a stable and committed leadership team, it has been found that with surveys recurring every 12 months, it stagnates the process of action items being successfully and meaningfully implemented.

FINANCIAL IMPACT STATEMENT

The recommendation does not impact on Council's financial position.

ATTACHMENTS: Nil

TABLED ITEMS: Nil

12.4.4. STAFF RESOURCING

BOARD RESOLUTION

21/034 RESOLVED on the motion of Crs McCann and Sinclair that the Board note the ongoing additional permanent resources associated with the capital urban renewals.

Report prepared by the General Manager

COUNCIL OFFICER RECOMMENDATION

That the Board note the ongoing additional permanent resources associated with the capital urban renewals.

ALIGNMENT WITH BUSINESS ACTIVITY STRATEGIC PLAN

07 Efficient Operations

08 Highly Skilled and Energetic Workforce

BACKGROUND

The Council has recently developed a 30 Year Capital Expenditure Renewals Program which emphasised the need to focus on urban main renewals for the next 20-30years.

REPORT

Following the success of the Mandamah scheme project being delivered in-house, below budget and one year ahead of schedule, the benefit of using our own skilled workforce as opposed to outsourcing to contractors has been proven. As indicated in the 30 year Capital Renewals Program, there is consistent urban mains renewals expenditure required for the life of the plan, emphasising the need for additional permanent staff.

The Engineering Team have reviewed the urban main renewal costs of another water utility that was undertaken by contractors and it is determined that it is most cost effective to undertake the works in-house. It is recommended as per the tabled draft organisation structure that three additional full-time positions be included in the Operations Department focussed on urban renewals. An additional utility and light truck have been budgeted for in the Plant budget for the proposed new team.

FINANCIAL IMPACT STATEMENT

The proposed changes are accommodated for in the 2021/2022 Draft Operational Plan.

ATTACHMENTS: Nil

TABLED ITEMS: Draft Organisation Structure

12.4.5. ASSET MANAGEMENT AND CAPITAL WORKS PRESENTATION TO CONSTITUENT COUNCILS

BOARD RESOLUTION

21/035 RESOLVED on the motion of Crs Armstrong and Sinclair that the Board note the Asset Management and Capital Works presentation to Constituent Councils report.

Report prepared by General Manager

COUNCIL OFFICER RECOMMENDATION

That the Board note the Asset Management and Capital Works presentation to Constituent Councils report.

ALIGNMENT WITH BUSINESS ACTIVITY STRATEGIC PLAN

01 Excellence in Service Provision
05 Proactive Customer Relations
09 Financially Sustainable

BACKGROUND

The Engineering Department over the course of 18months reviewed Council's Asset Management data and provided a briefing to the October 2020 Board Workshop. It was suggested that the presentation be provided to each of the Constituent Councils.

REPORT

A presentation providing background on the organisation and the 30 year Capital Works Program for asset renewals going forward was presented to each of the constituent Councils as detailed in the table below.

Asset Plan Presentation to Constituent Councils

Council	Date attended
Temora Shire Council	19 November 2020
Bland Shire Council	3 November 2020
Junee Shire Council	15 December 2020
Coolamon Shire Council	17 December 2020
Cootamundra Gundagai Regional Council	27 January 2021
Narrandera Shire Council	16 February 2021
Hilltops Council	17 March 2021

The presentation was well received by each of the Councils with numerous discussions and questions attended too.

FINANCIAL IMPACT STATEMENT

The recommendation does not impact on Council's financial position.

ATTACHMENTS:

TABLED ITEMS: Copy of presentation provided to Hilltops Council

12.4.6. DRAFT OPERATIONAL PLAN 2021/2022

BOARD RESOLUTION

21/036 RESOLVED on the motion of Crs McGlynn and Callow that Council endorses the draft Operational Plan 2021/2022 incorporating the 2021/2022 budget and annual fees and charges to be placed on public display for a period of 28 days.

Report prepared by General Manager

COUNCIL OFFICER RECOMMENDATION

That Council endorses the draft Operational Plan 2021/2022 incorporating the 2021/2022 budget and annual fees and charges to be placed on public display for a period of 28 days.

ALIGNMENT WITH BUSINESS ACTIVITY STRATEGIC PLAN

07 Efficient Operations

BACKGROUND

The 2017-2021 Delivery Program was adopted by Council in June 2017 in accordance with Section 404 of the Local Government Act 1993.

Section 405 of the Local Government Act 1993 requires an Operational Plan including an annual budget and annual fees and charges to be adopted before the beginning of each financial year and for the draft documents to be placed on public exhibition for a period of 28 days.

REPORT

The postponement of Ordinary Council Elections has required the deferral of the Integrated Planning and Reporting cycle for 12 months. As such, councils are required to operate under their existing Delivery Programs for a further 12 months. This effectively extends Goldenfields' Delivery Program to encompass the 2017 – 2022 periods.

In order to support the activities described within the Delivery Program, Goldenfields Resourcing Strategy must be updated to incorporate the additional 12 month time frame:

Council's Long Term Financial Plan has been updated and is included within Appendix A of the Operational Plan.

Council's Asset Management Plan adopted in 2017 within the existing Resourcing Strategy, remains current, with a full review to be included in the next Integrated Planning and Reporting Cycle.

Council's Workforce management Plan adopted in 2017 within the existing Resourcing Strategy remains current, however, actions have been extended to incorporate the 2021/2022 Financial Year and are included within the Operational Plan.

In accordance with legislative requirements the 2021/2022 Operational Plan incorporating the 2021/2022 budget and annual fees and charges are now presented in draft for Council's consideration, prior to being placed on public exhibition.

The 2021/2022 Operational Plan estimates a net operating result of \$392,000.

FINANCIAL IMPACT STATEMENT

The recommendation does not impact on Council's financial position.

ATTACHMENTS: Draft 2021/2022 Operational Plan.

TABLED ITEMS: Nil

13. NEXT MEETING

21/037 RESOLVED on the motion of Crs Callow and Stadtmiller that the next ordinary meeting of Council will be held on Thursday 24 June 2021 at 10.00am.

14. CLOSE OF BUSINESS

There being no further business requiring the attention of council the meeting was closed at 10.41am.

UNCONFIRMED

RIVERINA EASTERN REGIONAL ORGANISATION OF COUNCILS
MINUTES OF THE BOARD MEETING
held at The Rules Club, Fernleigh Rd Wagga Wagga
Friday 26 February 2021

Meeting opened at 10:54am

PRESENT

Cr Brian Monaghan	Bland Shire Council	
Tony Donoghue PSM	Coolamon Shire Council	
Cr John Seymour OAM	Coolamon Shire Council	
Cr Abb McAlister	Cootamundra-Gundagai Regional Council	
Phil McMurray	Cootamundra-Gundagai Regional Council	
Aaron Drenovski	Goldenfields Water County Council	
Cr Doug Meyers OAM	Greater Hume Shire Council	Alternate Delegate
Steve Pinnuck	Greater Hume Shire Council	
Cr Neil Smith	June Shire Council	
James Davis	June Shire Council	
Cr Rodger Schirmer	Lockhart Shire Council	
Cr Greg Verdon	Riverina Water County Council	
Andrew Crakanthorp	Riverina Water County Council	
Cr Rick Firman OAM	Temora Shire Council	
Mrs Elizabeth Smith	Temora Shire Council	Alternate Delegate
Cr Graham Sinclair	Temora Shire Council	Observer
Julie Briggs	REROC	
Kate Hardy	REROC	
Claire Garrett	REROC	
Isaac Cornell	Riverina Joint Organisation	
Cr Linda Scott	LGNSW	
Scott Phillips	LGNSW	

Meeting paused at 10:56am for Cr Linda Scott, President LGNSW and Scott Phillips, CEO LGNSW to address the meeting.

Meeting recommenced at 11:25am

APOLOGIES

Apologies for non-attendance were received from Ray Smith, Cr Dennis Palmer, Cr Heather Wilton, Cr Neil Smith, Peter Veneris, Gary Lavelle, Craig Fletcher and Paul Worsfold.

Moved Cr R Schirmer, seconded S Pinnuck that the apologies be accepted.

CARRIED

CONFIRMATION OF MINUTES

Moved Cr A McAlister, seconded Cr D Meyer that the minutes of the meeting held on 11 December 2020 be confirmed.

CARRIED

BUSINESS ARISING

Business arising dealt with in reports.

CORRESPONDENCE

The Correspondence report was tabled by Mrs J Briggs.

Moved Cr J Seymour, seconded Mr E Smith that the Correspondence be received.

CARRIED

CHIEF EXECUTIVE OFFICER'S REPORT

The report was tabled. J Briggs raised the following issues with members:

EPA Local Government Advisory Group – the next meeting of this Group will be held on 19 March. We are still waiting on the 20-Year Waste Strategy to be released for comment.

Southern Lights – Councils are able to use their Local Roads and Community Infrastructure Federal funding to fund the LED light replacements. Cootamundra-Gundagai, Lockhart and Coolamon are still to have their LED deployments carried out. A recommendation from the Communications tender process is nearing completion.

In December a letter was sent on behalf of the Southern Lights Group to Minister Dominello re the State's Smart Places funding, we have not had a response yet. The CEO has approached Justin Clancy MP to arrange a meeting with the Minister.

Cr Linda Scott advised the REROC Board that she supports the Smart Places initiative and requested that the CEO forward Southern Lights information to her.

Design and Building Practitioners Act 2020 – The JO lodged a response to the Draft regulation. REROC is still working with Engineers Australia on the recognition project and currently have 3 engineers to put through the process (Bland, Coolamon and Temora).

Review of the NSW Public Lighting – the final code is due to be released in March. There has been agreement on Clause 9 of the Code, Essential Energy has previously been viewing this as a competition clause. We have requested that this Clause be renamed *to Required Timeframe for the installation of up to 10 Standard Luminaires* to better reflect its purpose.

NSW Parliamentary Inquiry into Inland Rail Project and Regional NSW – The next stage of the RivJO Capacity Building Project for freight will be looking at Inland Rail. The outcomes of this report will be shared with the Inquiry.

CSU Community Advisory Committee – There has been a lot of changes occurring at CSU and a large number of academic and non-academic jobs lost. The downturn in student numbers has had a flow-on effect throughout the University. The CEO has met with Joe McGirr MP to raise the issues of reduction in enrolments. The CEO has requested that Councils advise if any of the changes are impacting on their LGAs.

Support for the Southern NSW Drought Resilience Adoption and Innovation Hub – a letter of support was provided to CSU for this, and a copy provided to the REROC Board.

Moved J Davis, seconded Cr R Schirmer that the CEO Report be received.

CARRIED

RESOURCE SHARING REPORT

The report was tabled. J Briggs raised the following issues with members:

Southern Lights Project - REROC has completed, on behalf of the Southern Lights project, an EOI for Zhaga sensors. The EOI closed on 20 January and attracted international attention.

There has been an issue with warranty claims on some of the newly deployed LED lights – Essential Energy is automatically changing the lights to a capital inclusive SLUOS charge and then reimbursing councils once the warranty claim has been processed. Southern Lights is currently discussing this issue with Essential Energy because we believe it lacks transparency.

Planners Technical Group - met on 11 February the following issues arose:

- **Rental Housing Availability in the region** – There is an overall housing shortage issue across the region. A workshop has been scheduled for Friday 19 March to discuss the issue and possible solutions. Cr Linda Scott advised that should could facilitate introductions to the Affordable Housing providers.
- **Agricultural Land Use Planning Strategy Options Paper** – Ag Commissioner, Daryl Quinlivan met with the REROC Planners group via ZOOM at the last meeting to discuss the options Paper. RivJO will be preparing a response in consultation with the REROC Planners group.

P McMurray left the meeting at 12:02pm

Workforce Development Group – the Group's focus is on the implementation of the JO's Skills Shortages project.

RivSIG - Mapped Out 3-4 March, all councils were encouraged to send councilors and staff to the event.

Water and Wastewater Technical Group – the Group will meet on 25 February.

P McMurray returned to the meeting at 12:12pm

Infrastructure/Engineers Group – the Group met on 2 February the following issues arose:

- **Active Transport (Walking and Cycling Program)** – of the 49 grants that went to regional NSW only 3 applications were funded in the Riverina-Murray region.

Moved T Donoghue, seconded Cr A McAlister that REROC write to Local State Members highlighting the anomalies in the distribution of the grants and seek clarification on what might have been lacking in the Riverina-Murray grant applications.

- **Country Rail** – The contract for the management of the country rail network has been granted to UGL, it was with John Holland. UGL has contacted the CEO and requested to meet with the REROC Board.
- **Build a Bridge** – We are now recruiting for Build a Bridge. We are again working with The Compact to deliver the Camp and the project is also being used as one of the Come and Try Days in the JO Skills Shortage project.

Councillor Professional Development Training – Ms Joanne Wilke from NSW Treasury presented on Crisis Preparedness at the JO's Critical Events Co-ordination Committee February meeting. The content was so good that we will be organising a workshop for Councillors to attend via video conference in May.

Moved Cr R Schirmer, seconded Cr B Monaghan that the Resource Sharing report be received.

CARRIED

TREASURER'S REPORT

The report was tabled. T Donoghue raised the following issues with members:

The REROC budget is looking healthy due to COVID restrictions decreasing the number of activities undertaken throughout the 2020/21 year to date.

Riverina Water has advised they will be leaving the ROC at the end of June 2021 and two membership funding models were presented to the Board to consider for funding the ROC going forward.

Moved T Donoghue, seconded S Pinnuck that there be no increase in membership fees for the 2021/22 financial year.

Moved T Donoghue, seconded Cr R Schirmer that the Finance Report be received.

CARRIED

Cr Greg Verdon and A Crakanthorp left the meeting at 12:23pm

WASTE FORUM REPORT

The report was tabled. K Hardy raised the following issues with members:

No Time to Waste Conference – the postponed 2020 Conference, which was shifted to on-line was cancelled. We will be running the 2021 Conference on the 13-14 October and will begin preparation for this in the coming month.

Waste Metal Tenders – the last round of Waste Metal collections proved very profitable for the Region with participating councils receiving a high price per tonne for their metal. This has reinforced that the way we procure this service – as a one-off collection run 2-3 times per year is beneficial to councils.

Kindy Kits – Approx. 1,000 Kindergarten Library bags were delivered to REROC LGA schools who had placed orders at the end of 2020. This change in delivery has meant that schools who really wanted the bags received them.

EPA Litter Grant Project – The final evaluation report was submitted to the EPA at the end of December and a copy provided to the Board for review.

EGEL Waste to Energy Project – We have requested a business proposal from EGEL which outlines their project and what they are hoping to achieve at the proposed setup in Cootamundra. We will await this proposal before meeting with them again.

JLW Cootamundra/SMaRT Centre Micro Factory – We have offered our assistance to arrange a launch of the new micro-factory and will be reaching out to Minister Kean MP and Local Member for Cootamundra Ms Steph Cook MP to attend.

Moved Cr R Schirmer, seconded Cr B Monaghan that the Waste Forum report be received.

CARRIED

YOUTH & COMMUNITY DEVELOPMENT NETWORK REPORT

The report was tabled. K Hardy raised the following issues with members:

Take Charge Riverina Youth Leadership Forum - we have an exciting program prepared for the students and teachers attending this year's Leadership Forum, preparation is well underway and we have several schools already registered to attend.

Application for PHN funding to deliver Mindfulness Sessions across the RivJO LGAs – an application was submitted by the Riverina JO for the PHN Empowering our Communities funding to deliver mindfulness sessions across the Riverina JO region. We are still waiting to hear if we have been successful in this funding. A copy of the application was provided to the Board.

Moved Cr J Seymour, seconded S Pinnuck that the Youth & Community Development Network report be received.

CARRIED

PROCUREMENT REPORT

The report was tabled. K Hardy raised the following issues with members:

RFQ Sodium Hypochlorite – this RFQ was completed in December 2020 with two suppliers being recommended to service the participating councils. This decision was made after extensive evaluation and the ability of the suppliers to service certain areas and cost of product.

EOI for Southern Lights - This EOI closed on 20 January. We are in the process of collating submissions to share with the members of the Southern Lights group.

Moved Cr R Schirmer, seconded P McMurray that the Procurement report be received.

CARRIED

REGIONAL CONTAMINATED LAND MANAGEMENT PROJECT REPORT

The report was tabled. The following issues were raised:

UPSS Readiness Workstream – councils have been introduced to the UPSS Regulation 2019 to raise awareness. Virtual UPSS inspection and monitoring training was provided due to COVID restrictions preventing this from being face-to-face. The training provided an overview of good practice in inspection and monitoring of sites.

Contaminated Land Management Framework – A webinar has been organised for 26 August 2021 as a refresher on the principles and key concepts of the framework.

IT Capabilities Survey – request for councils to have this submitted by 26 February 2021.

Working Groups - Nominations requested from councils for the Contaminated Land Management working group and the Innovation in Council Corporate IT systems working group.

Moved Cr D Meyer, seconded Cr R Schirmer that the Contaminated Land Management report be noted and received.

CARRIED

GENERAL BUSINESS

REROC Meeting Times – It was agreed that from April onwards the REROC meeting will commence at 11am and run through to 1pm. This follows the Riverina Joint Organisation meeting which will be held from 9am – 11am.

NEXT MEETING

Friday 23 April 2021 at 11.00a.m.

CLOSURE

Meeting closed at 12:13p.m.

RIVERINA EASTERN REGIONAL ORGANISATION OF COUNCILS
MINUTES OF THE BOARD MEETING
held at The Rules Club, Fernleigh Rd Wagga Wagga
Friday 23 April 2021

Meeting opened at 11:10am

PRESENT

Ray Smith	Bland Shire Council	
Tony Donoghue PSM	Coolamon Shire Council	
Cr John Seymour OAM	Coolamon Shire Council	
Cr Abb McAlister	Cootamundra-Gundagai Regional Council	
Phil McMurray	Cootamundra-Gundagai Regional Council	
Aaron Drenovski	Goldenfields Water County Council	
Cr Heather Wilton	Greater Hume Shire Council	
David Smith	Greater Hume Shire Council	Alternate Delegate
Cr Neil Smith	Junee Shire Council	
James Davis	Junee Shire Council	
Cr Greg Verdon	Riverina Water County Council	
Emily Tonacia	Riverina Water County Council	Alternate Delegate
Cr Rick Firman OAM	Temora Shire Council	
Elizabeth Smith	Temora Shire Council	Alternate Delegate
Julie Briggs	REROC	
Kate Hardy	REROC	
Claire Garrett	REROC	
Isaac Cornell	Riverina Joint Organisation	
Matthew Dudley	REROC/RAMJO	
Dianna Sommerville	RDA-Riverina	

APOLOGIES

Apologies for non-attendance were received from of S Pinnuck, A Crakanthorp, P Veneris, Cr B Monaghan, Cr R Schirmer, G Lavelle, Cr D Palmer, C Templeton and R Whiting.

Moved Cr J Seymour, seconded T Donoghue that the apologies be accepted.

CARRIED

Meeting paused at 11.11am for Dianna Sommerville, Chairperson RDA to address the meeting.

Meeting recommenced at 11:23am

CONFIRMATION OF MINUTES

Moved Cr N Smith, seconded E Smith that the minutes of the meeting held on 26 February 2021 be confirmed.

CARRIED

Cr G Verdon left the meeting at 11:24am

BUSINESS ARISING

Dealt with in Report.

CORRESPONDENCE

None.

CHIEF EXECUTIVE OFFICER'S REPORT

The report was tabled. J Briggs raised the following issues with members:

Meeting at Parliament House, Canberra – the CEO will begin liaising with Michael McCormack's office to organise a meeting at Parliament House in August. Board members were asked to consider the Ministers they would like to meet with and the issues they would like to raise.

IPART Rates Review – IPART has launched a review of the Rate Peg based on population projections and a copy was provided to the Board for review. A response to this Review is due by 3 May.

Moved Cr H Wilton, seconded Cr N Smith that REROC together with the Riverina JO prepare a response to the Review of the Rate Peg to Include Population Growth Paper.

CARRIED

Housing Shortage Project – A workshop was held on 19 March and the next workshop is scheduled for the 29 April.

EPA Local Government Advisory Group – next meeting of this group is being held on 18 May.

Southern Lights – the project is progressing well and has recently had a good write up in the Smart Cities Journal where the LED upgrade at Narrandera was highlighted. A Project Update has been prepared by REROC and the consultants for circulation by the participating JOs and REROC to all councils in the Southern Lights footprint.

Review of the NSW Public Lighting Code – the final code has been released with REROC acknowledged in the inside cover as a contributor.

Southern NSW Drought Resilience and Adoption and Innovation Hub – REROC provided a letter of support for Charles Sturt University's funding bid. CSU were successful, and will receive \$8 million to establish the Hub.

CSU Scholarship – there were 5 nominees for this year's scholarship, with Emily Muir being this year's recipient. Emily is undertaking a Bachelor of Information Technology. Ms Muir will be invited to speak at one of the REROC Board meetings.

Letter to Local Members in Relation to the Active Transport Funding – this matter remains outstanding.

Participation in the Sustainable Council and Communities program (SCC) – Funding has been secured by DPIE for REROC Member Councils to participate in the SCC program. The program focuses on creating energy efficiencies for the participating councils. The funding is only until the end of June and will be used to complete Energy Savings Action Plans for the councils. To complete the Plans, the consultants will need access to council’s electricity data. If a further bid for funding by the SCC is successful then REROC will need to enter into an MoU with the program.

Revolving Energy Fund – one of the opportunities to be considered in relation to energy savings is the creation of Revolving Energy Funds (REF). A REF allows councils to “bank” the savings that are generated through the implementation of energy efficiency initiatives with a view to using the funds to implement additional energy efficiency initiatives in council. DPIE has prepared guidelines on the operation of the REFS, the CEO to distribute these to the Member Councils.

National Television and Computer Recycling Scheme (NCRS) and Regional E-waste Collections – REROC will not have a solution for the disposal of our regional e-waste when the collection contract that Kurrajong Recyclers has in place with their current NCRS Approved Administrators (SIMS Metal) ends on 30 April. Kurrajong has raised concerns that they will not be able to process the amount of e-waste that is being produced in the region and we are currently looking for alternative solutions. If SIMS ceases to operate as an Approved Administrator there will only be two Administrators delivering the NCRS for the entirety of Australia.

Moved Cr N Smith, seconded Cr A McAlister that the Board seek a meeting with the Minister for Waste Reduction, Hon Trevor Evans to discuss the impacts of the failing NCRS on regional e-waste collections and that we invite Kurrajong Recyclers to attend the meeting.

CARRIED

Moved T Donoghue seconded Cr H Wilton that the CEO Report be received.

CARRIED

RESOURCE SHARING REPORT

The report was tabled. J Briggs raised the following issues with members:

Planning Technical Group - the Planning Group met on the 8 April.

Energy Management Group - the focus for the Group moving forward will be the implementation of the Sustainable Councils and Communities (SCC) project.

Local Govt Energy and Innovation Conference - this conference will be held in Wagga on 8-9 September, we already have several speakers lined up and will be confirming the agenda over the coming month.

RivSIG - the RivSIG group continue to meet via ZOOM this year with the next meeting scheduled for 18 May 2021.

Mapped Out 2020 conference - the conference was very successful, with 90 people attending over the two days. The new Conference format that includes an evening cocktail reception was well received and feedback from delegates has been very positive. A copy of the delegate evaluation survey was provided to the Board.

Infrastructure/Engineers group - the next meeting of the group will be 4 May.

Freight Transport Plan - an opportunity has arisen for us to work with NSW Spatial Services on mapping the Freight Transport Plan. The project will mesh the RAMJO and REROC Freight Transport plans together on the NSW Spatial Services Collaboration portal. A meeting is scheduled next week to discuss this opportunity further.

Build a Bridge Camp - the three-day Camp was run at Borambola Sport and Recreation Centre from 19-21 April and drew students from right across the REROC region. We had 8 female students attend this year which is our highest number of female participants. We will need to look at sponsorships for the program going forward. IPWEA did not sponsor the Camp this year. Sponsors for this year's camp were Riverina Water, CSU School of Engineering, Riverina JO and COMPACT.

Councillor Professional Development Training - A workshop has been organised with the Joann Wilkie from NSW Treasury to speak about Crisis Preparedness on the 12 May.

Moved E Smith, seconded Cr N Smith that the Resource Sharing report be received.

CARRIED

TREASURER'S REPORT

The report was tabled by T Donoghue.

Moved Cr H Wilton seconded T Donoghue that the Finance Report be received.

CARRIED

WASTE FORUM REPORT

The report was tabled. K Hardy raised the following issues with members:

No time to Waste October 2021 – preparation is underway for the *No Time to Waste* Conference which is being held at The Rules Club, Wagga Wagga on 13-14 October 2021. We will be drawing on speakers that were scheduled to present at the cancelled 2020 event as well as adding some new material in. The RENEW meeting is being held in Wagga the day prior to the Conference which means representatives from all Voluntary Regional Waste Groups and the EPA will attend the Conference.

E-Waste – in preparation of the cessation of NTCRS services to Kurrajong Recyclers, we have organised for e-waste to be collected from all council landfills prior to 30 April.

Regional Contracts – another round of Waste Metal collections will be held towards the end of May/early June. We will also be releasing an RFQ for Battery Collections across the region.

King and Queen of Green – Eaton Gorge Theatre Company have been booked to perform some shows focusing on composting in Junee, Coolamon and Cootamundra.

CRC Funding and 2020/21 activities - 26,000 coasters promoting CRCs have been delivered to all the councils for distribution across their LGAs. The evaluation of CRC services is underway, all the

CRC Landfill surveys have been completed and we are moving on to complete the CRC Community Surveys.

CRC Small Drop off Stations – these are all in place and advertising is occurring on Prime 7 and WIN TV. There is also a social media campaign with one of our posts being picked up by the EPA and reaching over 1200 people.

Safe Sharps and Diabetes NSW – we will be meeting with Diabetes NSW and the Ministry of Health on Thursday 29 April to discuss the urgent need for funding for the Safe Sharps website. Unless we are able to obtain some funding support for the website, which is utilised state-wide and predominately by Diabetes NSW, REROC will have to consider closing the site at the end of the 2021/22 financial year.

Moved Cr H Wilton, seconded Cr N Smith that the Waste Forum report be received.

CARRIED

R Smith left the meeting at 12:25pm

YOUTH & COMMUNITY DEVELOPMENT NETWORK REPORT

The report was tabled. K Hardy raised the following issues with members:

Take Charge Riverina Youth Leadership Forum – the Forum was held at CSU in Wagga Wagga on 24 March and was a huge success. 148 students, teachers and staff were in attendance on the day which is our largest event to date. Feedback from the day has been very positive with 100% of the students commenting they enjoyed the forum.

D Sommerville left the meeting at 12:34pm

Application for PHN funding to deliver Mindfulness Sessions across the Riverina JO LGAs - 16 Mindfulness sessions were delivered across the Riverina JO region as part of Councils Youth week activities. These sessions were funded by the PHN Empowering our Communities initiative and organised on-ground by REROC's Youth and Community Network.

Moved T Donoghue, seconded Cr J Seymour that the Youth & Community Development Network report be received.

CARRIED

PROCUREMENT REPORT

The report was tabled. K Hardy raised the following issues with members:

RFQ Conduit Camera Inspections and Jetting – RFQ closed on 7 April with 6 submissions received. The evaluation panel is currently evaluating the submissions. An evaluation meeting is scheduled for 28 April to select a recommended contractor.

Smart Senor EOI update – we are currently waiting on responses from suppliers who have been followed up with technical questions on their submissions.

Riverina JO BPAP Project – support for this project continues through REROC procurement services with a workshop tentatively scheduled for the General Managers on 10 May for the consultants to present on Stages 2 and 3 of the BPAP project.

Moved Cr H Wilton, seconded Cr N Smith that the Procurement report be received.

CARRIED

REGIONAL CONTAMINATED LAND MANAGEMENT PROJECT REPORT

Survey Responses and workshops - survey responses are required prior to the face to face workshops which are scheduled for the week starting 24 May.

Orphan UPSS project – data was intended to be presented to councils on this but has been stalled awaiting EPA to determine which information can be shared.

Legacy Sites - additional data is available on legacy sites, discussions are currently in place around how much investigating should be done on these legacy sites. Legal advice has been sought from Kell Moore and can be shared with the REROC Planners group if they wish to receive it.

SEPP55 planning Guidelines – there is no update on when the new Guideline will be released.

Moved E Smith, seconded Cr A McAlister that the Contaminated Land Management report be noted and received, and that Member Councils finalise their compliance risk assessment of UPSS survey responses in preparation for the Plan for UPSS Inspection and Monitoring workshop and that the draft legal advice on Legacy Sites be presented at the next Board meeting.

CARRIED

GENERAL BUSINESS

Nil.

NEXT MEETING

Friday 25 June 2021 at 11.00a.m.

CLOSURE

Meeting closed at 12:53p.m.



Riverina Joint Organisation

Minutes

Board Meeting held

23 April 2021

Minutes of the Riverina Joint Organisation Board Meeting held at The Rules Club, Wagga Wagga on Friday 23 April 2021

The meeting opened at 9:07am

Present

Ray Smith PSM	Bland Shire Council	
Tony Donoghue PSM	Coolamon Shire Council	
Cr John Seymour OAM	Coolamon Shire Council	
Cr Abb McAlister	Cootamundra-Gundagai Regional Council	
Phil McMurray	Cootamundra-Gundagai Regional Council	
Aaron Drenovski	Goldenfields Water County Council	
Cr Heather Wilton	Greater Hume Shire Council	
David Smith	Greater Hume Shire Council	Alternate Delegate
Cr Neil Smith	Junee Shire Council	
James Davis	Junee Shire Council	
Cr Greg Verdon	Riverina Water County Council	
Emily Tonacia	Riverina Water County Council	Alternate Delegate
Cr Rick Firman OAM	Independent Chairman	
Elizabeth Smith	Temora Shire Council	
Cr Graham Sinclair	Temora Shire Council	
Warren Faulkner	Wagga Wagga City Council	Alternate Delegate
Giles Butler	Department of Regional NSW	
Julie Briggs	Riverina Joint Organisation	
Kate Hardy	REROC	
Claire Garrett	REROC	
Isaac Cornell	Riverina Joint Organisation	

1. Apologies

RESOLVED on the motion of Cr H Wilton, seconded Cr N Smith that the apologies of Cr G Conkey, P Thompson, S Pinnuck, A Crakanthorp, P Veneris, Cr B Monaghan, Cr R Schirmer, G Lavelle, Cr D Palmer, C Templeton and P Worsfold.

2. Move to Committee of the Whole

RESOLVED on the motion of Cr J Seymour, seconded Cr H Wilton that the Board conduct its business as a Committee of the Whole.

3. Declarations of Interest

There were no declarations of interest by the Board or staff.

4. Confirmation of Minutes of the Previous Meeting

RESOLVED on the motion of Cr G Sinclair, seconded Cr J Seymour that the minutes of the 26 February 2021 Board meeting be confirmed as a true and accurate record.

5. Business Arising from Previous Board Meetings

Dealt with in Reports.

6. Correspondence

RESOLVED on the motion of Cr A McAlister, seconded Cr H Wilton that the Board receive and note the correspondence.

7. Chief Executive Officer Report

7.1 JO Funding Arrangements

Recurrent Funding for JOs – noted.

Terms of Reference for the JO Review – Issue was discussed at length at the March Joint JO Chairs' meeting and agreed that the issue of financial sustainability would be raised with the consultants.

7.2 JO Core Activities - Regional Planning

JO Capacity Building Funding – All three elements of the project are on time and on budget.

Freight Project – the report is being finalised.

BPAP – A workshop has been scheduled on the 10 May to present Stage 3 of the project to the Riverina JO General Managers.

Skills Shortages Project –

Graduate Program – A discussion paper and draft design for a HRM/Leader graduate program was completed and provided to the Board.

Resolved on the motion of Cr H Wilton, seconded Cr N Smith that a workshop be held to discuss to progress the development of a Graduate Program for Members.

Build a Bridge Camp 2021 - was held as part of the JO's Come and Try Days. 20 students participated of which 8 were female.

Supervisor mentor training – has shifted from face-to-face to on-line delivery.

Sharing Highly skilled workers – a process for sharing highly skilled workers across Member Councils has been outlined for future discussion.

Behind the Career: Local Government – the JO facilitated and supported the creation of this video by State Training Services (STS). The video focuses on Greater Hume Shire Council and is part of a suite of productions used to promote careers by STS.

Careers at Councils program - All Riverina JO members have subscribed to the Careers at Councils website.

Minutes of the Riverina Joint Organisation Board Meeting held at The Rules Club, Wagga Wagga on Friday 23 April 2021

Take Charge Riverina Youth Leadership Forum – Project Officer Paul Worsfold, presented the Start Your Career Here initiatives at the Leadership Forum and had a stand at the event. A number of the participants took the opportunity speak to Mr Worsfold about careers in local government.

RESOLVED on the motion of Cr N Smith, seconded Cr Sinclair that the Board note the report on the JO Capacity Building projects.

Regional Water Strategy – The Department is considering a proposal to create a single strategy that will encompass Riverina JO, RAMJO and CRJO.

Resolved on the motion of Cr N Smith, seconded Cr A McAlister that the Board supports the development of a catchment-based strategy for the Murrumbidgee-Murray catchment.

Riverina-Murray Regional Plan – noted.

Regional Housing Shortage – the next workshop is scheduled for 29 April. Giles Butler advised the Board that the Department is commencing work on a Regional Housing Strategy. Notes from the JO's first workshop were shared with the State and further input gained through the workshops would be welcome.

Population Projections – noted.

20 Year Economic Vision for Regional NSW: Refresh – noted.

LGNSW-JO Committee on Local Water Utilities – noted.

7.3 JO Working Party Meetings

Noted.

7.4 JO Core Activities – Advocacy and Lobbying

Meeting with Ms Steph Cooke, Parliamentary Secretary to the Deputy Premier and Member for Cootamundra will meet with the Board to discuss issues and concerns on 19 May. The Board agreed that would be beneficial for both Dr Joe McGirr MP and Mr Justin Clancy MP to attend the meeting.

Resolved on the motion of Cr A McAlister and Cr J Seymour that the Board extend invitations to Dr Joe McGirr MP and Mr Justin Clancy MP to attend the meeting on 19 May to discuss regional issues.

Crown Lands Management Discussion Paper – a copy of the JO's submitted Response was provided to the Board.

Resolved on the motion of Cr H Wilton, seconded by Cr G Sinclair that the Board adopt the response to the Crown Lands Discussion Paper and that copies of the response be forwarded to local State

Minutes of the Riverina Joint Organisation Board Meeting held at The Rules Club, Wagga Wagga on Friday 23 April 2021

members, the Minister for Local Government, the Deputy Premier, the Shadow Minister for Local Government and LGNSW.

Dividing Fences Amendment Bill 2020 – A response has been received from the Attorney General's Parliamentary Secretary, the Hon Natalie Ward MLC, to the JO's letter on the issue indicating that NSW Government shares our concerns and that the Bill is yet to be debated.

Construction of a New and Larger Burrinjuck Dam – noted.

Local Government Representation on the National Cabinet – noted.

Agricultural Land Use Planning Issues Paper – noted.

ESL Increases – An Issues Paper is currently being prepared with information collected from the Members on the quantum of their contributions.

Resolved on the motion of Cr N Smith, seconded by Cr H Wilton that the ESL issue be discussed at the meeting with Ms Steph Cooke MP, Dr Joe McGirr MP and Mr Justin Clancy MP on the 19 May.

Section 7.12 Contributions for State Significant Developments – the Board considered the correspondence from the Department on the issue.

Resolved on the motion of Cr J Seymour, seconded Cr A McAlister that the Board write to the Minister expressing disappointment that the changes foreshadowed in our meeting in February 2020 have not been introduced and expressing concern that there may be reforms to the application of 7.12 contributions on all developments without appropriate consultation with Local Government. Copies of the letters to local State members, the Minister for Local Government, the Deputy Premier, the Shadow Minister for Local Government and LGNSW.

Cost of Introduction of e-Planning – The JO wrote to the Planning Minister raising the Members' concerns about the costs of integration. The Government has now announced \$50,000 in grant funding to assist with implementation costs. A letter from LGNSW was included in the correspondence.

Consultation on the ABS Agricultural Census – Ms Michaela Cook who had agreed to present to the Board has advised that she has changed jobs. We will now look to making arrangements with her successor.

Certification of Council Engineers – The CEO will be meeting with Engineers Australia next week to further the project to recognise the qualifications and experience of non-degree engineers.

Minutes of the Riverina Joint Organisation Board Meeting held at The Rules Club, Wagga Wagga on Friday 23 April 2021

Mobile Phone Black Spots – The CEO will provide copies of the REROC Mobile Black Spots maps to Telstra Regional Manager Chris Taylor.

NBN Regional Services – noted.

Audit, Risk and Improvement Framework – noted.

Biodiversity Offsets Credits – noted.

7.5 JO Core Activities – Intergovernmental Co-operation

The following activities have occurred in this Core Activity:

Critical Events Co-ordination Sub-committee – noted.

Smarter Regions CRC – noted.

Regional Resilience and Recovery Sub-committee – noted.

PHN Empowering our Communities Funding - noted

JO Executive Officer Meetings – noted.

Resolved on the motion of Cr N Smith, seconded Cr H Wilton that the Board receive the CEO's report.

8. JO Chairman's Report

Joint JO Chairs' Meeting was held on the 4 March in Sydney with the Chairs agreeing to take action on Housing Shortages, ESL Costs, JO Review, Section 7.12 Contributions and the 20 Year Waste Strategy.

Resolved on the motion of Cr G Sinclair, seconded Cr N Smith that the Board note and receive the JO Chairman's Report.

9. Finance Report

Resolved on the motion of Cr A McAlister, seconded Cr J Seymour that the Board receive the Year-to-Date Finance Report.

10. Urgent Business without Notice

No urgent business was dealt with.

11. Resolution to Move out of Committee of the Whole

RESOLVED on the motion of Cr H Wilton seconded Cr N Smith that the meeting move out of Committee of the Whole.

12. Next Board Meeting

The Board of the Riverina JO will next meet on Friday 25 June 2021

Meeting closed at 10:22am

DRAFT

REPORTS TO COUNCIL

Section 1 - Office of the General Manager

8.1 Local Government Amendment Bill 2021



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

DP10.2 Ensure that councillors take ownership and a strong leadership role.

Author: General Manager

Introduction

The NSW Parliament, on its resumption this month, will hopefully complete debate on this piece of legislation. Debate on the Bill was adjourned on 24 March 2021 and is now waiting on the Second Reading by the Minister, Shelley Hancock.

The Bill is to amend the Local Government Act 1993 to give effect to certain recommendations made by the Independent Pricing and Regulatory Tribunal concerning the local government rating system: to make further provision about local government elections and certain terms of office; to provide for superannuation contributions for councillors: and for related purposes.

Attached to this report is the 'explanatory note' to this Bill as introduced into Parliament.

Council will be well aware of the successful lobbying undertaken by Bland Shire Council to have deleted from this Bill any reference to changes to the calculation of Mining Rates.

Council is now in receipt of advice from David Shoebridge, Greens MP and Local Government Spokesperson, a copy of which is attached, proposing a number of amendments to the above Bill.

Financial Implications

There are no direct financial implications associated with this report. However, if the amendments, proposed by the Greens are accepted, then there would be future financial implications in respect to the calculation of council rates.

Summary

Council has already made a submission on the content of the Local Government Amendment Bill 2021 and the Greens are not requesting any support for their amendments so it would be a matter of simply receiving and noting this information.

Recommendation:

That the report relating to the Local Government Amendment Bill 2021 is received and noted.



New South Wales

Local Government Amendment Bill 2021

Explanatory note

This explanatory note relates to this Bill as introduced into Parliament.

Overview of Bill

The object of this Bill is to amend the *Local Government Act 1993*—

- (a) to give effect to certain recommendations made by the Independent Pricing and Regulatory Tribunal concerning the local government rating system, and
- (b) to make miscellaneous changes about local government elections and the terms of office of chairpersons of county councils and joint organisations, and
- (c) to provide for the payment of superannuation contributions for councillors.

Outline of provisions

Clause 1 sets out the name, also called the short title, of the proposed Act.

Clause 2 provides for the commencement of the proposed Act.

Schedule 1 Amendment of Local Government Act 1993 No 30

1.1 Amendments concerning local government rating system

Schedule 1.1[3] allows special rates to be levied for or towards meeting the costs of works, services, facilities or activities provided or undertaken, or proposed to be provided or undertaken, by councils together with certain government entities.

Schedule 1.1[4] enables orders of the Minister specifying percentages for the variation of councils' incomes to specify different percentages for different councils or a methodology for calculating a percentage.

Schedule 1.1[7] creates a new rating category for environmental land. **Schedule 1.1[1],[2], [5], [6], [8] and [9]** make consequential amendments.

Schedule 1.1[10]–[15] revise the ways in which sub-categories may be determined for categories of ordinary rates, including by requiring sub-categories to be identified by geographical names.

Schedule 1.1[16]—

- (a) enables the Minister to issue guidelines for—
 - (i) the determination of ordinary rates for rateable land in contiguous urban areas, and
 - (ii) the factors or circumstances that may, or may not, be used by councils in determining a residential sub-category or the ordinary rate for a residential sub-category, and
- (b) enables the regulations to specify a factor by which the highest ordinary rate for rateable land in a contiguous urban area cannot exceed the average rate payable for other rateable land, and
- (c) enables the Minister to specify a different factor than the one prescribed by the regulations, and
- (d) requires a council to publish reasons if the council decides to make different ordinary rates for residential sub-categories.

Schedule 1.1[19]and [20] consolidate exemptions for rates other than water supply and sewerage special rates into a single section with revised exemptions for—

- (a) land reserved or acquired under the *National Parks and Wildlife Act 1974*, and
- (b) land that is the subject of a conservation agreement, but only if the owner of the land is not receiving regular State financial assistance in relation to the agreement.

Schedule 1.1[17], [18], [22] and [23] make consequential amendments.

Schedule 1.1[24] provides water supply special rates and sewerage special rates may be levied on land that is the subject of a conservation agreement, but only if the owner of the land is not receiving regular State financial assistance in relation to the agreement.

Schedule 1.1[25] and [26] enable a council to grant exemptions for other rates in addition to water supply and sewerage special rates in certain circumstances.

Schedule 1.1[28] limits the ability of a council to postpone the payment of rates for land on the application of a rateable person to cases where a change in the zoning or other designation of the land under an environmental planning instrument mentioned in section 585 of the *Local Government Act 1993* happens if—

- (a) the change happened within the period of 20 years before the application for postponement is made, and
- (b) a determination or redetermination made by the Valuer-General of the attributable part of the land value having regard to the change is in force, and
- (c) the rateable person making the application—
 - (i) occupies the land when the application is made, and
 - (ii) owned the land when the change happened, but did not initiate or request the change, and
- (d) the council is satisfied on reasonable grounds that the case falls within a category of hardship for which the council has determined payment should be postponed.

Schedule 1.1[27] makes a consequential amendment.

Schedule 1.1[29] removes the requirement for a council to write off unpaid rates after 5 years and replaces it with a discretion to do so.

Schedule 1.1[30] alters the overdue period for unpaid council rates or charges after which the council may sell the land concerned from 5 years to 3 years.

Schedule 1.1[31] contains provisions of a savings or transitional nature consequent on the enactment of the proposed Act.

Schedule 1.1[32] inserts a definition for *conservation agreement*. **Schedule 1.1[21]** makes a consequential amendment,

Schedule 1.1[33] inserts a definition for *regular State financial assistance* in relation to a conservation agreement.

1.2 Amendments concerning elections and terms of office

Schedule 1.2[1] makes it clear who is to be the returning officer in certain countback elections.

Schedule 1.2[2] provides that a by-election is to be held if a returning officer cannot be appointed to conduct a countback election.

Schedule 1.2[3] provides that postal votes in an election must be received by the returning officer before the time and day following the close of the poll prescribed by the regulations, rather than before 6pm on the first business day immediately following the close of the poll.

Schedule 1.2[4] provides that a chairperson of a county council is to hold office for 2 years, rather than 1 year. The amendment also provides that a person who is a chairperson also vacates office on the polling day of the ordinary election of councillors of which the person is a councillor.

Schedule 1.2[5] provides that a person who is a chairperson of a joint organisation vacates office on the polling day of the ordinary election of councillors of which the person is a councillor.

1.3 Amendments concerning superannuation payments for councillors

Schedule 1.3 provides for councils to make superannuation contribution payments to superannuation accounts nominated by councillors from the financial year commencing on 1 July 2022.

Currently, councils are not required to make superannuation contribution payments for councillors under Commonwealth superannuation legislation because councillors are not employees of councils.

The amount of the contribution payment will be the amount the council would have been required to contribute under the Commonwealth superannuation legislation as superannuation if the councillor were an employee of the council.



All NSW Mayors and General Managers
Local Councils in NSW
Sent by email

4 May 2021

Amendments to the Local Government Amendment Bill 2021

We have proposed amendments to the Local Government Amendment Bill 2021 that we intend to move for a vote when Parliament returns in early May.

The amendments include the following proposed changes:

1. An amendment to get rid of rate pegging entirely - this would mean councils could adjust their rates as needed.

There is significant evidence that rate pegs are inappropriate for modern councils who are often struggling with the burden of cost-shifting from State Government but with little capacity to increase income to serve their communities.

2. In the alternative to the amendment to get rid of rate pegging, we have an amendment that would allow councils to raise rates by 8% without the need for IPART to approve the change.

This would mean most councils could get the financial relief they need to deliver services without going through the time consuming and resource intensive IPART process.

3. Removing the Emergency Services Levy from the rate cap. This is a State Government imposed levy and should not be counted as a council charge for the purpose of calculating rates.

It is hoped that these measures would bring some much needed relief to financially strapped councils around NSW and allow them to properly support their local communities.

I am of course available to discuss this further at any time. My email is david.shoebridge@parliament.nsw.gov.au or office phone is 9230 3030.

David Shoebridge, Greens MP and Local Government Spokesperson

8.2 West Wyalong Community Theatre – Stage 2 Progress May 2021



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

DP10.2 Ensure Councillors take ownership and a strong leadership role

Author: General Manager

Introduction

The construction of the West Wyalong Community (Tivoli) Theatre is nearing completion with an expected handover date of 25 June 2021. Based on this advice the official opening of the Theatre has been scheduled for Saturday 3 July 2021.

The Theatre Committee are planning an 'open day' commencing at 10.00am allowing members of the community to view the completed facility prior to the official proceedings commencing at 12 Middy.

Both the local State and Federal Members of parliament, Steph Cooke and Michael McCormack, have confirmed their attendance at the opening. Formal invitations to other major contributors to this project, such as Evolution Mining and the major contractor, Adaptive Interiors, will be issued in due course.

Financial Implications

There will be a comprehensive report submitted to the June Council meeting detailing the total cost of this project.

Summary

This project has certainly had its share of issues with a number of delays resulting from the Covid-19 pandemic, wet weather, reliance on external service providers, problems with some sub-contractors and the need for a review of the architectural plans resulting in a number of variations.

The report to the June Council meeting will address all of these issues.

Recommendation:

That the progress report, as at May 2021, on the community theatre project be received and noted and that the General Manager submit to the June 2021 Council meeting a comprehensive report on the total cost of this project..

8.3 Proposed Membership of the Murray Darling Basin Association



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

DP10.2 Ensure councillors take ownership and a strong leadership role.

Author: General Manager

Introduction

Council is in receipt of a request to become a member of the Murray Darling Basin Association and below is the content of their covering e-mail:

I am writing to you on behalf of the Board of the MDA to invite your council to commence membership with the Murray Darling Association, Australia's peak body for local government across the Murray-Darling Basin.

We know that your council is committed to ensuring a safe and secure supply for the future prosperity of your region. Working together with local government across the Basin strengthens the ability of every council and every region to elevate the priorities that will ensure a sustainable and prosperous future for your community.

I have provided detailed information about the Murray Darling Association (MDA)'s benefit to councils and their communities, together with a quote indicating the cost to council of membership to the MDA in the year ahead. This information may be particularly useful as your council prepares its annual budget.

Also attached is the information referred to above for consideration by councillors.

Financial Implications

The annual membership fee is \$1,997.91 and is based on a per capita formula of \$0.305 per head of population with Bland Shire showing a population of 5955.

There has been no provision made in the draft budget for this purpose. Therefore, if Council resolves to become a member the draft budget will need to be amended accordingly which will increase the projected deficit.

Summary

Council has been approached on a number of occasions to become a member of this Association but those requests have always been declined. While Bland Shire Council is technically within the geographical region of the Murray Darling Basin it has been viewed previously by this Council that there is little or no impact of the MDBA activities on the Bland Shire. The matter is once again presented to Council for consideration.

Recommendation:

That Council determines if it wishes to become a member of the Murray Darling Basin Association.



admin@mda.asn.au
www.mda.asn.au
T (03) 5480 3805
ABN: 64 636 490 493

1/250 Anstruther Street
P.O. Box 1268
Echuca, Vic 3564

19 April 2021

Dear Mayor

Thank you for the opportunity to provide detailed information about the Murray Darling Association (MDA)'s benefit to councils and their communities. This information maybe particularly useful as your council prepares its annual budget.

The MDA is the peak body representing councils across the Murray-Darling Basin (MDB). With 167 councils in the Murray Darling Basin, the ongoing partnership between councils and the MDA elevates local and regional issues and priorities at a state and federal level providing national recognition of local priorities.

Your membership to the MDA delivers social, economic, and environmental benefits to your community by creating partnerships, participating in events, and accessing networks and services that align with and support your council plan, in the areas of community, environment and economy.

We know that councils and the local government sector are increasingly resource challenged and are looking for services, relationships and partnerships that assist in achieving your council's and your region's strategic priorities.

Water, land management, energy and community wellbeing are front and centre of almost every council's priorities. A strong relationship between council and the MDA provides opportunities to:

- partner with councils and regional groups in providing local case studies and experience to support regional and national positions and advocacy strategies.
- raise the profile of your council and the local government sector through MDA's partnerships with the Commonwealth.
- present strategically aligned priorities, objectives, and advocacy to state and federal governments.
- leverage regional efficiencies and Basin-scale capability and positions.

Benefits to your community

Working together with member councils and our regions, we achieve policy change and ensure local knowledge informs the national dialogue on water reform, land management, environmental sustainability, leadership development and education, and regional economic diversification.

Your council's participation at MDA region and national meetings builds your council's regional relationships and elevates your community's priorities at a state and federal level, informing decisions and outcomes that impact your local area.

Benefits to your environment

There is no jobs, no future on a dry riverbed. At the core of our vision is a strong emphasis on science and education to inform policies for the sustainable management of Basin resources to ensure a healthy and prosperous future.

The MDA's vision, which drives our strategic and operational direction, is for *local government and communities to work together to achieve a healthy, vibrant and thriving Murray-Darling Basin*. As a result, the MDA has:

- partnered with CSIRO with a focus on science and education to address some of the Basin's toughest challenges.
- advocated for and represented local government in environmental issues, including floodplain harvesting etc.
- partnered with Murray-Darling Basin Authority, better supporting local government through information sharing and representation.
- supported regions to develop Climate Ready Communities statements

Benefits to your economy

For many, if not all, Basin communities, water security plays an important role in economic growth and sustainability. Through the MDA's regional alignments and partnerships, member councils leverage the value of knowledge sharing across the local government and regional development sectors to peruse water quality, water security and other priorities.

Every year the MDA hosts a range of regionally and nationally significant events delivering economic benefits, both directly and indirectly to Basin communities and regions.

The MDA's 77th National Conference and AGM will be held this year in Wentworth from the 16-19 May and will champion Wentworth shire and include a unique study tour of some of the area's key sites including the Menindee lakes.

Partnership s with the MDA offers economically beneficial opportunities such as this to showcase your region to a broader audience.

Benefits to your council

Our mission is to provide high value services to our members, and their communities by delivering quality projects, events and products create enduring value for Basin communities and governments.

The MDA recently launched the [Basin Communities Leadership Program](#). Developed by the MDA and fully funded under the Murray-Darling Basin Economic Development Program, workshops are set to be held in 15 nominated locations across the Basin generating the equivalent of \$67,500 for each community.

The program aims to build capacity, resilience, and leadership skills of participants for the benefit of your community in meeting the increasing challenges of changing climate and water availability explores ways to retain and develop emerging leaders.

Delivered via online modules and a two-day workshop we encourage your council to participate in this program, as it offers the opportunity for your council to up-skill staff and councillors as a

participant (valued at over \$4,500) or the program can be delivered on a fee for service basis to your council.

Our achievements

The MDA has been successful in informing policies to better reflect the needs of the Basin communities, and we are continuing to grow our reach and impact as portrayed in our [Vision 2025 Strategic Plan](#).

The relationship between the MDA and our member councils contributes strongly to the development of the local government sector as a whole and our collective role in ensuring a vibrant, sustainable future for the Murray-Darling Basin.

I look forward to continuing to work with your council to deliver benefits to yours and all basin communities and council.

Should you have any questions or require further information, please do not hesitate to contact me directly at ceo@mda.asn.au , or call 03 5480 3805.

Kind Regards



Emma Bradbury
Chief Executive Officer

BUDGET PLANNING 2021/2022



On behalf of the National President and the board of the Murray Darling Association (MDA), I am pleased to provide your membership quote for 2021/2022.

Membership to the MDA delivers social, economic, and environmental benefits to each community by creating partnerships, facilitating discussion, and accessing networks and services that align with and support all council plans, in the areas of community, environment and economic development.

The Murray Darling Association has been successful in shifting government policies to better reflect the needs of Basin communities, and responsible management of Basin resources. We are continuing to grow our reach and impact as portrayed in our [Vision 2025 Strategic Plan](#).

The relationship between the MDA and our member Councils contributes strongly to the unified voice of the local government sector and our collective role in ensuring a vibrant, resilient and sustainable future for the Murray-Darling Basin.

We recognise that councils are currently working to finalise budgets for the year ahead. This quote is not due for payment until 1 July 2021.

We enjoy and look forward to continuing our work with member and interested councils into the future.

A handwritten signature in black ink, appearing to read 'Emma Bradbury'.

Emma Bradbury
Chief Executive Officer, Murray Darling Association

In recognition of financial hardship on rural communities due to COVID and to assist in the recovery of their economies, the MDA has decided that there will be **no increase** to membership fees this year. We thank you for your membership.

A note from the National President

The past year has been one of many challenges, including devastating bushfires, impacts of on-going drought, floods and COVID-19.

In recognition of the financial hardship of councils across the Basin, the MDA resolved a motion at Board Meeting 405 December 2020 that the fees for Membership to the MDA for the period 1 July 2021 to 30 June 2022 remain unchanged.

During these challenging times, the MDA has continued to work hard to represent our members, offering a whole of Basin perspective, seeking balance to achieve a healthy, connected, productive Basin and uniting communities up and downstream for all our futures.

We thank you for your support and membership.

Cr David Thurley OAM
National President, Murray Darling Association



8.4 Assignment of Lease – 184 Main Street West Wyalong



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

DP12.1 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

Author: General Manager

Introduction

Council is in receipt of a written request for the assignment of the commercial lease over 184 Main Street, West Wyalong. The current lessee recently exercised their option for a five (5) renewal of this lease, in accordance with Clause 4.4.1, and they have now written to Council seeking consent under Clause 10.1 to assign the lease following the successful sale of their café business.

Under the terms of the lease Council cannot withhold consent to the assignment unless the lessee's have not met their obligations under the lease. All obligations of the current lease have been met.

Financial Implications

The current rent is \$220.00 per week and will remain at that amount for the first 12 months of the newly assigned lease. Thereafter, the rent will be reviewed on annual basis which will be the current market rent at the time.

Summary

The assigned lease will be for a five (5) year period commencing on 1 August 2021 and terminating on 30 July 2026. The assigned lease makes no provision for a further option, however, this can be renegotiated by the new lessee if they so desire and subject to Council approval.

Recommendation:

That Council, in accordance with Clause 10.1 of the current lease over 184 Main Street, consents to the assignment of the lease, under all current terms and conditions, to Tamara Ann Humphries, for a period of five (5) years commencing from 1 August 2021.

8.5 Draft Housing Strategy for the Bland Shire



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

DP10.2 Ensure that councillors take ownership and a strong leadership role.

Author: General Manager

Introduction

Councillors will be well aware of the current housing shortage being experienced in West Wyalong and, with the impending expansion of the Lake Cowal Gold Mine Operations the demand for housing will only increase.

This challenge is not unique to just the Bland Shire as there is a general housing shortage right across the Riverina Region. I have attended two recent workshops, hosted by REROC, focused on the housing shortage and the identification of possible solutions.

I have also been in discussions with Planning NSW concerning the development of a Housing Strategy for the Bland Shire. While this may be a regional issue my immediate responsibility is to finding solutions for the Bland Shire.

Consequently, with the support of Council's Manager of Development Services and staff from Planning NSW we have prepared a draft scope of works, a copy of which is attached. A Request for Quotation (RFQ) is also being prepared to seek an indication of the cost of the preparation of the Strategy by external consultants.

Financial Implications

Planning NSW estimate the cost of the preparation of the Strategy will be in the vicinity of \$75,000.00. The NSW Government has committed \$25,000.00 towards this project leaving a likely balance of \$50,000.00. I have had a very preliminary discussion with Evolution Mining as a contributor of \$25,000.00 with Council meeting the remaining \$25,000.00 from the Economic Development Reserve.

The contribution from Evolution Mining could form part of the proposed Voluntary Planning Agreement.

Summary

The housing strategy will analyse existing housing stock and residential zoned land; infrastructure analysis; provide estimated costs to develop and provide future residential land; undertake constraints and suitability analysis and provide other possible accommodation solutions.

This will also assist council in determining its level of financial support for any future residential development within the Shire.

I believe that Council needs to take the initiative in preparing a Housing Strategy for the future benefit of the Bland Shire.

Recommendation:

- 1. That Bland Shire Council endorses the preparation of a Bland Shire Housing Strategy in consultation with Planning NSW:**
- 2. That Council gratefully acknowledges the contribution from the NSW Government towards this project;**
- 3. That Council commit an amount of \$25,000.00 towards the cost of the Strategy from the Economic Development Reserve;**
- 4. That the Mayor and General Manager negotiate a similar contribution from Evolution Mining. However, if the negotiations are unsuccessful that Council contributes the amount of \$50,000.00 from the Economic Development Reserve towards this project.**

NAME OF PROJECT:BLAND HOUSING STRATEGY.....

BACKGROUND

The Cowal gold mine operated by Evolution Mining, is a major local and regional employer and the economic activity which has significant flow-on benefits to West Wyalong and the surrounding region. Evolution Mining exploration has identified additional gold resources within an existing ore deposit located at depths greater than the currently approved final depth of the existing open pit. The Cowal Gold Operations Mine Life Modification involves continued operations for an additional 8 years to allow an additional 1.7 million ounces of gold production. The Modification would facilitate the continuity of employment for the existing CGO workforce (average of approximately 385 people, peak of approximately 435 people) for an additional 8 years, providing job security for employees and contractors, and would continue to stimulate demand in the local and regional economy.

The Bland LSPS recognises the opportunities presented by the expansion of renewable energy and mining sectors, however, have recognised a challenge in attracting investment into the township of West Wyalong in housing. The Bland Housing Strategy will attempt to understand changing demographics, employment pressures generated from the Cowal gold mine and the flow on impacts on required additional essential services (health, childcare and schooling). The strategy will identify housing investment opportunities, through infill development and small areas of new development on land within close proximity to existing infrastructure. The housing strategy will also analyse existing housing stock and residential zoned land; infrastructure analysis; provide estimated costs to develop and provide future residential land; undertake constraints and suitability analysis, provide accommodation solutions which support the expansion of Evolution mine.

This strategy supports the implementation of the Riverina Murray Regional Plan 2036, specifically;

- Direction 12: Sustainably manage mineral resources
- Direction 23: Build resilience in towns and villages
- Direction 25: Build housing capacity to meet demand
- Direction 26: Provide greater housing choice

OBJECTIVES

- Understand employment pressures generated from Evolution mine and the flow on effect of an increase in population and its impact on additional essential services (health, childcare and schooling)
- Analyse residential land and housing demand and supply
- Provide pathways/business case for addressing housing needs and barriers (including development contributions and costs)
- Respond to the additional residential needs required by Evolution mine and identify infill and greenfield residential opportunity sites that reduce the need for additional infrastructure costs
- Analyse development constraints on existing zoned residential land (i.e. infrastructure, environmental and investment)
- Prepare an investment strategy to encourage the development of residential land to service the expansion of Cowal gold mine
- Investigate investment models and strategies to support housing supply through West Wyalong (Defence Force rental model)
- Future proof housing and services past the lifespan of the mine
- Provide an 'action plan' for attracting residential development and the implementation of the strategy

OUTPUTS SOUGHT

The key outputs that are sought are identified below:

	Task/Deliverables	Scope
1.	Prepare Inception report Project Plan moving forward with key deliverables and milestones	The inception report will describe the consultants approach to the project brief and will include: <ul style="list-style-type: none"> - Profile of West Wyalong Township –Local and regional context - The outcomes of an inception meeting with Council, DPIE, Regional NSW and Evolution Mining.
2.	Desktop Analysis - Map overview of existing structure, opportunities and constraints	<ul style="list-style-type: none"> - Review of existing information - Analysis of demographics, urban land uses and availability, infrastructure and services, traffic, constraints and opportunities - Investment constraints/opportunities and estimated development cost breakdown.
3.	Gap Analysis - Powerpoint presentation or short illustrative report	<ul style="list-style-type: none"> - Identify any additional information required to allow development of a housing strategy
4.	Site visit and consultation with key stakeholders Bland Shire Council to organise and provide venue.	<ul style="list-style-type: none"> - Provide run sheet and program; Council will assist with consultation, note taking and equipment. - Facilitate consultation and coordinate information from key stakeholders, including Council, businesses, developers, Government agencies and residents.
5.	Draft Housing Strategy - Provide a detailed Structure plan and guiding principles	The Draft Housing Strategy will: <ul style="list-style-type: none"> - Identify housing opportunities - Provide staging plan for housing and infrastructure delivery in response to Evolution Mining accommodation needs - Identify key residential development opportunity sites - Provide strategies and actions to attract residential housing investment to West Wyalong
6.	Draft Housing Strategy Presentation	<ul style="list-style-type: none"> - Bland Shire Councillor workshop - Council review of draft structure plan to inform final plan for endorsement by Councillors - The Department review of draft structure plan to inform final plan for endorsement
7.	Finalisation – Preparation of Final Structure Plan	<ul style="list-style-type: none"> - Endorsement from Bland Shire Council - Endorsement from the Department of Planning, Industry and Environment

REFERENCE DOCUMENTS

- Cowal gold mine, Evolution mining workforce strategy and timeline
- Riverina and Murray Regional Plan
- Bland Local Strategic Planning Statement
- Servicing Contribution Plans (water, sewer, roads)
- Voluntary Planning Agreement – Cowal gold mine

DRAFT

Section 2 – Corporate & Community Services

8.6 Finance and Investment Report for April 2021



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

DP10.4 Ensure the long term financial sustainability of Council through effective and prudent financial management.

Author Manager Customer & Financial Services

Introduction

The Finance and Investment Report is provided to Council for information and prepared in accordance with the Local Government (General) Regulation 2005.

Financial Implications

STATEMENT OF BANK BALANCES, RATES COLLECTIONS AND INVESTMENTS FOR THE MONTH OF APRIL 2021.

BANK BALANCES AS AT 30TH APRIL 2021

ACCOUNT	BALANCE
General Fund	\$1,491,509.05
Business Card	\$18,931.19
	\$1,510,440.24
<i>Invested Funds</i>	
Fixed Deposits	\$45,700,000.00
Deposits at Call	\$3,249,807.72
	\$48,949,807.72
Net Balance	\$50,460,247.96
Percentage of Invested Funds to Net Balance	97.00%

STATEMENT OF BANK BALANCES AS AT 30.04.2021
SUBMITTED TO THE ORDINARY MEETING MAY 18TH, 2021

BALANCE as at 01.04.21 **\$2,921,561.88**
Add Receipts

Receipts over \$150,000

21/04/2021 DIPE Milestone 1 WW Aerodrome \$303,086.50
 21/04/2021 DIPE Milestone 1 Coinda Waters canoe circuit \$175,000.00
 21/04/2021 DIPE Milestone 1 Rec ground upgrade \$242,500.00

Receipts under \$150,000 \$805,446.85

Total Receipts for April 2021 **\$1,526,033.35**

Less Payments

Payments over \$150,000

08/04/2021 Adaptive Trading Pty Ltd -\$163,481.89
 22/04/2021 Temora Shire Council -\$155,604.98
 29/04/2021 Downer EDI Services -\$228,297.28

Payments under \$150,000 -\$2,408,702.03

Aged Care	\$ 11,869.39
Bank Fees	\$ 1,964.08
Cemeteries	\$ 1,776.50
Children's Services	\$ 14,846.97
Community	\$ 53,067.16
Construction	\$ 330,569.83
Corporate	\$ 284,172.12
Development Services	\$ 4,867.65
Donations/Contributions	\$ 69,964.20
Employee	\$ 588,745.68
Fuel/Plant	\$ 158,613.85
Governance	\$ 11,251.64
Lease payments	\$ 21,824.66
Library	\$ 805.34
Maintenance	\$ 137,949.87
Roads	\$ 691,264.04
Utilities	\$ 24,396.92
Waste	\$ 752.13

Total Payments for April 2021 **- \$2,956,086.18**

CASH BALANCE **\$1,491,509.05**

Limit of Overdraft Arranged with Bank \$ 350,000.00

ACCOUNTS SUMMARY AND CERTIFICATION

The following is a summary of accounts paid for the period 01 April 2021, to April 30, 2021.

I CERTIFY,

That the accounts included in the accounts summary and totalling as detailed under:-

Payment Type	Voucher No's	Total	
Cheques	026027-026038	\$8,035.42	
Auto-pay	Creditors	E024339 – E024667	\$2,448,780.92
Auto-pay	Payroll	01/04/21 – 30/04/21	\$476,604.20
Bank Charges &			
Commissions	April 2021		\$1,964.08
	Repayments & Vehicle		\$20,701.56
Direct Debits	Lease		
			\$2,956,086.18

1. Are fully supported by vouchers and invoices and have been fully registered.
2. The responsible officer concerned has certified that the goods for which respective accounts are submitted have been rendered to order and/or that the services for which respective accounts are submitted have been rendered according to order.
3. Official orders have been issued for the supply of such goods and services. The goods for which respective accounts are submitted have been checked with the entries in the goods order book.
4. The prices and computations of every account are correct.
5. The prices for the goods supplied or services rendered under the contract or quotation in accordance therewith and in all cases the prices charged are according to order and as far as I am able to ascertain fair and reasonable.
6. The provisions of the Local Government Act, 1993 and Regulations in connection therewith have been complied with.

Further I also certify that the Ledger has been reconciled with the bank statements for the preceding monthly period.

.....
Manager Customer and Financial Services
Responsible Accounting Officer

CERTIFICATE OF GENERAL MANAGER

This accounts summary, a copy of which was submitted to each member of Council on the 18th May 2021, has been checked and is fully supported by vouchers and invoices. These vouchers have been duly certified as to receipt of goods, the rendition of services, to prices and computations, and to costings.

.....
General Manager

CERTIFICATE OF CHAIRMAN OF ORDINARY MEETING

I certify that this accounts summary, covering amounts totalling **\$2,956,086.18** was submitted to the Ordinary Meeting on the 18th May 2021 and that the amounts are presented to Council for confirmation of payment.

.....
Chairman of Ordinary Meeting

INVESTMENTS

The following table gives details of Council's Funds invested at 30th April 2021. The funds consist of monies from the Bank Accounts of the Trust Funds, Reserve Accounts, Sewerage Fund and Combined General Account.

DATE	INVESTED WITH WHOM	INVESTED AMOUNT (\$s)	TERM	YIELD	DATE DUE
14-September-2020	Bank of QLD (Term Deposit)	1,000,000.00	365 days	0.70%	14-September-21
21-September-2020	NAB (Term Deposit)	1,000,000.00	365 days	0.75%	21-September-2022
16-February-2021	NAB (Term Deposit)	1,000,000.00	365 days	0.35%	16-February-2021
01-October-2020	NAB (Term Deposit)	1,500,000.00	365 days	0.60%	01-October-2021
08-November-2018	Bank of QLD (Term Deposit)	1,000,000.00	550 days	2.80%	11-May-2021
08-September-2020	Bendigo Bank (Term Deposit)	400,000.00	365 days	0.95%	08-September-2021
08-September-2020	Bendigo Bank (Term Deposit)	400,000.00	365 days	0.95%	08-September-2021
08-September-2020	Bendigo Bank (Term Deposit)	400,000.00	365 days	0.95%	08-September-2021
17-December-2020	AMP (Term Deposit)	1,000,000.00	399 days	0.75%	20-January-2022
16-August-2020	Bank of QLD	1,000,000.00	364 days	0.75%	16-August-2021
11-December-2020	AMP (Term Deposit)	2,000,000.00	516 days	0.75%	11-May-2022
29-November-2016	Westpac (FRN)	2,000,000.00	1826 days	3MBBSW+1.2%	29-November-2022
08-January-2021	AMP (Term Deposit)	1,000,000.00	546 days	0.75%	08-July-2022
29-September-2020	ME Bank (Term Deposit)	2,000,000.00	365 days	0.55%	29-September-2021
06-April-2021	NAB (Term Deposit)	2,000,000.00	182 days	0.30%	05-October-2021
28-April-2021	AMP (Term Deposit)	2,500,000.00	365 days	0.70%	28-April-2022
18-December-2020	Bank of QLD	2,000,000.00	361 days	0.45%	14-December-2021
30-November-2020	MyState Bank (Term Deposit)	2,000,000.00	365 days	0.50%	30-November-2021
12-June-2020	Australian Unity Bank	2,000,000.00	364 days	1.05%	11-June-2021
23-November-2020	AMP (Term Deposit)	2,500,000.00	455 days	0.75%	21-February-2022
22-October-2020	MyState Bank (Term Deposit)	2,000,000.00	365 days	0.70%	22-October-2021
28-May-2020	Bank of QLD	2,000,000.00	1097 days	1.35%	30-May-2023
28-May-2020	Bank of QLD	2,000,000.00	1460 days	1.50%	27-May-2024
6-August-2020	Bank of QLD	2,000,000.00	1093 days	1.05%	4-August-2023
30-September-2020	Northern Territory Treasury	2,000,000.00	1902 days	1.20%	15-December-2021
07-October-2020	MyState Bank (Term Deposit)	2,000,000.00	365 days	0.70%	07-October-2021
30-October-2020	Northern Territory Treasury	1,000,000.00	1141 days	0.80%	15-December-2022
22-January-2021	Macquarie Bank	1,000,000.00	368 days	0.65%	25-January-2022
11-February-2021	Macquarie Bank	2,000,000.00	392 days	0.30%	10-March-2022
08-March-2021	ME Bank (Term Deposit)	1,000,000.00	360 days	0.45%	03-March-2022
	ANZ Deposit at Call	50,929.51	Cash at Call		
	CBA Deposit at Call	3,198,878.21	Cash at Call		
	TOTAL:	\$48,949,807.72			

I certify that the above investments have been made in accordance with Section 625 of the Local Government Act 1993, the Regulation and Council's Investment Policies. I certify that the above investment has been reconciled with Council's General Ledger Accounts.

GENERAL MANAGER

RATES REPORT

Below is a summary of outstanding rates

Total rates income levied (2020/21)	\$ 10,608,248.28
Rates received as at 30/04/2021	\$ 8,253,722.65
% of rates received to date	77.80%

The total rates income includes rates in arrears and accumulated interest.

Summary

The information provided within this Finance and Investment Report has been prepared in accordance with the Local Government (General) Regulation 2005 as well as Council's financial management policies and procedures. Further, the financial position of Council is satisfactory and the external investments are held in accordance with section 625 of the Local Government act 1993.

Recommendation:

- 1. That Council receive and note the information contained within the Finance and Investment Report for the month of April 2021**
- 2. That Council confirms the payment of accounts, for the period 01 April to 30 April 2021, summarised in the accounts summary totalling \$2,956,086.18**

8.7 Budget Review – March 2021



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

DP10.4 Ensure the long term financial sustainability of Council through effective and prudent financial management.

Author: Manager Customer & Financial Services

Introduction

The Local Government (General) Regulation 2005 requires the Council to prepare and consider a Budget Review Statement each quarter, which shows:

- Estimates of income and expenditure
- Appropriate revision of those estimates

The Statement must also include a report indicating changes in estimates for income and expenditure. This is done in consultation with the responsible director or manager of the relevant department. The Statement must comply with the Local Government Code of Accounting Practice and be considered by the Council no later than 2 months past the conclusion of the quarter.

The attached financial reports comply with the Council's statutory responsibilities and are presented using the organisational structure approved by the Council.

The Quarterly Budget Review Statement has been prepared on an accrual basis as required.

The Statement includes:

- Budget Review Summary including actuals to date, original budget and revised estimates if applicable and remaining balance.
- Reserves Position

Overall Position

In general terms, the Council has achieved 60% of projected revenue (calculated on an accrual basis) to adjusted budget and 52% of projected expenditure to adjusted budget by the end of March 2021. This final quarter will see Council complete many funded projects, with the assistance of contractors.

Capital works projects are in progress and finding compliant contractors who are available to complete works within the funding timelines is proving a challenge for our project managers. Project managers are to be commended for their efforts in monitoring their budgets and working within some tight timeframes.

Council needs to continue monitoring budget items to ensure it is on target for a zero based budget at year end. The balance of Councils cash and investments held is around \$52million. No reserve transfers were completed this quarter and work is commencing on the end of financial year balances now.

Operational Budget and Variations:

At the end of the March quarter, there are no significant budget adjustment requests.

The following are the results in the Departmental cost centres together with some commentary. An adjustment summary is attached to the review documentation.

OFFICE OF THE GENERAL MANAGER

The OGM has produced a result at the end of the 3rd quarter that is within the budget for the directorate. All areas appear to be performing within budget expectations and provided for a favourable result.

CORPORATE, COMMUNITY & DEVELOPMENT SERVICES

Corporate, Community and Development Services have produced a result at the end of the 3rd quarter that is within the budget for the directorate. All areas appear to be performing within budget expectations and provided for a favourable result.

ASSETS AND ENGINEERING SERVICES

Assets and Engineering has produced a result at the end of the 3rd quarter that is within the budget for the directorate. All areas appear to be performing within budget expectations and provide for a favourable result.

Conclusion

The following statement is made in accordance with Clause 203(2) of the Local Government (General) Regulations 2005.

As Council's Responsible Accounting officer, it is my opinion that the Quarterly Budget Review Statement for Bland Shire Council for the quarter ended 31st March 2021 indicates that Council's financial position at 31st March 2021 is considered satisfactory, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.

Signed _____ Date ____/____/____

Responsible Accounting Officer, Bland Shire Council

Recommendation:

- 1. That the Officers Report be received and noted.**
- 2. That the Council endorses the Statement acknowledging the financial position is considered satisfactory.**

**INCOME/EXPENDITURE
AS AT 31st Mar 2019**

INCOME

PRINCIPAL ACTIVITY	BUDGET 2020/21	C/FWD PROJECTS 2019/20	Approved Adjustments	ADJUSTED BUDGET 2020/21	Requested Adjustments	Projected Year End Result	3rd Quarter Actuals	Balance Remaining
EXECUTIVE								
Governance	0	0	0	0	0	0	-1,973	1,973
Democracy	0	0	0	0	0	0	0	0
Land Development	-325,000	0	0	-325,000	0	-325,000	0	-325,000
Economic Development	0	0	0	0	0	0	0	0
Tourism	-5,150	0	0	-5,150	0	-5,150	-4,504	-646
Human Resources	-12,700	0	0	-12,700	0	-12,700	-60,921	48,221
Community Services	-177,106	0	0	-67,100	0	-67,100	-53,867	-13,233
Community Relations	-1,050,000	0	0	-1,050,000	0	-1,050,000	-826,000	-224,000
Executive Total Outcome	-1,569,956	0	0	-1,459,950	0	-1,459,950	-947,265	-512,685
CORPORATE DEVELOPMENT								
General Revenue	-6,943,640	0	0	-6,943,640	0	-6,943,640	-6,940,106	-3,534
Financial Assistance & investments	-5,308,163	0	0	-5,308,163	0	-5,308,163	-2,396,660	-2,911,503
Corporate Support	-321,675	0	0	-321,675	0	-321,675	-24,275	-297,400
Corporate Development Total	-12,573,478	0	0	-12,573,478	0	-12,573,478	-9,361,041	-3,212,437
COMMUNITY & DEVELOPMENT SERVICES								
Aged Care	-401,964	0	0	-353,144	0	-353,144	-269,413	-83,731
Library & Children's Services	-1,414,417	0	0	-1,132,859	0	-1,132,859	-833,110	-299,749
Regulatory Services	-6,700	0	0	-6,700	0	-6,700	-7,467	767
Support	0	0	0	0	0	0	0	0
Development Control	-53,500	0	0	-53,500	0	-53,500	-143,471	89,971
Environmental Planning	-5,000	0	0	-5,000	0	-5,000	-8,049	3,049
Health & Environment	-2,000	0	0	-2,000	0	-2,000	-4,094	2,094
Property Maintenance	0	0	0	0	0	0	0	0
Community & Development Services Total	-1,883,581	0	0	-1,553,203	0	-1,553,203	-1,265,605	-287,598
ASSETS & ENGINEERING								
Works Administration	-2,382,225	0	0	-2,332,225	0	-2,332,225	-976,135	-1,356,090
Plant Running	-3,719,939	0	0	-3,719,939	0	-3,719,939	-2,302,509	-1,417,430
Roads, Works & Transport	-13,322,121	0	0	-13,322,121	0	-13,322,121	-2,431,506	-10,890,615
Public Services	-453,638	0	0	-453,638	0	-453,638	-267,821	-185,817
Pools	-20,000	0	0	-20,000	0	-20,000	-18,182	-1,818
Council Property Maintenance	-417,841	0	0	-367,841	0	-367,841	-225,533	-142,308
Waste management	-1,432,393	0	0	-1,432,393	0	-1,432,393	-1,548,954	116,561
Sewerage Disposal Services	-1,753,695	0	0	-1,753,695	0	-1,753,695	-1,847,619	93,924
Assets & Engineering Total	-23,501,852	0	0	-23,401,852	0	-23,401,852	-9,618,259	-13,783,593
GENERAL FUND TOTAL	-39,528,867	0	0	-38,988,483	0	-38,988,483	-21,192,170	-17,796,313

EXPENDITURE

PRINCIPAL ACTIVITY	BUDGET 2020/21	C/FWD PROJECTS 2019/20	Approved Adjustments	ADJUSTED BUDGET 2020/21	Requested Adjustments	Projected Year End Result	3rd Quarter Actuals	Balance Remaining
EXECUTIVE								
Governance	466,581	0	0	451,681	0	451,681	340,921	110,760
Democracy	198,297	0	0	198,297	0	198,297	96,486	101,811
Land Development	325,000	0	0	325,000	0	325,000	0	325,000
Economic Development	70,574	20,000	0	90,574	0	90,574	37,565	53,009
Tourism	167,884	0	0	167,884	0	167,884	54,539	113,345
Human Resources	391,081	20,000	0	391,081	0	391,081	228,291	162,790
Community Services	334,539	0	0	224,533	0	224,533	136,380	88,153
Community Relations	1,224,500	0	0	1,724,500	0	1,724,500	96,027	1,628,473
Executive Total Outcome	1,619,417	40,000	0	1,624,517	0	1,624,517	757,802	866,715
CORPORATE DEVELOPMENT								
General Revenue	1,058,690	0	0	1,058,690	0	1,058,690	73,075	985,615
Financial Assistance & investments	150,977	0	0	150,977	0	150,977	35,670	115,307
Corporate Support	1,911,271	0	0	1,911,271	0	1,911,271	1,413,450	497,821
Corporate Development Total	3,120,938	0	0	3,120,938	0	3,120,938	1,522,195	1,598,742
COMMUNITY & DEVELOPMENT SERVICES								
Aged Care	401,964	0	0	457,322	0	457,322	231,484	225,838
Library & Children's Services	1,694,419	0	0	1,694,294	0	1,694,294	1,203,886	490,408
Regulatory Services	160,356	0	0	160,356	0	160,356	105,126	55,230
Support	546,169	0	0	546,169	0	546,169	373,347	172,822
Development Control	6,030	0	0	6,030	0	6,030	5,114	916
Environmental Planning	89,188	21,701	0	110,889	0	110,889	31,148	79,741
Health & Environment	16,260	0	0	16,260	0	16,260	489	15,771
Council Property Maintenance	148,000	0	0	148,000	0	148,000	179,600	-31,600
Community & Development Services Total	2,914,386	21,701	0	2,991,320	0	2,991,320	1,950,595	1,040,725
ASSETS & ENGINEERING								
Works Administration	3,907,646	0	0	3,907,646	0	3,907,646	1,835,217	2,072,429
Plant Running	3,133,594	0	0	3,133,594	0	3,133,594	1,109,911	2,023,683
Roads, Works & Transport	14,150,938	0	0	14,040,938	0	14,040,938	4,728,639	9,312,299
Public Services	4,142,026	0	0	4,142,026	0	4,142,026	3,262,592	879,434
Pools	409,224	0	0	409,224	0	409,224	198,803	210,421
Council Property Maintenance	498,967	0	0	498,917	0	498,917	350,798	148,119
Waste management	1,432,393	0	0	1,432,393	0	1,432,393	892,699	539,694
Sewerage Disposal Services	1,793,695	0	0	1,793,695	0	1,793,695	725,168	1,068,527
Assets & Engineering Total	29,468,483	0	0	29,358,433	0	29,358,433	13,103,827	16,254,606
GENERAL FUND TOTAL	37,123,224	61,701	0	37,095,208	0	37,095,208	17,334,419	19,760,789

Bland Shire Council
31st Mar 2021
Capital Budget Review

PRINCIPAL ACTIVITY	BUDGET 2020/21	C/FWD PROJECTS 2019/20	Approved Adjustments	ADJUSTED BUDGET 2020/21	Requested Adjustments	Projected Year End Result	3rd Quarter Actuals	Balance Remaining
Capital Funding								
EXECUTIVE								
Governance								
Internal Restrictions	-445,531		0	-445,531		-445,531		-445,531
Rates & Other Untied Funding								
Tourism								
Capital Grants & Contributions			0	0	-1,140,000	-1,140,000	-310,000	-830,000
Community Development								
Capital Grants & Contributions	0		-300,000	-300,000	0	-300,000	-105,648	-194,352
Community Relations								
Internal Restrictions			0	0	0	0	0	0
Executive Total Capital Funding	-445,531	0	-300,000	-745,531	-1,140,000	-1,885,531	-855,337	-1,030,194
CORPORATE DEVELOPMENT								
Corporate Support								
Internal Restrictions	-100,000	0	0	-100,000	0	-100,000	-241,096	141,096
Rates & Other Untied Funding	-100,000			-100,000		-100,000	-50,000	-50,000
Corporate Support Total Capital Funding	0			0		0	-191,096	191,096
Corporate Support Total Capital Funding	-100,000	0	0	-100,000	0	-100,000	-241,096	141,096
COMMUNITY & AGED CARE								
Aged Care								
External Restrictions	0	0	0	0	0	0	-8,118	8,118
Rates & Other Untied Funding	0	0	0	0	0	0	0	0
Community & Aged Care Total Capital Funding	0	0	0	0	0	0	-8,118	8,118
Regulatory Activities								
Capital Grants & Contributions	-68,000			-68,000		-68,000	0	-68,000
Internal Restrictions	-35,000			-35,000		-35,000	-35,000	0
DEVELOPMENT SERVICES	-103,000	0	0	-103,000	0	-103,000	-35,000	-68,000
Environmental Planning								
Internal Restrictions	-120,000	0	0	-120,000	0	-120,000	0	-120,000
Rates & Other Untied Funding	-120,000			-120,000		-120,000	0	-120,000
Development Services Total Capital Funding	-120,000	0	0	-120,000	0	-120,000	0	-120,000
WORKS & SERVICES								
Works Administration								
Rates & Other Untied Funding	0	0		0	0	0		0
Capital Grants & Contributions	0			0		0		0
Plant Running								
Income from Sale of Assets	-786,541			-786,541		-786,541		-571,909
Internal Restrictions	-280,210			-280,210		-280,210	-214,632	-65,578
Rates & Other Untied Funding	-506,331			-506,331		-506,331	0	-506,331
Roads, Works & Transport								
Capital Grants & Contributions	-1,512,130			-1,512,130		-1,512,130	-3,699,655	2,187,525
Rates & Other Untied Funding	-1,512,130			-1,512,130		-1,512,130	-3,699,655	2,187,525
Cemeteries								
Internal Restrictions	-463,697			-463,697		-463,697	-18,000	-445,697
Parks & Gardens								
Internal Restrictions	-299,000			-299,000		-299,000	-85,000	-299,000
Capital Grants & Contributions	-85,000			-85,000		-85,000	0	-214,000
Sporting Ovals								
Internal Restrictions	-557,020			-557,020		-557,020		-557,020
Capital Grants & Contributions	-405,800			-405,800		-405,800	-405,800	0
Public Services	-151,220			-151,220		-151,220	0	-151,220
Public Services								
Rates & Other Untied Funding	-110,000			-110,000		-110,000	-110,000	0
Capital Grants & Contributions	0			0		0		0
External Restrictions	0			0		0		0
Internal Restrictions	0			0		0		0
Council Property Maintenance								
Rates & Other Untied Funding	-95,000			-95,000		-95,000		-95,000
Internal Restrictions	-10,000			-10,000		-10,000	-10,000	0
External Restrictions	-85,000			-85,000		-85,000	-85,000	0
Works & Services Total Capital Funding	-3,823,388	0	0	-3,823,388	0	-3,823,388	-3,709,655	-1,632,929
Total Capital Funding	-4,591,919	0	-300,000	-4,891,919	-1,140,000	-6,031,919	-4,849,206	-2,701,909

Bland Shire Council
31st Mar 2021
Capital Budget Review

PRINCIPAL ACTIVITY	BUDGET 2020/21	C/FWD PROJECTS 2019/20	Approved Adjustments	ADJUSTED BUDGET 2020/21	Requested Adjustments	Projected Year End Result	3rd Quarter Actuals	Balance Remaining
Capital Expenditure								
EXECUTIVE								
Governance								
Southern Lights Project	291,811			291,811		291,811	204,747	87,064
Smart Controllers for Southern Lights Project	153,720	0	0	153,720	0	153,720	0	153,720
Tourism								
Inhabit Lake Cowal Project	0	0	1,140,000	1,140,000		1,140,000	0	1,140,000
Community Development								
Community Cinema			300,000	300,000		300,000	0	300,000
Street Art Project	10,000	0	0	10,000	0	10,000	0	10,000
Executive Total Capital Expenditure	163,720	0	1,440,000	1,603,720	0	1,603,720	0	1,603,720
CORPORATE DEVELOPMENT								
Corporate Support								
Loan - Principal Community Infrastructure Development	100,000	0	0	100,000	0	100,000	100,000	0
Council Software Package	30,000	0	0	0	0	0	24,439	-11,200
Corporate Development Total Capital Expenditure	130,000	0	0	100,000	0	100,000	124,439	-11,200
COMMUNITY & AGED CARE								
Childrens Services								
CSU Upgrade	0	244,565	0	0	0	0	23,077	0
Community & Aged Care Total Capital Expenditure	0	244,565	0	244,565	0	244,565	23,077	244,565
Regulatory Activities								
Dog Park	68,000						24,234	
Pound Upgrade	35,000	0	0	35,000	0	35,000	21,325	13,675
Regulatory Activities Capital Expenditure	35,000	0	0	35,000	0	35,000	21,325	13,675
DEVELOPMENT SERVICES								
Environmental Planning								
Heritage Verandah and Painting Project	120,000	0	0	120,000	0	120,000	0	120,000
Development Services Total Capital Expenditure	120,000	0	0	120,000	0	120,000	0	120,000
WORKS & SERVICES								
Works Administration								
Test & Tag Machine	3,000	0	0	3,000	0	3,000	3,568	3,000
Plant Running	1,335,386	0	0	1,335,386	0	1,335,386	3,809	1,331,577
Plant & Equipment Purchases - Cap	1,310,586	0	0	1,310,586	0	1,310,586		1,310,586
Plant & Equipment Purchases - Cap	9,800	0	0	9,800	0	9,800		9,800
Plant Minor - Cap	15,000	0	0	15,000	0	15,000	3,809	11,191
Roads, Works & Transport								
NSW Safer Roads Program - Lake-Ungarie Road	1,060,000	0	0	1,060,000	0	1,060,000	252,734	807,266
R2R Capital Program	1,512,130	0	0	1,512,130	0	1,512,130	2,207,404	-695,274
Seal Road into Weethalle Showground	30,000	0	0	30,000	0	30,000	0	30,000
Public Services	1,274,020	0	1,274,020	1,274,020	0	1,274,020	522,504	556,994
Drought Communities Projects		429,209		429,209		429,209	355,494	73,715
Cemeteries								
Weethalle Cemetery Upgrade	10,000			10,000		10,000	6,795	
Ungarie Cemetery Niche Wall	8,000			8,000		8,000	0	
Establish New Extension	400,000	0		400,000	0	400,000	62,726	337,274
Parks & Gardens								
Outdoor Fitness Equipment	50,000	0		50,000	0	50,000	0	50,000
Floodlight for "Big" Football	10,000	0		10,000	0	10,000	3,987	6,013
Playground Equipment at Monash St Park	25,000	0		25,000	0	25,000	19,065	5,936
Outdoor Basketball Court	214,000			214,000		214,000	9,490	
Sporting Ovals								
SCCF#3 - WW Skate Park Upgrade	151,220	0		151,220	0	151,220	135,050	34,157
Pump for Weethalle Dam	10,000	0		10,000	0	10,000	0	10,000
Ron Crowe Oval Upgrade	350,800	0		350,800	0	350,800	240,391	110,409
Ron Crowe Oval Seats	45,000	0		45,000	0	45,000	45,000	0
Council Property Maintenance	85,000	0	85,000	85,000	0	85,000	91,678	30,837
Re-tile changerooms	35,000	0		35,000	0	35,000	6,476	30,837
Replacement office at Caravan Park	50,000	0		50,000	0	50,000	85,202	0
Works & Services Total Capital Expenditure	5,299,536	429,209	0	5,728,745	0	5,728,745	3,437,191	2,138,114
Total Capital Expenditure	5,748,256	673,774	1,440,000	7,832,030	0	7,832,030	3,606,032	4,108,874

**31ST MARCH 2021
CASH INVESTMENT STATEMENT**

	OPENING 2019/20	Approved adjustments	ADJUSTED BUDGET 2020/21	Requested Adjustments	Projected Year End Result	Movements	3rd Quarter Actuals
Externally Restricted							
Aged Care Reserves	599,415		599,415		599,415		599,415
Children's Services Reserves	1,462,092		1,462,092		1,462,092		1,462,092
DECC Funding	16,150		16,150		16,150		16,150
WHS Incentive Bonus	21,829		21,829		21,829		21,829
Future Towns Project	43,729		43,729		43,729		43,729
Roads to Recovery Reserve	297,915		297,915		297,915		297,915
Crown Management Reserve	100,000		100,000		100,000		100,000
Flood Damage Reserve	1,641,975		1,641,975		1,641,975		1,641,975
Community Relations - Heritage Walk	8,060		8,060		8,060		8,060
Drought Communities	429,208		429,208		429,208	-429,208	0
Stronger Country Communities	45,968		45,968		45,968	-45,968	0
Trust Deposits	11,413		11,413		11,413		11,413
Sec 94 Contributions - Open Space	995		995		995		995
Sec 94 Contributions - General Development	137,284		137,284		137,284		137,284
Sec 94 Contributions - Stormwater	636		636		636		636
Sec 94 Contributions - Bushfire	802		802		802		802
Sec 94 Contributions - Car Parking	6,720		6,720		6,720		6,720
Sec 94 Contributions - Studies	755		755		755		755
Sec 94 Contributions - Roads	2,817		2,817		2,817		2,817
Sec 64 Contributions (Sewer)	100,685		100,685		100,685		100,685
Reticulation Reserve	53,752		53,752		53,752		53,752
Sewer Fund - Externally Restricted Reserve	247,997		247,997		247,997		247,997
			0		0		0
Total Externally Restricted	5,230,197	0	5,230,197	0	5,230,197	-475,176	4,755,021
Internally Restricted							
Employees Leave Entitlements	1,513,287		1,513,287		1,513,287		1,513,287
Plant Purchases	1,325,462		1,325,462		1,325,462		1,325,462
Cemetery Reserve	26,598		26,598		26,598		26,598
FAG Grant Reserve - General	2,360,385		2,360,385		2,360,385		2,360,385
FAG Grant Reserve - Road Component	1,530,146		1,530,146		1,530,146		1,530,146
Economic Development Reserve	1,283,030		1,283,030		1,283,030	414,552	1,697,582
Grant Match Reserve	663,670		663,670		663,670		663,670
Waste Depot Reserve	194,543		194,543		194,543		194,543
Gravel Pit Restoration	322,792		322,792		322,792		322,792
Community Facilities	2,947,949		2,947,949		2,947,949	-1,542,687	1,405,262
Loan Repayment Reserve	364,581		364,581		364,581	150,977	515,558
Election Reserve	53,066		53,066		53,066	15,000	68,066
Corporate Legal Expenses	10,479		10,479		10,479		10,479
Employee Assist & Attraction Reserve	28,831		28,831		28,831		28,831
Recruitment & Selection Reserve	7,341		7,341		7,341		7,341
Infrastructure Renewal Reserve	1,201,621		1,201,621		1,201,621		1,201,621
Heritage	39,201		39,201		39,201		39,201
Infrastructure Backlog Reserve	1,000,000		1,000,000		1,000,000		1,000,000
Land Development Reserve	337,413		337,413		337,413		337,413
Access Grant Reserve	5,000		5,000		5,000		5,000
Verandah/ Façade Restoration Reserve	43,675		43,675		43,675		43,675
Working Reserve	391,952		391,952		391,952		391,952
Ungarie Health Service	22,560		22,560		22,560		22,560
Total Internally Restricted	15,673,582	0	15,673,582	0	15,673,582	-962,158	14,711,424
Total Restricted	20,903,779	0	20,903,779	0	20,903,779	-1,437,334	19,466,445
Total Cash & Investments	50,634,077						51,900,896
Available Cash	29,730,298						32,434,452

Key Performance Indicators
31 Mar 2019

Rates & Annual Charges Coverage Ratio

	Rates	Waste	Sewer	Total	Ratio
Rates & Annual Charges	- 6,940,106	- 1,548,954	- 1,847,619	- 10,336,679	23.68%
Revenue from Continuing Operations				- 43,643,441	
% Revenue achieved					
Actual Revenue Achieved				- 26,040,245	59.67%
Budget Revenue from Continuing Operations				- 43,643,441	
% Actual Expenditure					
Actual Expense YTD				20,280,310	51.95%
Budget Expenditure from Continuing Operations				39,039,865	

Contracts > \$150,000 @ 31 March 2021

Contractor	Contract Detail & Purpose	Contract Value	Commencement Date	Duration of Contract	Budgeted (Y/N)
Adaptive Trading	Community Cinema Project	\$ 152,960.35	Jul-20	30-Jun-21	Y

Consultancy & Legal Expenses > \$50,000 @ 31 March 2021

Expenses	Expenditure YTD	Budgeted (Y/N)
Nil in March 2021 Quarter		

8.8 Endorsement of Bland Shire Council Enterprise Risk Management Framework



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

Strategy 13.2 Develop, implement and promote best practice governance policies and procedures

Author: Director Corporate and Community Services

Introduction

The purpose of this report is to submit the Draft Enterprise Risk Management (ERM) Framework and its associated Policy and Procedure for review and endorsement by Bland Shire Council.

Financial Implications

Nil – the work undertaken on developing and implementing the Bland Shire Council Enterprise Risk Management Framework has been factored into existing work schedules and budgets.

Summary

In October 2020, Bland Shire Councillors and Staff attended sessions on Enterprise Risk Management conducted by Statewide Mutual. At the time of these sessions, Council developed a Risk Appetite Statement which has been used to create the ERM Framework. The new Framework includes not only this Statement but a revised Risk Management Policy and Procedure.

Attached to this report are the following documents:

DRAFT Bland Shire Council Enterprise Risk Management Framework (**Attachment One**)

DRAFT Risk Management Policy (**Attachment Two**)

DRAFT Risk Management Procedure (**Attachment Three**)

The following two documents are confidential and will not be included in the published agenda

DRAFT Risk Appetite Statement (**CONFIDENTIAL**)

Bland Shire Council Risk Management Strategy and Action Plan April 21 (**CONFIDENTIAL**)

Risk management describes the coordinated activities an organisation takes to ensure it knows the risks it faces, makes informed decisions about how to respond to these risks, and identifies and harnesses potential opportunities.

Risk management is not about being risk averse and it is not a guaranteed way to eliminate all the risks an organisation faces altogether. It is a framework that can help an organisation to reduce its risks to a level that is acceptable and take calculated and appropriate risks that will help it to achieve its strategic goals and deal positively with opportunities.

The ERM Framework details Council's overall intentions for managing risk and highlights the core components of the Enterprise Risk Management framework which are in place and the responsibilities of Council Officials.

The Draft ERM Policy and Draft Risk Appetite Statement are foundation documents. Once implemented in place Bland Shire Council will be in a stronger position to identify, mitigate and manage organisational risks.

Recommendation:

THAT Council:

- 1. Endorses the Draft Enterprise Risk Management Policy and places it on public exhibition for a period of 28 days from Friday 21 May, 2021 for community comment.**
- 2. Adopts the Draft Enterprise Risk Appetite Statement, Risk Management Strategy and Action Plan.**

ENTERPRISE RISK MANAGEMENT FRAMEWORK

AUTHORISATION

POLICY TYPE: (Council or Operational)	COUNCIL
POLICY LOCATION: (eg Corporate, Engineering, etc)	GOVERNANCE AND RISK
RESPONSIBLE OFFICER (by position title)	DIRECTOR CORPORATE AND COMMUNITY SERVICES
AUTHORISED BY (GM or Director Title)	
DATE ADOPTED:	
ADOPTED BY: (Manex or Council)	COUNCIL
MINUTE NO (IF REQUIRED):	
REVIEW DUE DATE: (Four years unless statutorily required sooner)	
REVISION NUMBER:	1

DOCUMENT HISTORY

VERSION NO.	DATE	DESCRIPTION OF AMENDMENTS include names of former policies that this policy will replace if applicable	AMENDED BY (WHERE REQUIRED)

REVIEW OF THIS POLICY

This Policy will be reviewed within two years from the date of adoption or as required in the event of legislative changes. The Policy may also be changed as a result of other amendments that are to the advantage that Council and in the spirit of this Policy. Any amendment to the Policy must be by way of a Council Resolution or the approval of the General Manager.

1. Purpose:

The purpose of the Enterprise Risk Management (ERM) Framework is to establish a consistent and structured approach to risk management with the aim of assisting Council to achieve its objectives and embed risk management in all key operational process.

Council is exposed to significant uncertainties impacting the delivery of services and achievement of objectives for the community. Significant risks include:

- Increasing operating costs and increasing community expectations for service delivery in a rate-capped environment
- Global financial trends with local implications – affecting employment, tourism, events, property values, rate income levels and people's ability to pay rates.
- Expectations of greater levels of community engagement consultation and participant in decision making
- The challenge of managing Council's ageing assets in a cost effective manner
- The impact of climate change on Council assets, in the community and the environment.
- The need to provide varied and increased services for an ageing population
- Council's ability to attract and retain skilled employees.

The ERM Framework provides a foundation for responding to these uncertainties through a structured approach that facilitates risk-informed decisions making aligned with Council's strategic, operational and project specific objectives.

2. Scope:

This framework will apply to:

- both Council staff and Councillors
- permanent employees, whether full-time or part-time
- temporary or casual employees
- consultants
- individual contractors working for the Council.
- employees of contractors providing services to Bland Shire Council
- other people who perform Council official functions whose conduct and activities could be investigated by an investigating authority, including volunteers.

3. Outcomes:

Implementation of the ERM framework is an organisational change on a broad scale so that risk management thinking becomes embedded in Councils' operations.

Council accepts that it does not have all the resources available to address all risks; however, it proposes to adopt a structured approach to priorities and manage risk to deliver the greatest value within resource constraints.

ERM implementation will be supported by ongoing risk management training, further development of risk management tools, processes and information systems, and integration of risk management with existing Council processes.

The Senior Management Team (MANEX) will be responsible for ensuring the effective implementation and operation of the ERM framework, and for embedding the discipline of risk management within

Council's culture. MANEX will also be responsible for setting priorities for implementation of the ERM framework to maximise value to Council.

Council's Risk and Insurance Officer will perform a critical role in establishing performance goals for the ERM framework and for monitoring and reporting on the performance of Council's ERM framework as a basis of continual improvement.

The ERM framework is a dynamic document that will be revised to lock in improvements and reflect changing needs. It is recommended the ERM framework and supporting documents will be reviewed every two years, or within 12 months of

- The election of a new Council
- A change to the organisational structure, MANEX composition or other material change in circumstances.

Council is committed to ensuring that a strong ERM framework is in place that:

- Adds value by facilitating a better understanding of risk exposure, as a basis for effective decision making
- Supports Council's values by promoting open and productive communication about the management of risk
- Integrates risk management with existing planning and operational activities
- Allocates sufficient funding and resources to risk management activities
- Provides staff with appropriate skills in risk management principles and processes
- Assigns clear responsibilities to staff at all levels for managing risk
- Embeds risk management controls into business processes
- Communicates risk management policies, plans and issues to staff and other stakeholders
- Evolves to meet the changing needs of Council and its stakeholders
- Facilitates continual improvement across Council

Council is committed to effectively and systematically managing risks in order to maximise opportunities and limit adverse effects in accordance with AS/NZS ISO 31000 2018 Risk Management Guidelines. Council recognises

- That risk is inherent in all Council activities and processes
- ERM is essential for the efficient and effective governance of the organisation in its delivery of services to the community
- That risk management cannot eliminate all risks, but will enable the management of risks to an acceptable level

Key performance indicators (KPI's) will be defined that reflect this commitment and form a basis for ongoing review and improvement.

To minimise the effect of negative risk and optimise opportunities, managers and risk owners are expected to act in accordance with Council's policies, procedures, and guidelines and delegated authority.

Assessment of strategic operational and project risks must be completed in accordance with Bland Shire Council's policies and procedures.

Employees are expected to implement Council's Policies and Procedures which identify requirements for responding to assessed risks, including:

- Identification of risk treatments
- Analysis of residual risk
- Management involvement in decision making
- Nominating a risk owner

It is the responsibility of all Council staff to have knowledge of, and to ensure compliance with, this Framework.

Benefits of an ERM framework include:

- Improved identification of opportunities and threats
- Increased likelihood of achieving objectives
- Increased understanding of Council's risk exposure
- Improved resources allocation by targeting resources to address the areas of greatest risk exposure
- A positive organisational culture, where people understand risks associated with their role and responsibilities.
- A more proactive approach to risk management leading to fewer surprises and unanticipated negative events
- Enhanced compliance with legal and regulatory obligations
- Improved accountability, responsibility, transparency and governance in relation to both decision making and outcomes
- Establishing a reliable basis for decision making planning, policy development and resource allocation

Within the local government context, this ERM Framework:

- Supports compliance with the Local Government Act 1993. Where effective risk management is implicit within broader requirements of efficiency, effectiveness and oversight.
- Responds to Division of Local Government internal audit guidelines that highlight the role of internal audit and risk management frameworks as a keys mechanism to assist councils to manage risk and improve efficiency and effectiveness.
- Responds to findings of Division of Local Government promoting better practice program reviews, including recommendations to encourage councils to implement a comprehensive risk management plan across all functions of council to proactively identify and manage risk exposures.

Bland Shire Council supports council's vision, people, pride, and progress to ensure that Bland Shire Council will be an organisation of excellence in local Government in Australia.

Enterprise risk management

Enterprise risk management involves embedding risk thinking into Council's everyday activities. A risk management framework is formally defined as the "set of components that provide the foundations and organisational arrangements for designing, implementing monitoring, reviewing and continually improving risk management throughout the organisation.

Council functions where enterprise risk management will be applied include:

- | | |
|--|--|
| <ul style="list-style-type: none">• Organisational strategic planning• Policy formation• Financial planning and management• Asset management• procurement• ethics, fraud and probity• project management• workforce planning and management | <ul style="list-style-type: none">• Organisational change• Business continuity• Work health and safety• Environmental management• in-field operations• internal audit• information technology• stakeholder engagement |
|--|--|

Risk Management principles

AS/NZS ISO 31000 2018 Risk Management Principles. The principles identify eight guiding principles to be applied for effective risk management.

- Risk management must be integrated into all business operations and activities.
- The approach must be structured and comprehensive.
- Process and the risk management framework should be customised to suit the organisations goals and context.
- Stakeholders must be involved with the management framework: it must be inclusive.
- Risk management must be dynamic and robust: pre-emptive thinking, anticipating, detecting, acknowledging and responsive to changes.
- Risk management takes into account any limitations of available information.
- Human and cultural factors are paramount, and should be considered at all stages and aspects of risk management.
- The risk management framework is continuously improved through learning and experience

4. Roles and Responsibilities

The following table provides details of risk management responsibilities within Council

Role	Responsibilities
All Councillors	<ul style="list-style-type: none"> • Are responsible for the adoption and commitment to Enterprise Risk Management and its policies as well as oversight of Council's risk management framework through the normal course of good governance. • Act at all times in a manner consistent with Council values and Council policies, including the requirements of the ERM framework. • Take relevant steps to manage Council's risk exposure.
All staff	<ul style="list-style-type: none"> • Act at all times in a manner consistent with Council values and Council policies, including the requirements of the ERM framework • Take practical steps to manage Council's risk exposure with their area of activity and responsibility, including the identification of emerging risks and opportunities • Notify or escalate information about risks and opportunities to ensure an effective and timely response • Identify emerging risks requiring attention • As risk owners take responsibility for the effective management of specific risks as nominated in Council's risk data base
Senior Management Team (MANEX)	<ul style="list-style-type: none"> • Lead the development of ERM culture across Council • Set priorities for the implementation of ERM framework to maximise value to Council • Ensure the effective implementation and operation of Council's ERM framework • Define and communicate Council's risk appetite and tolerance • Assess and manage strategic risks, including the assessment of emerging risks within Council and the local Government sector to ensure that appropriate action is being taken by Council • Monitor the management of operational risks and direct risk responses as required • Nominate risk owners for all high-ranked-operational risk • Provide direction regarding responses to strategic, operational and project risks, as required

	<ul style="list-style-type: none"> • Identify strategic projects having potential to significantly impact on the achievement of Council's strategic objectives • Monitor risks associated with strategic projects • Provide direction to the Risk and Insurance Officer • Provide direction in response to reports and recommendations provided • Resolve urgent sensitive, complex or Council wide management issues that cannot be resolved by staff.
General Managers Office	<ul style="list-style-type: none"> • Develop and document Council's corporate strategy (including plans, reports and other documents) in accordance with the IP&R framework that includes Council objectives, and provides a basis for strategic and operational risk assessment • Implement a risk-based assurance strategy (including Council's internal audit program) • Implement or delegate actions in response to advice provided by the Audit Committee
Directors	<ul style="list-style-type: none"> • Ensure the ERM framework is being effectively implemented and operated within their areas of responsibility • Participate in strategic, operational and project risk assessments • Manage operational risks within their directorate • Promote a culture that encourages the open and transparent discussions of risk • Escalate high-ranked risks to MANEX (as appropriate) • Approve Service Unit Business Plans, Business Cases and Project Plans – defining planned strategies for managing service and project risks • Plan and facilitate the progressive implementation of the ERM framework and the development of a risk-aware culture • Establish and monitor key performance indicators for the implementation and operation of the ERM framework • Ensure resources to support the implementation of the ERM framework • Support the formal review and update of the ERM framework • Promote the ERM framework across Council
Managers	<ul style="list-style-type: none"> • Ensure that the ERM framework is being effectively implemented and operated within their areas of responsibilities • Participate in operational and project risk assessments • Manage risks within the Business Unit • Develop strategies for the management of applicable operational risks and document these strategies in the Business Unit • Report operational risks monthly to the Director • Escalate risks to a Director for resolution (as appropriate)
Coordinators and Team Leaders	<ul style="list-style-type: none"> • Manage risks within functional areas • Contribute to the development of Service Unit Business Plans (where required) • Escalate risks to Managers and/or Directors to support the achievement of operational objectives (where required)
Project Managers	<ul style="list-style-type: none"> • Develop strategies for the management of project risks and document these strategies • Assess and manage project risks • Include project specific risk management requirements and methodology in the project plan • Ensure the effective management of risks within the project team to support the achievement of project objectives • Escalate risks to the Project Control Group, the project sponsor or MANEX (where required)

Risk & Insurance Officer	<ul style="list-style-type: none"> • Provide specialist risk management support and training to staff to ensure a consistent risk management approach across Council • Facilitate the progressive implementation of the ERM framework and the development of a risk-aware culture • Promote the communication of risks within and between Council's various Business Units and Directorates • Provide information to the Audit Committee regarding Council's risk exposure and the operation of the ERM framework • Coordinate day-to-day risk management activities across Council • Identify opportunities for improvement of the ERM framework • Report quarterly to MANEX regarding the performance of the ERM framework including recommendations to achieve performance targets • Identify training and development needs to achieve the required risk management competencies across Council • Coordinate resources to support the implementation of the ERM framework • Facilitate the formal review and update of the ERM framework • Promote the ERM framework across Council
Audit, Risk and Improvement Committee	<ul style="list-style-type: none"> • Provide independent assurance, advice and assistance to Council on risk management control, governance and external accountability responsibilities as defined in the Audit Committee Constitution

5. Definitions

Term	Definition/Comment	Source
Council	Bland Shire Council	
Risk	<p>Risk is defined as “the effect of uncertainty on objectives” where an effect is a deviation from the expected – either positive (an opportunity) or negative (a threat) ISO 3100 2018</p> <p>The definition emphasises the need to establish objectives as the basis for risk assessment. Council's objectives may be expressed in term of:</p> <ul style="list-style-type: none"> • Strategic and operational objectives and key performance indicators defined in Council's Integrated Planning and Reporting Framework. • Objectives defined within service unit Business Plans • Project specific objectives defined within business cases and project plans • Objectives implicit within Council's policies <p>An effect is a deviation from the expected. It can be positive, negative or both, and can address, create or result in opportunities and threats.</p> <p>Objectives can have different aspects and categories, and can be applied at different levels.</p>	ISO 31000-2018
Risk Management	<p>Risk management is defined as the “coordinated activities and methods that is used to direct an organisation and to control the many risks that can affect its ability to achieve objectives”.</p> <p>Risk management is a common sense, yet highly evolved discipline. The tools and training supporting this ERM Framework will support a change from an ad-hoc</p>	ISO 31000-2018

	management approach to a structured approach that provides consistent, timely and valuable information about risk as a basis for effective decision-making.	
Enterprise risk management	<p>Enterprise risk management involves embedding risk thinking into Council's everyday activities. A risk management framework is formally defined as the "set of components that provide the foundations and organisational arrangements for designing, implementing monitoring, reviewing and continually improving risk management throughout the organisation.</p> <p>Enterprise risk management (ERM) in business includes the methods and processes used by organizations to manage risks and seize opportunities related to the achievement of their objectives. ERM provides a framework for risk management, which typically involves identifying particular events or circumstances relevant to the organization's objectives (risks and opportunities), assessing them in terms of likelihood and magnitude of impact, determining a response strategy, and monitoring process. By identifying and proactively addressing risks and opportunities, business enterprises protect and create value for their stakeholders, including owners, employees, customers, regulators, and society overall</p>	Wikipedia
Potential exposure	<p>The total plausible maximum impact on an organisation arising from a risk without regard to controls</p> <p>Comment: Sometimes the term "inherent risk" is used as an alternate to risk exposure.</p>	HB 158 – 2010 Delivering assurance based on ISO 31000-2009 Risk management Principles and Guidelines
Risk appetite	<p>The amount and type of risk an organisation is prepared to pursue or take.</p> <p>Council's risk appetite describes the amount and type of risk that Council is prepared to take in pursuit of its objectives. Risk appetite is about defining what Council does (and does not) want to do, and how it goes about it. It is an important foundation for the ERM framework.</p> <p>While mindful that reputation risk is inherent in our business activities, we will take a cautious approach and not be constrained by reputation related risk in pursuing innovation. Council has considerable appetite for improvements and innovation in service delivery, technology and the efficiency of our operations.</p> <p>Risk appetite is an articulation of an organisation's willingness to take or accept risk and because it operates at strategic and operational levels. It is an integral part of any risk management capability in order to influence strategies and objectives it should be considered and reviewed during Strategic Planning. Additionally, risk appetite is a key influence in concert with cost/benefit of mitigation considerations, when determining the Target Risk Ratings of specific tasks. Understanding and applying effective considerations is highly beneficial in managing risk.</p>	ISO Guide 73=2009 Risk Management vocabulary

	Comment: Risk appetite is not about the pursuit of risk. It is about what the organisation does (or does not) want to do, and how it goes about it.	
Risk processes	<p>Risk assessment is a process that is made up of three separate processes: risk identification, risk analysis, and risk evaluation.</p> <p>Risk identification is a process that is used to find, recognize, and describe the risks that could affect the achievement of objectives.</p> <p>Risk analysis is a process that is used to understand the nature, sources, and causes of the risks that you have identified and to estimate the level of risk. It is also used to study impacts and on sequences and to examine the controls that exist.</p> <p>Risk evaluation is a process that is used to compare risk analysis results with risk criteria in order to determine whether or not a specified level of risk is acceptable or tolerable</p>	ISO 31000-2018
Risk category	<p>A class or group of risk events based on their risk consequence</p> <p>Risk categories are used by Council to classify risk events as a basis for risk management including risk reporting and risk management decision making</p>	
Risk owner	A risk owner is a person or entity that has been given the authority to manage a particular risk and is accountable for doing so.	ISO 31000-2018
Risk tolerance	<p>A series of limits which, depending on the organisation may either be:</p> <ul style="list-style-type: none"> • In the nature of absolute limits, beyond which the organisation does not wish to proceed (i.e. The organisation cannot deal with risks beyond these limits): or • In the nature of alarms that alert the organisation to an impending breach of tolerance risks. <p>Risk tolerance can be expressed in terms of absolutes, for example “we will not expose more than x% of our capital to losses in a certain line of business” or “we will not deal with certain types of customer”.</p>	IRM Risk Appetite and Tolerance Guidance paper
Risk Treatment	<p>Risk treatment is a risk modification process.</p> <p>It involves selecting and implementing one or more treatment options. Once a treatment has been implemented, it becomes a control or it modifies existing controls.</p> <p>You have many treatment options. You can avoid the risk, you can reduce the risk, you can remove the source of the risk, you can modify the consequences, you can change the probabilities, you can share the risk with others, you can simply retain the risk, or you can even increase the risk in order to pursue an opportunity.</p>	ISO 31000-2018
Residual Risk	Risk remaining after risk treatment.	ISO 27001

6. Legislation and Supporting Documents

The Integrated Planning and Reporting Framework

Bland Shire Council has a tiered structure of external focused and internally focused strategies that align with the NSW Office of Local Government Integrated Planning and Reporting (IP&R) framework. These documents identify strategic objectives and community outcomes, operational objectives, and key performance indicators that establish the primary basis for strategic and operational risk assessment across Council.

- Bland Shire Council Community Strategy Plan 2012-2027
- Combined Delivery Program & Operational Plan 2018 – 2022
- Resourcing Strategy 2018 – 2028
- Revenue Policy 2018 – 2019
- Office of Local Government Internal Audit Guidelines
- Audit, Risk & Improvement Committee Charter
- Business Continuity
- Internal Audit and Risk Management Policy for NSW Public Sector 2009
- ISO 31000:2018 Risk management - Guidelines
- Work Health and Safety Act 2011
- Risk Appetite Statement
- Risk Management Policy
- Risk Management Plan
- Work Health and Safety Policy
- Investment Policy
- Incident Reporting & Investigation Policy

7. Relationship to Community Strategic Plan

Under the theme of *Our Leadership - A well run Council acting as the voice of the community*, this policy fits within the Delivery Program Objective 12: Lead the Community, specifically Strategy 12.4 – Review and implement Council policies and comply with WHS and Risk Management requirements.

8. Attachments

Risk Management Policy

Risk Management Procedure

Risk Management Strategy and Action Plan (Confidential Document)

Bland Shire Council Risk Appetite Statement (Confidential Document)

RISK MANAGEMENT POLICY

AUTHORISATION

POLICY TYPE: (Council or Operational)	COUNCIL
POLICY LOCATION: (eg Corporate, Engineering, etc)	GOVERNANCE AND RISK
RESPONSIBLE OFFICER (by position title)	DIRECTOR CORPORATE AND COMMUNITY SERVICES
AUTHORISED BY (GM or Director Title)	
DATE ADOPTED:	
ADOPTED BY: (Manex or Council)	COUNCIL
MINUTE NO (IF REQUIRED):	
REVIEW DUE DATE: (Four years unless statutorily required sooner)	
REVISION NUMBER:	1

DOCUMENT HISTORY

VERSION NO.	DATE	DESCRIPTION OF AMENDMENTS include names of former policies that this policy will replace if applicable	AMENDED BY (WHERE REQUIRED)

REVIEW OF THIS POLICY

This Policy will be reviewed within two years from the date of adoption or as required in the event of legislative changes. The Policy may also be changed as a result of other amendments that are to the advantage that Council and in the spirit of this Policy. Any amendment to the Policy must be by way of a Council Resolution or the approval of the General Manager.

1. Purpose:

Key to the ERM framework is a policy statement that communicates Council's commitment to managing enterprise wide risks and establishes clear expectations regarding staff responsibilities for identifying and managing risk.

Risk management thinking, principles and practices will support the achievement of objectives, helping Council deliver quality services, improve decision-making, establish priorities, promote safety, minimise the impact of loss, and ensure regulatory compliance.

The ERM framework is supported by Council's policies and procedures that support Council's approach for the management of the total risk exposure. Refer to Council's Policy Framework for further details.

2. Scope:

This policy will apply to:

- both Council staff and Councillors
- permanent employees, whether full-time or part-time
- temporary or casual employees
- consultants
- individual contractors working for the Council.
- employees of contractors providing services to Bland Shire Council
- other people who perform Council official functions whose conduct and activities could be investigated by an investigating authority, including volunteers.

3. Outcomes:

Council is committed to effectively and systematically managing risks in order to maximise opportunities and limit adverse effects in accordance with AS/NZS ISO 31000 2018 Risk Management Guidelines.

To minimise the effect of negative risk and optimise opportunities, managers and risk owners are expected to act in accordance with Council's policies, procedures, and guidelines and delegated authority.

Assessment of strategic operational and project risks must be completed in accordance with Bland Shire Council's policies and procedures.

Employees are expected to implement Council's Policies and Procedures which identify requirements for responding to assessed risks, including:

- Identification of risk treatments
- Analysis of residual risk
- Management involvement in decision making
- Nominating a risk owner

It is the responsibility of all Council staff to have knowledge of, and to ensure compliance with, the Policy and Procedures.

4. Roles and Responsibilities

Role	Responsibilities
All Councillors	<ul style="list-style-type: none"> • Are responsible for the adoption and commitment to Enterprise Risk Management and its policies as well as oversight of Council's risk management framework through the normal course of good governance. • Act at all times in a manner consistent with Council values and Council policies, including the requirements of the ERM framework. • Take relevant steps to manage Council's risk exposure.
All staff	<ul style="list-style-type: none"> • Act at all times in a manner consistent with Council values and Council policies, including the requirements of the ERM framework • Take practical steps to manage Council's risk exposure with their area of activity and responsibility, including the identification of emerging risks and opportunities • Notify or escalate information about risks and opportunities to ensure an effective and timely response • Identify emerging risks requiring attention • As risk owners take responsibility for the effective management of specific risks as nominated in Council's risk data base
Senior Management Team (MANEX)	<ul style="list-style-type: none"> • Lead the development of ERM culture across Council • Set priorities for the implementation of ERM framework to maximise value to Council • Ensure the effective implementation and operation of Council's ERM framework • Define and communicate Council's risk appetite and tolerance • Assess and manage strategic risks, including the assessment of emerging risks within Council and the local Government sector to ensure that appropriate action is being taken by Council • Monitor the management of operational risks and direct risk responses as required • Nominate risk owners for all high-ranked-operational risk • Provide direction regarding responses to strategic, operational and project risks, as required • Identify strategic projects having potential to significantly impact on the achievement of Council's strategic objectives • Monitor risks associated with strategic projects • Provide direction to the Risk and Insurance Officer • Provide direction in response to reports and recommendations provided • Resolve urgent sensitive, complex or Council wide management issues that cannot be resolved by staff
General Managers Office	<ul style="list-style-type: none"> • Develop and document Council's corporate strategy (including plans, reports and other documents) in accordance with the IP&R framework that includes Council objectives, and provides a basis for strategic and operational risk assessment • Implement a risk-based assurance strategy (including Council's internal audit program) • Implement or delegate actions in response to advice provided by the Audit Committee
Directors	<ul style="list-style-type: none"> • Ensure the ERM framework is being effectively implemented and operated within their areas of responsibility

	<ul style="list-style-type: none"> • Participate in strategic, operational and project risk assessments • Manage operational risks within their directorate • Promote a culture that encourages the open and transparent discussions of risk • Escalate high-ranked risks to MANEX (as appropriate) • Approve Service Unit Business Plans, Business Cases and Project Plans – defining planned strategies for managing service and project risks • Plan and facilitate the progressive implementation of the ERM framework and the development of a risk-aware culture • Establish and monitor key performance indicators for the implementation and operation of the ERM framework • Ensure resources to support the implementation of the ERM framework • Support the formal review and update of the ERM framework • Promote the ERM framework across Council
Managers	<ul style="list-style-type: none"> • Ensure that the ERM framework is being effectively implemented and operated within their areas of responsibilities • Participate in operational and project risk assessments • Manage risks within the Business Unit • Develop strategies for the management of applicable operational risks and document these strategies in the Business Unit • Report operational risks monthly to the Director • Escalate risks to a Director for resolution (as appropriate)
Coordinators and Team Leaders	<ul style="list-style-type: none"> • Manage risks within functional areas • Contribute to the development of Service Unit Business Plans (where required) • Escalate risks to Managers and/or Directors to support the achievement of operational objectives (where required)
Project Managers	<ul style="list-style-type: none"> • Develop strategies for the management of project risks and document these strategies • Assess and manage project risks • Include project specific risk management requirements and methodology in the project plan • Ensure the effective management of risks within the project team to support the achievement of project objectives • Escalate risks to the Project Control Group, the project sponsor or MANEX (where required)
Risk & Insurance Officer	<ul style="list-style-type: none"> • Provide specialist risk management support and training to staff to ensure a consistent risk management approach across Council • Facilitate the progressive implementation of the ERM framework and the development of a risk-aware culture • Promote the communication of risks within and between Council's various Business Units and Directorates • Provide information to the Audit Committee regarding Council's risk exposure and the operation of the ERM framework • Coordinate day-to-day risk management activities across Council • Identify opportunities for improvement of the ERM framework • Report quarterly to MANEX regarding the performance of the ERM framework including recommendations to achieve performance targets • Identify training and development needs to achieve the required risk management competencies across Council • Coordinate resources to support the implementation of the ERM framework • Facilitate the formal review and update of the ERM framework • Promote the ERM framework across Council

Audit, Risk and Improvement Committee

- Provide independent assurance, advice and assistance to Council on risk management control, governance and external accountability responsibilities as defined in the Audit Committee Constitution

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5. Definitions

Term	Definition/Comment	Source
Council	Bland Shire Council	
Risk	<p>Risk is defined as “the effect of uncertainty on objectives” where an effect is a deviation from the expected – either positive (an opportunity) or negative (a threat) ISO 3100 2018</p> <p>The definition emphasises the need to establish objectives as the basis for risk assessment. Council’s objectives may be expressed in term of:</p> <ul style="list-style-type: none"> • Strategic and operational objectives and key performance indicators defined in Council’s Integrated Planning and Reporting Framework. • Objectives defined within service unit Business Plans • Project specific objectives defined within business cases and project plans • Objectives implicit within Council’s policies <p>An effect is a deviation from the expected. It can be positive, negative or both, and can address, create or result in opportunities and threats.</p> <p>Objectives can have different aspects and categories, and can be applied at different levels.</p>	ISO 31000-2018
Risk Management	<p>Risk management is defined as the “coordinated activities and methods that is used to direct an organisation and to control the many risks that can affect its ability to achieve objectives”.</p> <p>Risk management is a common sense, yet highly evolved discipline. The tools and training supporting this ERM Framework will support a change from an ad-hoc management approach to a structured approach that provides consistent, timely and valuable information about risk as a basis for effective decision-making.</p>	ISO 31000-2018
Enterprise risk management	<p>Enterprise risk management involves embedding risk thinking into Council’s everyday activities. A risk management framework is formally defined as the “set of components that provide the foundations and organisational arrangements for designing, implementing monitoring, reviewing and continually improving risk management throughout the organisation.</p> <p>Enterprise risk management (ERM) in business includes the methods and processes used by organizations to manage risks and seize opportunities related to the achievement of their objectives. ERM provides a framework for risk management, which typically involves identifying particular events or circumstances relevant to the organization’s objectives (risks and opportunities), assessing them in terms of likelihood and magnitude of impact, determining a response strategy, and monitoring process. By identifying and proactively addressing risks and opportunities, business enterprises protect and create value for their stakeholders,</p>	Wikipedia

	including owners, employees, customers, regulators, and society overall	
Potential exposure	<p>The total plausible maximum impact on an organisation arising from a risk without regard to controls</p> <p>Comment: Sometimes the term “inherent risk” is used as an alternate to risk exposure.</p>	HB 158 – 2010 Delivering assurance based on ISO 31000-2009 Risk management Principles and Guidelines
Risk appetite	<p>The amount and type of risk an organisation is prepared to pursue or take.</p> <p>Council’s risk appetite describes the amount and type of risk that Council is prepared to take in pursuit of its objectives. Risk appetite is about defining what Council does (and does not) want to do, and how it goes about it. It is an important foundation for the ERM framework.</p> <p>While mindful that reputation risk is inherent in our business activities, we will take a cautious approach and not be constrained by reputation related risk in pursuing innovation. Council has considerable appetite for improvements and innovation in service delivery, technology and the efficiency of our operations.</p> <p>Risk appetite is an articulation of an organisation’s willingness to take or accept risk and because it operates at strategic and operational levels. It is an integral part of any risk management capability in order to influence strategies and objectives it should be considered and reviewed during Strategic Planning. Additionally, risk appetite is a key influence in concert with cost/benefit of mitigation considerations, when determining the Target Risk Ratings of specific tasks. Understanding and applying effective considerations is highly beneficial in managing risk.</p> <p>Comment: Risk appetite is not about the pursuit of risk. It is about what the organisation does (or does not) want to do, and how it goes about it.</p>	ISO Guide 73=2009 Risk Management vocabulary
Risk processes	<p>Risk assessment is a process that is made up of three separate processes: risk identification, risk analysis, and risk evaluation.</p> <p>Risk identification is a process that is used to find, recognize, and describe the risks that could affect the achievement of objectives.</p> <p>Risk analysis is a process that is used to understand the nature, sources, and causes of the risks that you have identified and to estimate the level of risk. It is also used to study impacts and on sequences and to examine the controls that exist.</p> <p>Risk evaluation is a process that is used to compare risk analysis results with risk criteria in order to determine whether or not a specified level of risk is acceptable or tolerable</p>	ISO 31000-2018
Risk category	A class or group of risk events based on their risk consequence	

	Risk categories are used by Council to classify risk events as a basis for risk management including risk reporting and risk management decision making	
Risk owner	A risk owner is a person or entity that has been given the authority to manage a particular risk and is accountable for doing so.	ISO 31000-2018
Risk tolerance	<p>A series of limits which, depending on the organisation may either be:</p> <ul style="list-style-type: none"> • In the nature of absolute limits, beyond which the organisation does not wish to proceed (i.e. The organisation cannot deal with risks beyond these limits): or • In the nature of alarms that alert the organisation to an impending breach of tolerance risks. <p>Risk tolerance can be expressed in terms of absolutes, for example “we will not expose more than x% of our capital to losses in a certain line of business” or “we will not deal with certain types of customer”.</p>	IRM Risk Appetite and Tolerance Guidance paper
Risk Treatment	<p>Risk treatment is a risk modification process.</p> <p>It involves selecting and implementing one or more treatment options. Once a treatment has been implemented, it becomes a control or it modifies existing controls.</p> <p>You have many treatment options. You can avoid the risk, you can reduce the risk, you can remove the source of the risk, you can modify the consequences, you can change the probabilities, you can share the risk with others, you can simply retain the risk, or you can even increase the risk in order to pursue an opportunity.</p>	ISO 31000-2018
Residual Risk	Risk remaining after risk treatment.	ISO 27001

6. Legislation and Supporting Documents

The Integrated Planning and Reporting Framework

Bland Shire Council has a tiered structure of external focused and internally focused strategies that align with the NSW Office of Local Government Integrated Planning and Reporting (IP&R) framework.

These documents identify strategic objectives and community outcomes, operational objectives, and key performance indicators that establish the primary basis for strategic and operational risk assessment across Council.

- Bland Shire Council Community Strategy Plan 2012-2027
- Combined Delivery Program & Operational Plan 2018 – 2022
- Resourcing Strategy 2018 – 2028
- Revenue Policy 2018 – 2019
- Office of Local Government Internal Audit Guidelines
- Audit, Risk & Improvement Committee Charter
- Business Continuity
- Internal Audit and Risk Management Policy for NSW Public Sector 2009
- ISO 31000:2018 Risk management - Guidelines
- Work Health and Safety Act 2011

- Risk Appetite Statement
- Risk Management Policy
- Risk Management Plan
- Work Health and Safety Policy
- Investment Policy
- Incident Reporting & Investigation Policy

7. Relationship to Community Strategic Plan

Under the theme of *Our Leadership - A well run Council acting as the voice of the community*, this policy fits within the Delivery Program Objective 12: Lead the Community, specifically Strategy 12.4 – Review and implement Council policies and comply with WHS and Risk Management requirements.

8. Attachments

Risk Management Procedure

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AUTHORISATION

POLICY TYPE: (Council or Operational)	COUNCIL
POLICY LOCATION: (eg Corporate, Engineering, etc)	GOVERNANCE AND RISK
RESPONSIBLE OFFICER (by position title)	DIRECTOR CORPORATE AND COMMUNITY SERVICES
AUTHORISED BY (GM or Director Title)	
DATE ADOPTED:	
ADOPTED BY: (Manex or Council)	COUNCIL
MINUTE NO (IF REQUIRED):	
REVIEW DUE DATE: (Four years unless statutorily required sooner)	
REVISION NUMBER:	1

DOCUMENT HISTORY

VERSION NO.	DATE	DESCRIPTION OF AMENDMENTS include names of former policies that this policy will replace if applicable	AMENDED BY (WHERE REQUIRED)

REVIEW OF THIS PROCEDURE

This Procedure will be reviewed within two years from the date of adoption or as required in the event of legislative changes. The Procedure may also be changed as a result of other amendments that are to the advantage that Council and in the spirit of this Procedure. Any amendment to the Procedure must be by way of a Council Resolution or the approval of the General Manager.

1. Purpose:

Council has determined that, to effectively manage risk, it must foster a positive, risk aware culture across the organisation. Communication and consultation are crucial at every step of the risk management process to ensure all participants understand, are involved in and contribute to the process. Issues relating to the risk itself, its causes, its consequences and the measures being taken to treat it should be communicated to staff.

This ensures that all staff understands the basis on which decisions are made and the reasons why particular actions are required. Where appropriate, consulting stakeholders with different experiences, beliefs, assumptions, needs and concerns about the risk ensures through comprehensive consideration of the risk being taken.

Embedding risk management into the organisation culture is fundamental to achieving integrated risk management. This will be accomplished by:

- Directors and Managers championing risk management behaviours and actions
- Promoting the view that all staff are managers of risk
- Encourage staff to develop knowledge and skills in risk management
- Including risk management in Council's induction program, and ongoing training program
- Providing targeted training and support to staff so that risk management practices are effectively incorporated into their everyday roles and responsibilities.

Council's risk appetite describes the amount and type of risk that Council is prepared to take in pursuit of its objectives. Risk appetite is about defining what Council does (and does not) want to do, and how it goes about it. It is an important foundation for the ERM framework.

While mindful that reputation risk is inherent in our business activities, we will take a cautious approach and not be constrained by reputation related risk in pursuing innovation. Council has considerable appetite for improvements and innovation in service delivery, technology and the efficiency of our operations.

Risk appetite is an articulation of an organisations willingness to take reign or accept risk and because it operates at strategic and operational levels. It is an integral part of any risk management capability in order to influence strategies and objectives it should be considered and reviewed during Strategic Planning. Additionally, risk appetite is a key influence in concert with cost/benefit of mitigation considerations, when determining the Target Risk Ratings of specific tasks. Understanding and applying effective considerations is highly beneficial in managing risk

2. RISK APPETITE SUMMARY

The Risk Appetite Statements for Bland Shire Council are based on the amount of risk that the Council is willing to take or retain in pursuit of its objectives over the life of the current Operational Plan. The Council has a strategic focus on multiple areas, and many different and varied operations are carried out to support the Shire. As such, appetites for taking risk can vary across these different operations and strategic foci. Therefore, Council's Risk Appetite Statements have been developed against each of Council's risk categories. These Statements use a four-level ordinal scale to indicate the amount of risk Council is willing to take or retain for each category. Table 1 on the following page illustrates the four-level ordinal scale, with a definition for each.

Table 1: Risk Appetite Levels and Definitions

AVOID	RESISTANT	ACCEPT	RECEPTIVE
(little-to-no appetite)	(small appetite)	(medium appetite)	(larger appetite)
Avoidance of adverse exposure to risks even when outcome benefits are higher	A general preference for safer options with only small amounts of adverse exposure	Options selected based on outcome delivery with a reasonable degree of protection	Engagement with risks based more on outcome benefits than potential exposure

Risk tolerance

Risk tolerance provides more detail about Council's risk appetite. Risk tolerance defines the absolute limits (expressed as metrics for specific performance indicators) that Council will not exceed. Risk tolerance implies that Council cannot effectively deal with risks beyond those limits.

Risk categories

Council has established a number of risk categories. The risk categories reflect the types of risk consequences to which Council is exposed. The risks identified are:

- Community
- Compliance
- Natural Environment
- Finance
- Governance
- Human Resources
- Infrastructure
- Information Technology (IT)
- Legal/Regulatory
- Service Delivery
- Reputation
- Project Delivery
- Workplace Health and Safety

Council define risk appetite and tolerance

MANEX has defined Council's risk appetite and tolerance at a strategic level for a number of risk categories Council has no appetite for risks, which may compromise the safety and wellbeing of staff. The community, contractors and volunteers. Council has no appetite for risks that cause significant and irreparable damage to the environment and seeks to preserve and enhance it for future generations.

Risk evaluation

Risk evaluation involves comparing the level of risk found during the analysis process against the risk criteria to determine whether the risk is acceptable. It involves making decisions based on the risk rating about which risk is acceptable. It involves making decisions based on the risk rating about which risks are going to be treated and the priorities of those treatments. Treatment strategies will vary depending on the level of risk. It is important to strike a balance between the cost of eliminating or reducing a risk and any potential benefits or loss reduction.

The higher the overall level of risk the greater level of management attention is required to reduce it probability and/or impact or manage the risk.

Table 2, provides a summary of Bland Shire Council's risk appetite position across its identified risk categories. Each category has one coloured cell, which represents the Primary Appetite position and one 'greyed' cell, which represents the Secondary Appetite position. These positions are defined as follows:

Primary Appetite: indicates a general appetite for taking or retaining risk for the given risk category.

Secondary Appetite: indicates an appetite-by-exception position for taking or retaining risk in specific circumstances. It is not necessary for all risk categories to have a Secondary Appetite position.

Table 2: Summary of Council's Risk Appetite position as of October 2020

Risk Category	Avoid	Resistant	Accept	Receptive
Community			PRIMARY	
Compliance	Secondary	PRIMARY		
Natural Environment		Secondary	PRIMARY	
Finance				
Governance	Secondary	PRIMARY		
Human Resources		Secondary	PRIMARY	
Infrastructure			PRIMARY	Secondary
Information Technology (IT)	Secondary	PRIMARY		
Legal/Regulatory	Secondary	PRIMARY		
Service Delivery		Secondary	PRIMARY	
Reputation		PRIMARY	Secondary	
Project Delivery			PRIMARY	Secondary
Workplace Health & Safety	PRIMARY			

Note: The Community risk category did not have designated secondary appetite. This indicates that in the current environment, Council does not perceive of circumstances that would encourage it to alter its appetite for taking risk with this risk category. To ensure the primary and secondary distributions are comparative, the secondary for Community is at the same level as its primary.

This report is from a comprehensive Risk Appetite Planning Session conducted by Craig Huntley Senior Consultant, Marsh Consulting Services Solutions Pacific and Damien Connell Regional Risk Manager Statewide Mutual.

3. Overview

The process map following defines Council's process, responsibilities for the management of strategic, operational, and project risks.

Elements of the Enterprise Risk Management (ERM) Framework

The ERM identifies the key elements of Council's approach to managing risks.



Work health and safety risks

Council is committed to a robust Work Health and Safety (WHS) risk management system to support Council's commitment to zero harm for all its workers. The Work Health and Safety Act 2011 (NSW) came into effect on 1 January 2012 and provides for a balanced and nationally consistent framework to ensure the health and safety of workers and workplaces.

Council has developed its WHS system to manage WHS risks and includes separate policy, procedures and reporting mechanisms to those outlined in this document.

The WHS system, with supporting documentation is available on Council's internet.

<http://www.blandshire.nsw.gov.au/sites/default/files/Work%20Health%20Safety%20Policy.pdf>

Business continuity risks

An element of Council's risk management strategy is the maintenance of an effective Recovery and Business Continuity Plan Council's plan has been developed to

- identify critical aspects of Council services exposed to risk from business interruption
- define preparatory actions which will minimise loss or damage should an interruption occur
- adopt strategies to maintain critical Council services through periods of disruption
- minimise adverse effects on the public, employees and Council

Council intends to review the plan on a regular basis.

Council insurance program

Integral to Council's management of risk is the impact and value of Council's insurance program. Council has a comprehensive suite of insurances in place to mitigate direct pecuniary loss. The program's purpose is to reduce Council's business exposure against risk, which cannot otherwise be effectively mitigated and are normally accidental in nature or an unexpected calamity or incident.

Council has an obligation under section 382 of the Local Government Act 1993 (NSW) to hold adequate public liability and professional indemnity coverage. Council's insurance program is reviewed annually.

4. Risk-based decision making

The following sections identify requirements for risk management that will support key Council decision-making activities.

Strategic planning

A review of high-ranked strategic, operational and project risks will be used to inform decisions regarding Council's Strategic planning activities.

Business cases

Organisational change is a major source of risk within Council. Business cases are used to define proposed changes to business operations and include:

- change in strategic direction or focus
- organisational change/restructure
- introduction of new technologies or work practices
- initiatives to improve service delivery
- Workforce changes (e.g. Roles. Employment type, skill requirements)

Business cases must be prepared and submitted for review and approval to MANEX.

All business cases must include a risk assessment based on the defined objectives of the business case and associated tangible benefits to be delivered by the business case.

Project risk management

Strategic projects

MANEX will identify strategic projects having potential to significantly impact on the achievement of Council's strategic objectives.

Project plan

A project plan will be prepared for every project or program. Project plans will include an assessment of project risks having the potential to effect the achievement of project objectives, and will include action plans to manage high-ranked risks.

Risk reporting

Consistent, comprehensive and timely risk reporting is critical to provide management with the opportunity to monitor risks, and to inform decision-making. The following table summarises the key ERM framework actions, reports required for strategic operational and project risks.

Action	Description	Responsibility	Timing
Review of strategic risks	Regular reviews of strategic risks to maintain the currency of the risk register and to monitor the status of risk treatments	MANEX	As determined by MANEX
Operation risk assessment	Comprehensive risk assessment based on Council's current operational and Business Unit objectives	MANEX	Annual
Operation risk reviews	Review of the status of selected actions in response to the operational risk assessment	MANEX	Monthly
Review of strategic projects	Review of risks and the status of risk treatments for strategic projects	MANEX	Monthly
Review Council's Internal audit program	Review outcomes of strategic operational and project risk assessments as an input to Council's internal audit program	General Managers office and MANEX	Annual
Review of risks and actions nominated within Business Units Business Plans	Review of the status of actions (including risk responses) identified in each Business Unit and Business Plan Reporting of the status of actions (including the responses) identified in each Business Unit and Business Plan	Managers and Directors Managers and Directors	Monthly Quarterly

Reports to Council

Reports to Council are prepared using a standard template and must include a risk assessment and the identification of any required risk mitigation measures – providing a basis for the risk informed decision-making.

Risk assessments use the approved Bland Shire Council risk matrix and follow the Council's risk management policies and procedures.

MANEX will review reports to Council and determine whether risk treatments identified in reports to Council should be subject to further analysis and/or included in Council's risk database.

5. Risk Information systems

Risk Records

Risk management activities will be recorded to provide:

- a record of risk assessment and risk ownership for ongoing monitoring
- a record of completed risk treatments
- an audit trail demonstrating the basis for decision making
- evidence of good corporate governance
- records that can be used as a point of reference for future risk management activities

Records will be maintained for all activities and follow Bland Shire Council's records management procedures.

Risk Register

Records of risk assessment will be maintained in Council's Risk Register. The Register will be developed to also include records of

- objects used as a basis for risk assessment
- risk assessments (including, analysis and evaluation)
- nominated risk owners
- risk treatments (including existing controls, actions, target timeframe and responsibilities)
- projected residual risk (post treatment)
- the status of risk monitoring and risk treatments

The Risk Register will be used:

- To record all risks across Council – strategic, operation and project – with the ability to select, filter and sort.
- To monitor and manage the status of risk treatments
- A resource to be used for risk assessments, assurance activities and for continuous improvement across Council.

The Risk & Insurance Officer will review and update Council's Risk Register on a regular basis.

Risk owners are to monitor the accuracy and status of the risks that have been allocated to them and report on them in accordance with the requirements of the risk assessment.

The risk register will be formally reviewed on a nominated basis. One of the reviews should coincide with the annual integrated planning and budgeting process. This helps determine work priorities and ensures appropriate resources are assigned to manage and control risks.

Council's risk management framework, policies and procedures will be reviewed on a regular basis. The review will cover:

- The adequacy of risk management policies and procedures
- Compliance with risk management policies and procedures
- The effectiveness of policies, procedures and controls in mitigating risk

6. Assurance and improvement process

Council's control framework

Council's risk database will identify risk controls in response to identified risks and will evolve to provide a consolidated reference for governance, risk and compliance controls across Council, representing Council's control framework.

Monitoring the ERM Framework

MANEX will be responsible for regularly monitoring the performance of the ERM framework. The MANEX will report to Council and the Audit Committee on the performance of the ERM framework.

Council's Internal Audit function will be responsible for conducting independent reviews of the performance of the ERM framework as instructed by the MANEX and the Audit Committee on the performance of the ERM framework.

Council's internal audit program

Strategic, operational and project risk based assurance strategy (including an internal audit program) consistent with;

- Internal Audit Guidelines (2010), Division of Local Government, NSW Department of Premier and Cabinet
- HB 158:2010 Delivering assurance based on ISO 31000 2009 Risk Management principles and guidelines

Internal audit and self-assessment findings will be reviewed by MANEX and where appropriate, risk treatments for identified high ranked risks will be identified in the risk database and/or designated as actions.

The Audit Risk and Improvement Committee

The Audit Risk and Improvement Committee will provide information regarding Council's risk exposure and the operation of the ERM framework for review. The Audit Committee will provide an annual report to the General Manager, providing independent assurance, advice and assistance to Council on risk management, control, governance, and external accountabilities.

Continual improvement

MANEX will be responsible for continual improvement in risk management through the setting of organisational performance goals, measurement, review and the subsequent modification of process, systems, resources, capabilities and skills.

Improvement will be achieved:

- By establishing explicit performance goals and key performance indicators as a base for reviewing and improving performance of the ERM framework.
- In response to internal and external audit findings and recommendations, and in response to advice from the Audit Risk and Improvement Committee
- In response to opportunities for improvement identified as a result of risk maturity assessments
- Through an ongoing process of identification examples of success and failure as a basis to analysis and knowledge sharing

Attachment A: Definitions

Term	Definition/Comment	Source
Council	Bland Shire Council	
Risk	<p>Risk is defined as “the effect of uncertainty on objectives” where an effect is a deviation from the expected – either positive (an opportunity) or negative (a threat) ISO 3100 2018</p> <p>The definition emphasises the need to establish objectives as the basis for risk assessment. Council’s objectives may be expressed in term of:</p> <ul style="list-style-type: none"> • Strategic and operational objectives and key performance indicators defined in Council’s Integrated Planning and Reporting Framework. • Objectives defined within service unit Business Plans • Project specific objectives defined within business cases and project plans • Objectives implicit within Council’s policies <p>An effect is a deviation from the expected. It can be positive, negative or both, and can address, create or result in opportunities and threats.</p> <p>Objectives can have different aspects and categories, and can be applied at different levels.</p>	ISO 31000-2018
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Enterprise risk management	<p>Enterprise risk management involves embedding risk thinking into Council’s everyday activities. A risk management framework is formally defined as the “set of components that provide the foundations and organisational arrangements for designing, implementing monitoring, reviewing and continually improving risk management throughout the organisation.</p> <p>Enterprise risk management (ERM) in business includes the methods and processes used by organizations to manage risks and seize opportunities related to the achievement of their objectives. ERM provides a framework for risk management, which typically involves identifying particular events or circumstances relevant to the organization's objectives (risks and opportunities), assessing them in terms of likelihood and magnitude of impact, determining a response strategy, and monitoring process. By identifying and proactively addressing risks and opportunities, business enterprises protect and create value for their stakeholders, including owners, employees, customers, regulators, and society overall</p>	Wikipedia

Potential exposure	<p>The total plausible maximum impact on an organisation arising from a risk without regard to controls</p> <p>Comment: Sometimes the term “inherent risk” is used as an alternate to risk exposure.</p>	HB 158 – 2010 Delivering assurance based on ISO 31000-2009 Risk management Principles and Guidelines
Risk appetite	<p>The amount and type of risk an organisation is prepared to pursue or take.</p> <p>Council’s risk appetite describes the amount and type of risk that Council is prepared to take in pursuit of its objectives. Risk appetite is about defining what Council does (and does not) want to do, and how it goes about it. It is an important foundation for the ERM framework.</p> <p>While mindful that reputation risk is inherent in our business activities, we will take a cautious approach and not be constrained by reputation related risk in pursuing innovation. Council has considerable appetite for improvements and innovation in service delivery, technology and the efficiency of our operations.</p> <p>Risk appetite is an articulation of an organisation’s willingness to take or accept risk and because it operates at strategic and operational levels. It is an integral part of any risk management capability in order to influence strategies and objectives it should be considered and reviewed during Strategic Planning. Additionally, risk appetite is a key influence in concert with cost/benefit of mitigation considerations, when determining the Target Risk Ratings of specific tasks. Understanding and applying effective considerations is highly beneficial in managing risk.</p> <p>Comment: Risk appetite is not about the pursuit of risk. It is about what the organisation does (or does not) want to do, and how it goes about it.</p>	ISO Guide 73=2009 Risk Management vocabulary
Risk processes	<p>Risk assessment is a process that is made up of three separate processes: risk identification, risk analysis, and risk evaluation.</p> <p>Risk identification is a process that is used to find, recognize, and describe the risks that could affect the achievement of objectives.</p> <p>Risk analysis is a process that is used to understand the nature, sources, and causes of the risks that you have identified and to estimate the level of risk. It is also used to study impacts and on sequences and to examine the controls that exist.</p> <p>Risk evaluation is a process that is used to compare risk analysis results with risk criteria in order to determine whether or not a specified level of risk is acceptable or tolerable</p>	ISO 31000-2018
Risk category	<p>A class or group of risk events based on their risk consequence</p> <p>Risk categories are used by Council to classify risk events as a basis for risk management including risk reporting and risk management decision making</p>	

Risk owner	A risk owner is a person or entity that has been given the authority to manage a particular risk and is accountable for doing so.	ISO 31000-2018
Risk tolerance	<p>A series of limits which, depending on the organisation may either be:</p> <ul style="list-style-type: none"> • In the nature of absolute limits, beyond which the organisation does not wish to proceed (i.e. The organisation cannot deal with risks beyond these limits): or • In the nature of alarms that alert the organisation to an impending breach of tolerance risks. <p>Risk tolerance can be expressed in terms of absolutes, for example “we will not expose more than x% of our capital to losses in a certain line of business” or “we will not deal with certain types of customer”.</p>	IRM Risk Appetite and Tolerance Guidance paper
Risk Treatment	<p>Risk treatment is a risk modification process.</p> <p>It involves selecting and implementing one or more treatment options. Once a treatment has been implemented, it becomes a control or it modifies existing controls.</p> <p>You have many treatment options. You can avoid the risk, you can reduce the risk, you can remove the source of the risk, you can modify the consequences, you can change the probabilities, you can share the risk with others, you can simply retain the risk, or you can even increase the risk in order to pursue an opportunity.</p>	ISO 31000-2018
Residual Risk	Risk remaining after risk treatment.	ISO 27001

Attachment B: Reference publications

The following publications have been referenced in the production of this Guideline and should be referenced for further information.

Title and Publisher	Description
ISO 31000 – 2018 Risk Management Guidelines	<p>ISO 31000:2018 provides guidelines on managing risk faced by organizations. The application of these guidelines can be customised to any organization and its context.</p> <p>ISO 31000:2018 provides a common approach to managing any type of risk and is not industry or sector specific.</p> <p>ISO 31000:2018 can be used throughout the life of the organization and can be applied to any activity, including decision-making at all levels.</p>
ISO 31000 – 2009 Risk Management and Principles	<p>ISO 31000:2009 provides principles and generic guidelines on risk management.</p> <p>ISO 31000:2009 can be used by any public, private or community enterprise, association, group or individual. Therefore, ISO 31000:2009 is not specific to any industry or sector.</p> <p>ISO 31000:2009 can be applied throughout the life of an organization, and to a wide range of activities, including strategies and decisions, operations, processes, functions, projects, products, services and assets.</p> <p>ISO 31000:2009 can be applied to any type of risk, whatever its nature, whether having positive or negative consequences.</p>
ISO 31000-2018 Plain English definitions	<p>The guide ISO 31000 risk management definitions translate definitions into plain English in order to make them easier to understand.</p>
Internal Audit Guidelines (2010) Division of Local Government. NSW Department of Premier and Cabinet	<p>These Guidelines are Director General's Guidelines for the purposes of section 23A of the Local Government Act 1993, issued by the Chief Executive, Local Government under delegated authority. The Guidelines are designed to provide council's with assistance to implement internal audit and risk management. The Guidelines also include appropriate structures, functions, charter and membership of audit and risk management committees.</p>
HB 158 2010 Delivering assurance based on ISO 3100 – 2009 Risk Management Principles and Guidelines	<p>HB 158 2010 draws on the institute of Internal Auditors International Professional Practices Framework with respect to using and assuring the ISO 31000 2009 risk management process. In particular, it describes how to use the risk management process to</p> <ol style="list-style-type: none"> 1. Develop a risk-based assurance strategy and program 2. Plan an assurance engagement 3. Report the assurance program 4. Design controls <p>The Handbook also provides a guide to assessing the adequacy of risk management framework and process.</p>
HB 203-2012 Managing environment related risk	<p>Handbook HB 203 3012 discusses how AS/NZS ISO 2009 can be used to help an organisation manage environmental-related risks, including risks to the environment and from the environment</p>

Please note: ISO 32000-2009 Risk Management Principles and Guidelines has been revised to ISO 32000-2018 Risk Management Guidelines

Attachment C: Response to risk management principles

The following table summarises those principles and identifies the approach adopted by Council's ERM Framework in response to each:

AS/NZS ISO 31000 Principles	Bland Shire Council Approach
<p>Risk management creates and protects value</p> <p>Risk management contributes to the demonstrable achievement of objectives and improvement of performance</p>	<p>The ERM Framework identifies and focuses on Council's strategic, operational and project objectives and supports their achievements</p> <p>Risk management processes clearly establish objectives as a basis for risk assessment</p>
<p>Risk management is an integral part of all organisational process</p> <p>Risk management is part of the responsibilities of management and an integral part of Council process, including strategic planning and all project and change management processes</p>	<p>The ERM Framework identifies a range of Council functions where risk management will be applied, and includes strategic, operational and Project risks.</p> <p>The ERM framework will be integrated into Council's induction process and training strategy. A common approach, methodology will be applied across Council with records maintained in a common database.</p>
<p>Risk management is part of decision making</p> <p>Risk Management helps decision makers make informed choices, priorities actions and distinguish among alternate courses of action</p>	<p>The ERM Framework identifies Council processes where risk management will inform more effective decision-making. These activities include strategic planning, development of business cases. Council demonstrates, and a range of strategic , operational and project reporting functions'</p> <p>Risk appetite and tolerance have been defined to inform decision making and business rules have been developed that define common expectations for risk response</p>
<p>Risk management explicitly address uncertainty</p> <p>Risk management explicitly takes account of uncertainty, the nature of that uncertainty and how it can be addressed</p>	<p>Council's Policy recognises and accepts uncertainties applicable in Council's current operating environment.</p>
<p>Risk management is systematic, structured and timely.</p> <p>A systematic, timely and structured approach contributes to efficiency and the consistent, comparable and reliable results</p>	<p>The ERM Framework supported by Bland Shire Council's policies and procedures contributes to a structured approach that includes minimum timeframes or frequencies for risk assessments, risk response, risk reporting, and for reviewing and updating the ERM Framework.</p>
<p>Risk management is based on the best available information</p> <p>Inputs are based on information sources such as historical data, experience, stakeholder feedback, observation, forecasts and expert judgement.</p>	<p>The risk management processes embedded within the ERM Framework encourage the use of cross-functional teams.</p> <p>Improvement process will include an assessment of the adequacy of information and the effectiveness of risk management process.</p>

<p>Risk management is tailored.</p> <p>Risk management is aligned Council's external and internal context and risk profile.</p>	<p>The ERM Framework has been customised to reflect Council's internal and external environment. This is reflected in Council's risk appetite and tolerance statements. Council's risk profile and in recognition of the integration of risk management within Council's existing processes.</p>
<p>Risk management takes human and cultural factors into account</p> <p>Risk management recognises the capabilities, expectations and intentions of external and internal stakeholders that can facilitate or hinder achievement of Council's objectives</p>	<p>The ERM Framework recognises Council's current resourcing levels and governance structures – particularly the role and responsibilities of the MANEX.</p> <p>The ERM Framework is aligned with Bland Shire Council's Community Strategic Plan 2017-2022 ensuring consultation and meaningful planning around human and cultural factors and assisting with risk mitigation.</p>
<p>Risk management is transparent and inclusive</p> <p>Appropriate and timely involvement of stakeholders at all levels ensures that the risk management remains relevant and up to date.</p>	<p>ERM management processes recognise the contributions of multiple levels of management.</p> <p>Risk registers will remain accessible to management with defined responsibility for keeping the information up to date.</p>
<p>Risk management is dynamic, iterative and responsive to change</p> <p>Risk management continually identifies and responds to change.</p>	<p>Risk assessment requirements are integrated into business case and project management process.</p>
<p>Risk management facilitates continual improvement of the organisation</p> <p>Council should develop and implement strategies to improve risk management maturity alongside all other aspects of their organisation</p>	<p>Assurance and improvement processes are explicitly defined in the ERM Framework and include a mechanism for regular review of Council's risk maturity.</p>

7. Scope:

This procedure will apply to:

- both Council staff and Councillors
- permanent employees, whether full-time or part-time
- temporary or casual employees
- consultants
- individual contractors working for the Council.
- employees of contractors providing services to Bland Shire Council
- other people who perform Council official functions whose conduct and activities could be investigated by an investigating authority, including volunteers.

8. Roles and Responsibilities

Role	Responsibilities
All Councillors	<ul style="list-style-type: none"> • Are responsible for the adoption and commitment to Enterprise Risk Management and its policies as well as oversight of Council's risk management framework through the normal course of good governance. • Act at all times in a manner consistent with Council values and Council policies, including the requirements of the ERM framework. • Take relevant steps to manage Council's risk exposure.
All staff	<ul style="list-style-type: none"> • Act at all times in a manner consistent with Council values and Council policies, including the requirements of the ERM framework • Take practical steps to manage Council's risk exposure with their area of activity and responsibility, including the identification of emerging risks and opportunities • Notify or escalate information about risks and opportunities to ensure an effective and timely response • Identify emerging risks requiring attention • As risk owners take responsibility for the effective management of specific risks as nominated in Council's risk data base
Senior Management Team (MANEX)	<ul style="list-style-type: none"> • Lead the development of ERM culture across Council • Set priorities for the implementation of ERM framework to maximise value to Council • Ensure the effective implementation and operation of Council's ERM framework • Define and communicate Council's risk appetite and tolerance • Assess and manage strategic risks, including the assessment of emerging risks within Council and the local Government sector to ensure that appropriate action is being taken by Council • Monitor the management of operational risks and direct risk responses as required • Nominate risk owners for all high-ranked-operational risk • Provide direction regarding responses to strategic, operational and project risks, as required • Identify strategic projects having potential to significantly impact on the achievement of Council's strategic objectives • Monitor risks associated with strategic projects • Provide direction to the Risk and Insurance Officer • Provide direction in response to reports and recommendations provided • Resolve urgent sensitive, complex or Council wide management issues that cannot be resolved by staff

General Managers Office	<ul style="list-style-type: none"> • Develop and document Council's corporate strategy (including plans, reports and other documents) in accordance with the IP&R framework that includes Council objectives, and provides a basis for strategic and operational risk assessment • Implement a risk-based assurance strategy (including Council's internal audit program) • Implement or delegate actions in response to advice provided by the Audit Committee
Directors	<ul style="list-style-type: none"> • Ensure the ERM framework is being effectively implemented and operated within their areas of responsibility • Participate in strategic, operational and project risk assessments • Manage operational risks within their directorate • Promote a culture that encourages the open and transparent discussions of risk • Escalate high-ranked risks to MANEX (as appropriate) • Approve Service Unit Business Plans, Business Cases and Project Plans – defining planned strategies for managing service and project risks • Plan and facilitate the progressive implementation of the ERM framework and the development of a risk-aware culture • Establish and monitor key performance indicators for the implementation and operation of the ERM framework • Ensure resources to support the implementation of the ERM framework • Support the formal review and update of the ERM framework • Promote the ERM framework across Council
Managers	<ul style="list-style-type: none"> • Ensure that the ERM framework is being effectively implemented and operated within their areas of responsibilities • Participate in operational and project risk assessments • Manage risks within the Business Unit • Develop strategies for the management of applicable operational risks and document these strategies in the Business Unit • Report operational risks monthly to the Director • Escalate risks to a Director for resolution (as appropriate)
Coordinators and Team Leaders	<ul style="list-style-type: none"> • Manage risks within functional areas • Contribute to the development of Service Unit Business Plans (where required) • Escalate risks to Managers and/or Directors to support the achievement of operational objectives (where required)
Project Managers	<ul style="list-style-type: none"> • Develop strategies for the management of project risks and document these strategies • Assess and manage project risks • Include project specific risk management requirements and methodology in the project plan • Ensure the effective management of risks within the project team to support the achievement of project objectives • Escalate risks to the Project Control Group, the project sponsor or MANEX (where required)
Risk & Insurance Officer	<ul style="list-style-type: none"> • Provide specialist risk management support and training to staff to ensure a consistent risk management approach across Council • Facilitate the progressive implementation of the ERM framework and the development of a risk-aware culture • Promote the communication of risks within and between Council's various Business Units and Directorates • Provide information to the Audit Committee regarding Council's risk exposure and the operation of the ERM framework

	<ul style="list-style-type: none"> • Coordinate day-to-day risk management activities across Council • Identify opportunities for improvement of the ERM framework • Report quarterly to MANEX regarding the performance of the ERM framework including recommendations to achieve performance targets • Identify training and development needs to achieve the required risk management competencies across Council • Coordinate resources to support the implementation of the ERM framework • Facilitate the formal review and update of the ERM framework • Promote the ERM framework across Council
Audit, Risk and Improvement Committee	<ul style="list-style-type: none"> • Provide independent assurance, advice and assistance to Council on risk management control, governance and external accountability responsibilities as defined in the Audit Committee Constitution

9. Legislation and Supporting Documents

The Integrated Planning and Reporting Framework

Bland Shire Council has a tiered structure of external focused and internally focused strategies that align with the NSW Office of Local Government Integrated Planning and Reporting (IP&R) framework.

These documents identify strategic objectives and community outcomes, operational objectives, and key performance indicators that establish the primary basis for strategic and operational risk assessment across Council.

- Bland Shire Council Community Strategy Plan 2012-2027
- Combined Delivery Program & Operational Plan 2018 – 2022
- Resourcing Strategy 2018 – 2028
- Revenue Policy 2018 – 2019
- Office of Local Government Internal Audit Guidelines
- Audit, Risk & Improvement Committee Charter
- Business Continuity
- Internal Audit and Risk Management Policy for NSW Public Sector 2009
- ISO 31000:2018 Risk management - Guidelines
- Work Health and Safety Act 2011
- Risk Appetite Statement
- Risk Management Policy
- Risk Management Plan
- Work Health and Safety Policy
- Investment Policy
- Incident Reporting & Investigation Policy

10. Relationship to Community Strategic Plan

Under the theme of *Our Leadership - A well run Council acting as the voice of the community*, this procedure fits within the Delivery Program Objective 12: Lead the Community, specifically Strategy 12.4 – Review and implement Council policies and comply with WHS and Risk Management requirements.

8.9 Adoption of Revised Section 355 Committee Manual



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

DP3.1 Develop and support a strong sense of community, providing advice and support to community groups

Author: Director Corporate and Community Services

Introduction

At the October meeting of Bland Shire Council, Councillors resolved that a thorough review of its Section 355 Committee processes be undertaken as well as an engagement process with Council's Committees to determine committee functions. This resolution was the result of a report to Council highlighting matters identified during an Internal Audit process as well as the receipt of a request from an external committee to be considered as a Section 355 Committee.

Financial Implications

Dependent upon the Council's decision, there could be some realignment of budgets as they relate to Section 355 Committees. The full impact of Council's decision will be reported to Council along with the final report on the Section 355 Committee Manual and Policy at the expiration of the public exhibition period.

Summary

Council will recall that at Internal Audit of its Section 355 Committee process was undertaken with 11 recommendations to come from the Audit. A copy of the Audit is attached for the reference of Councillors (**Attachment One**). The first of these was that "The Council's Operational Manual for Section 355 Committees Handbook and the Terms of Reference for individual Committees be reviewed at least once during each Council term". Council's then Section 355 Committee Manual was last reviewed in 2014 and in October, Council endorsed for consultation the revised Manual. At the time, Council sought to extend the community consultation period to allow for seasonal impacts. As a result, consultation has continued up until this month.

Following the Council resolution, meetings have been held between the Director Corporate and Community Services and following committees:

- Mirrool Silo Kick Challenge Committee
- Weethalle Recreation Ground Committee
- Ungarie Retirement Village Association
- Ungarie Advancement Group
- Ungarie Showground Racecourse & Recreation Reserve Committee

The only committees which have not been met with at the time of writing this report are, Wyalong School of Arts & Hall Committee, Barmedman Tidy Towns and the Barmedman Community Centre committee, although telephone discussions have been held and it is anticipated that face to face meetings will be held prior to the Council meeting on 18th May.

The Revised Section 355 Committee Manual (**Attachment Two**) contains a number of minor amendments and additions which seek to clarify what the duties, roles and responsibilities of each committee are as well as providing more detail around the legislative framework that underpins the establishment of such committees. Specifically, the requirement that the determination as to whether a committee should be a Section 355 Committee should be a gateway decision based on:

- Is the activity of the proposed committee a core function of Council?
- Does the committee manage a facility of Council as its sole purpose?
- Does the committee provide advice to Council on a function of Council?

The appointment of Section 355 Committees is entirely at the discretion of the Council and should be made based on whether the committee meets one of the above requirements.

All Section 355 Committees provide a function of the Council, undertake activities on behalf of the Council or provides advice to Council on its functions. It has been strengthened in the Manual to ensure Council is made aware of committee membership and as well as who is undertaking certain functions and activities on Council's behalf.

Following discussions with Council regarding the make-up of committees, the original draft document has been amended to include the following:

“Committees are formed either by voting by members of the organisation or community at a publicly advertised meeting or by the Council publicly calling for nominations or by other means approved by Council. Committees formed by voting by members of the organisation or community at a publicly advertised meeting MUST report the names and contact details to Bland Shire Council within 14 days of the meeting to allow for formal ratification by Council.”

This obligation to keep Council informed of Committee activities is crucial to the ongoing success of the Council/Committee relationship. To that end, a further inclusion within the revised Manual relates to the requirement of the Committee Secretary to accurately record minutes of each meeting and to forward all minutes to the General Manager (Bland Shire Council) and to all members of the Committee within 14 days of the meeting being held. These minutes will then be included within the next available Bland Shire Council Business Paper for Councillors to endorse the Committee's recommendations.

Each committee should also have a minimum for four (4) committee members up to a maximum of nine (9) members. There is also a requirement that the committees have certain office bearers/executive positions to ensure the smooth running of committees and to maintain communication between the committee and Council. To help facilitate this, there will be members on the committee with responsibility to communicate directly with a Council officer who will be appointed as the Committee Liaison Officer as part of their existing role.

While committees have financial management responsibilities, in an effort to ensure probity is maintained, there have been some additions made within the manual in this area. Committees appointed under Section 355(b) of the Local Government Act are subject to the same standards of financial accountability as Council, and it is therefore important that Committees manage their finances well. All funds and assets held by the Committee belong to Council. To assist Council in monitoring committee expenditure, all committees will be required to add as an additional signatory to their accounts, an authorised officer of Bland Shire Council.

The original report to Council in October proposed that the funding allocation for the Section 355 Committees be increased to \$5,000 per annum for each committee. These funds would be distributed through two allocations per year, one in the September quarter and the second in the March quarter. These additional funds will support the committees to undertake smaller maintenance activities within their communities to help preserve and improve local amenity. However, should such works require the engagement of a contractor (eg plumber, electrician etc) Committees must contact Bland Shire Council Technical Services department for a list of approved contractors prior to works being undertaken.

Should Council agree to the increase in allocation to the committees, it will be stipulated that those funds are to be spent maintaining facilities within the individual towns and villages and should not be used for regular or ad hoc donations to community organisations. Should a committee wish to provide financial support to external organisations, these funds will be required to come from any fundraising or proceeds from specific events held by the committee.

All committees will be required to enter into a Memorandum of Understanding (MoU) which will stipulate specific areas of responsibility between the Committee and Council. This MoU will be developed as part of the engagement process, should Council resolve to place the revised Section 355 Committee Manual on exhibition. Further meetings will also be scheduled with each of the committees to firm up the relevant Terms of Reference.

Also attached to this report are the minutes of the Weethalle Recreation Ground Committee Annual General Meeting for the information of Council. It should be noted that the committee is seeking to change its name to Weethalle Community Committee. In light of this, it is recommended that Council amend the name of the Section 355 Committee to reflect the committee members' request.

Recommendation:

THAT

- 1) Council adopts the revised Section 355 Committee Manual;**
- 2) Increase the annual allocation to Section 355 Committees to \$5,000 per committee to be paid in two instalments during the financial year; and**
- 3) The "Weethalle Recreation Ground Section 355 Committee" be renamed the "Weethalle Community Committee – a Section 355 Committee of Bland Shire Council".**



REPORT INTO SECTION 355 COMMITTEES

AT

BLAND SHIRE COUNCIL



March 2020

Prepared by: Ian Roberts
Audit and Governance Associate
Blackadder Associates Pty Ltd
m 0417 423 776
e ian.roberts50@bigpond.com
a PO Box 493 Concord NSW 2137
w blackadderassoc.com.au
abn 66 124 446 831

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01 Introduction

As provided by Section 355 of the Local Government Act 1993, a Council may exercise its functions in a number of ways. One of those is by way of Committees.

Councils will often establish Committees comprising representatives of the Council and members of local communities to operate facilities such as showgrounds, sporting fields or community halls or to provide advice on such issues as heritage, the environment or youth.

These Committees are generally referred to as Section 355 Committees.

The Committees exist for the life of the Council and are therefore dissolved at the end of the Council term but may be re-appointed by the incoming Council.

02 Audit Scope and Methodology

The audit of Councils' Section 355 Committees will examine the following, but not limited to:

- The Section 355 Committees established by Council;
- The Terms of Reference for each Committee;
- How community representatives are appointed to each Committee;
- How often each Committee meets;
- How the Council supports these Committees;
- Whether the Council delegates any powers and authorities to these Committees;
- What training is provided to Committee members;
- The minutes of meetings of these Committees; and
- How Council reviews the performance of these Committees.

During the audit and particularly during the associated field visits it is expected that the internal auditor will need to speak with the General Manager, Director of Corporate Services and other relevant staff.

The audit will confirm whether Council has developed an Operational Manual for Section 355 Committees.

As well as the issues raised in the above Scope, the auditor will review any such Operational Manual and any policies and procedures related to these Committees and how these are communicated to members of these Committees.

To achieve this, the auditor will, by way of emails and during field visits:

- Make appropriate enquiries of the General Manager, Director of Corporate Services and any other relevant staff who are maybe involved with the Council's Section 355 Committees;
- Review any appropriate policy or governing documentation that the Council may have adopted.

03 Approach taken during 2020 Audit of S355 Committees at BSC

The auditor contacted staff via email and obtained various related documents. Additionally, the auditor conducted a field visit and met with relevant staff of Council on 4 February 2020 during which Council's Section 355 Committee regime was discussed.

In response to enquiries made via email and during the field visit the internal auditor formed opinions about the operation of the Council's Section 355 Committees and these are set out in the observations below.

It is understood that Council forms Section 355 Committees to provide a mechanism for interested members of the community to take an active role in the management of Council facilities and services thus providing assistance in carrying out Council functions. It was noted that currently the Council has 8 Section 355 Committees, comprising:

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

Operational Manual for Section 355 Committees

Individual Councils use different terms to describe their Section 355 Committee Operational Manual.

It was noted that the Council has an adopted Section 355 Committee Manual which appears to cover those issues relevant to these Committees. A copy of this Manual, which appears to be dated 2014, had been provided to the internal auditor.

It was explained during the field visit that the Manual is updated about once every 4 years. On the basis that the current Manual is dated 2014, this would suggest that it is well overdue for a review.

It was also explained that Section 355 Committee members are provided with a copy of the Manual and when it is amended but are not required to sign to acknowledge that they have received and read the Manual.

The Internal Auditor is of the view that, ideally, any Operational Manual for Section 355 Committees (a document which is arguably a policy of Council) should be reviewed at least once during each Council term.

Given that, in the usual course of events, Section 355 Committees potentially operate somewhat remotely from the Council, the Internal Auditor is also of the view that all members of Council's Section 355 Committees should have a copy of this Operational Manual or have access to it (via electronic means) and

to provide an assurance to the Council that they do in fact have it, either in hard copy or electronically, and have read it, and they should sign an acknowledgement to this effect.

Terms of Reference for each Section 355 Committee

The Terms of Reference defines the purpose, objectives and structures of the Committee and any delegations to the Committee. It should clearly differentiate one Committee from all others.

It was pointed out that the Council's Section 355 Committees do have a statement setting out the Committee's responsibilities and delegations. This is contained in an appendix to the Manual so it is assumed that Committee members would receive this as part of that Manual.

It was also explained that this would be reviewed with the Section 355 Committee Manual.

Like the Operational Manual it is considered that the Terms of Reference should also be reviewed at least once during the Council's term and copies should be provided to all Committee members who should be required to sign to acknowledge that they have received and read it.

Appointment of Community Representatives to each Section 355 Committee

The Internal Auditor understands that the members of Section 355 Committees, being appointed by the respective Councils, effectively cease to hold that office within 3 months of the end of the Council term but may seek to be re-appointed.

Notwithstanding the Council's Section 355 Committee Manual commenting that Committees are formally appointed by the Councillors in office and that three months after the general elections of Councillors all community Committee members will cease to hold office, it was explained during the field visit that these Committees effectively appoint themselves with membership and office bearers confirmed after the Committee's AGM each year. It was pointed out that the membership of these Committees is not confirmed by Council.

In the view of the Internal Auditor it is essential that the members of Section 355 Committees are appointed by the elected Council following consideration of nominations received in response to an invitation that was advertised publicly, as well a writing to organisations.. This would seem to be the fairest method of selecting the preferred candidates.

Meetings of Section 355 Committees

In the opinion of the Internal Auditor, minutes must be taken of all meetings of Section 355 Committees with these minutes being submitted to a formal Council meeting for either notation or adoption. That way, the elected Council can be aware of the activities of the Committee.

It was noted that meetings of Council's Section 355 Committees would generally be held quarterly although this varies. It was also noted that these meetings would be advertised locally so the local community would be aware that they were occurring and could attend.

It was pointed out that minutes are taken of all meetings of these Committees and that these are provided to Council following which they are filed. It was noted that these minutes are not presented to a Council Meeting.

Section 355 Committee Member Training

It was explained that at Bland, no formal training is provided but meetings were held with staff to discuss what was happening and to make recommendations for improvement. It was suggested that briefings were provided to members of Section 355 Committees every couple of years.

It is up to Council what level of training is provided to members of Section 355 Committees, however, as a minimum, the Internal Auditor considers that after these Committees are re-appointed at the commencement of the Council term, a briefing should be scheduled for all Section 355 Committee members to provide guidance on the operation of the Committees and to confirm the Council's expectations for the Committees.

Administrative Support for Section 355 Committees

From discussions during the Council field visit, it did not appear that much administrative support is provided to Section 355 Committees however it would seem that such support would be made available if and when needed.

It was explained that in relation to the books of Section 355 Committees, all need to have an honorary auditor, although the point was made that most are not that financial.

The Internal Auditor does not have a firm view on what level of administrative support to Section 355 Committees is the most appropriate. From experience, some Councils provide staff to take the minutes while others allow the Committees to run their own operation with minimal interference. Importantly, whatever approach, the Council should have an "open door" policy so Committees feel that can readily approach the Council for advice or guidance at any time. In this regard, it is suggested that an appropriately experienced Council staff member should be nominated as the point of contact for Committees.

In relation to those Committees that operate financial accounts in respect of Council facilities, these need to be submitted to Council, either audited or for audit to facilitate lodgement of Council's BAS and for inclusion in Council's financial statements.

Section 355 Committees and Council policies and procedures

It was explained that Council's Section 355 Committee members were provided with a copy of Council's Code of Conduct and that while each Committee is provided with a copy of the Code of Conduct when it is

ever updated, Committee members are not required to “sign-off” that they have received this and will abide by it.

It was also explained that Committee members do receive copies of some Council policies and procedures such as those relating to Work Health and Safety, Risk Management and Event Management.

The Internal Auditor considers that all members of Section 355 Committees must be provided with a copy of (and receive training on) Council’s current Code of Conduct, as well as any amendments which occur to this, either in hard copy or electronically. Additionally, it is considered that an acknowledgement should be provided to Council by each Committee member that they have received and read the Code.

In the same vein, Committee members should have access to Council policies and any relevant procedures particularly those that have a direct bearing on the Committee. It is suggested that this could be achieved either by providing hard copies or access electronically. Ideally, members should also be required to sign to acknowledge that they have received these documents.

Noting the comments made by Council staff during the field visits, the Internal Auditor is aware from personal experience the difficulties that can be encountered in getting some Section 355 Committees to provide information for inclusion in the annual budgets of Councils.

Accordingly, the Internal Auditor is also of the view that Councils need to impress upon those Section 355 Committees that operate Council facilities of the importance for them to promptly provide advice on suggested amendments to the fees and charges in respect of these facilities in sufficient time for Council staff to be able to include this information in the Council’s Schedule of Fees and Charges when the Council’s Annual Budget is being formulated.

Section 355 Committees and conflicts of interest

While the Council’s Section 355 Committee Manual highlights that Committee members must follow the Council’s Code of Conduct and there are sections within the Manual that remind Committee members of the need to declare any conflicts of interest, the auditor got the impression that managing conflicts of interest was not at the forefront of the minds of members of Council’s Section 355 Committees.

It is noted that the members of Council’s Section 355 Committees are not designated persons and are not required to complete and lodge Pecuniary Interest Returns.

During the field visit the auditor asked what would occur if a Committee member had a conflict of interest and whether that person would declare that interest. In reply the comment was made that the fact that it is not recorded in the minutes would suggest that no declarations are made.

It is for each Council to determine whether the members of its Section 355 Committees are classified as designated persons and/or if they are required to complete and lodge pecuniary interest returns.

Of more importance is the need for these Committees members to be aware of their obligations about conflicts of interest and to declare any interests when they may arise.

Section 355 Committees Performance Review

While it was suggested that an informal review of the performance of Council's Section 355 Committees was carried out informally every 2 years, it is considered that a more formal performance review mechanism needs to be developed and implemented.

It is suggested that a good time to review the performance of Section 355 Committees is when the Committees are appointed at the beginning of each Council term and at the Council meeting each September when Councillor delegates are generally appointed to the Committees for the forthcoming year. How each Council conducts such a review is up to the respective Council.

04 Conclusion

The Internal Auditor is aware, from experience, that Councils sometimes appoint community based organisations as Section 355 Committees for reasons such as to either assist the group in accessing funding or to provide cover under the Council's insurance policies for the group.

At this point, it would be worthwhile to quote Section 355 of the local Government Act 1993:

"355 HOW A COUNCIL MAY EXERCISE FUNCTIONS

A function of a Council may, subject to this Chapter, be exercised--

- (a) by the Council by means of the Councillors or employees, by its agents or contractors, by financial provision, by the provision of goods, equipment, services, amenities or facilities or by any other means, or
- (b) by a Committee of the Council, or
- (c) partly or jointly by the Council and another person or persons, or
- (d) jointly by the Council and another Council or Councils (including by means of a joint organisation or a Voluntary Regional Organisation of Councils of which the Councils concerned are members), or
- (e) by a delegate of the Council (which may, for example, be a joint organisation or a Voluntary Regional Organisation of Councils of which the Council is a member)."

This seems to suggest that unless the Committee is carrying out a Council function, or providing advice about or related to a Council function, then it cannot be a Section 355 Committee.

RECOMMENDATIONS

That:

1. The Council's Operational Manual for Section 355 Committees Handbook and the Terms of Reference for individual Committees be reviewed at least once during each Council term.
2. When copies of the Manual and Terms of Reference are provided to community members of these Committees, an acknowledgement be provided to Council to attest to the fact that the community members have received these documents.
3. At the expiration of the Council term, review operations of all Section 355 Committees to ensure they continue to be fit for purpose, and their functions and expenditures align with the goals of the incoming Council's Delivery Program.
4. At the expiration of the Council term and upon the community members of Council's Section 355 Committees ceasing to hold office, Council publicly invite expressions of interest from persons interested in becoming members of these Committees with the decision on who to appoint to these Committees being made at an open Council Meeting.

5. The proceedings of meetings of all Section 355 Committees be minuted with copies of the minutes of all of these meetings being presented to the Council at a formal Council Meeting.
6. A briefing be scheduled preferably soon after the appointment of community members of the Council's Section 355 Committees to provide these community members with guidance on the operation of the Committees and to confirm the Council's expectations for the Committees with particular emphasis on the Code of Conduct.
7. An appropriately experienced staff member be nominated as the point of contact for Section 355 Committees.
8. In relation to those Section 355 Committees that operate financial accounts in respect of Council facilities
 - (a) procedures be implemented to ensure that these documents are submitted to Council, either audited or for audit, to facilitate lodgement of Council's BAS and for inclusion in Council's financial statements; and
 - (b) Council impress upon these Committees the importance for them to provide advice of any proposed amendments to their fees and charges in sufficient time for Council staff to be able to include this information in Council's Schedule of Fees and Charges when the Council's Annual Budget is being formulated.
9. Copies of Council's Code of Conduct and any other relevant Council policies and procedures be provided to all community members of Council's Section 355 Committees with these community members to provide an acknowledgement that they have received these documents.
10. The community members of Council's Section 355 Committees be reminded of the need for them to appropriately declare any conflicts of interest that may occur during meetings of these Committees with the minutes of those meetings to record any such disclosures.
11. Appropriate arrangements be introduced by Council to enable it to review the performance of its Section 355 Committees.



Ian Roberts
Audit and Governance Associate
March 2020



BLAND SHIRE COUNCIL
west wyalong

Section 355 Committee Manual

May 2021



AUTHORISATION

POLICY TYPE: <i>(Council or Operational)</i>	COUNCIL
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4	3/3/2016	Section 355 Committee Manual	Corporate Services Coordinator
3	3/3/2016	Section 355 Committee Manual	Corporate Services Coordinator
2	31/7/13	Section 355 Committee Manual	Corporate Services Coordinator
1	28/11/2011	Section 355 Committee Manual	Corporate Services Coordinator

REVIEW OF THIS POLICY

This Policy will be reviewed within four (4) years from the date of adoption or as required in the event of legislative changes. The Policy may also be changed as a result of other amendment that are to the advantage that Council and in the spirit of this Policy. Any amendment to the Policy must be by way of a Council Resolution or the approval of the General Manager.

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1 FOREWORD

The intention of this Section 355 Committees and Volunteers Management Manual is to formalise responsibilities and procedures applicable to the operation of Bland Shire Council Committees.

The Council cannot perform all the tasks necessary to provide a high standard of services and facilities for the community and the volunteers in the Shire provide an invaluable service to the community. Council has a responsibility to protect the health and safety of these volunteers, but also has legislative requirements to oversight the operation of volunteer committees, especially in regard to financial recording and reporting and comply with taxation rulings.

This manual provides comprehensive guidelines on the management responsibilities, functions and operation of a Section 355 committee and clarifies Council's role in this partnership. Upon formal approval of a Section 355 committee by Council, its members are required to adopt and adhere to the conditions set out in this document. Adherence will ensure Council and committee members are aware of the responsibilities and adequately covered by insurance.

Council is conscious of the fact that members of the community volunteer to undertake forms of service or activity for no reward or recompense, and do not expect to be bogged down with procedures and paperwork. This manual has been produced in an attempt to simplify and standardise mandatory procedures and forms that have to be followed or completed in compliance with legislation.

I trust that each of us, Council employee and volunteer, will comply with the procedures and processes contained in this Section 355 Committees and Volunteers Management Manual, to ensure that the vital service provided by our volunteers continues to be an enjoyable experience and benefit to the Bland Shire community.

Ray Smith
General Manager

2 POWER OF COMMITTEES

2.1 Delegation of Function

Under the Local Government Act 1993 (the Act) Council is able to delegate some of its functions to a committee of Council. Council uses this delegation and appoints community people to manage its facilities or functions through a committee of management.

The appointment of Section 355 Committees is entirely at the discretion of the Council. The Committees are appointed and reappointed in accordance with the provisions of Section 355 and Section 377 of the Act.

2.2 Why Does Council Have Community Committees?

The committees provide a mechanism by which interested persons can have an active role in the provision/management of Council facilities and services. This provides the following benefits:

- giving protection to the committee operating under the banner of Council
- Providing the Council with assistance in the carrying out of its functions.

2.3 How are Community Committees Established?

Community committees are established under Section 355 of the Local Government Act with delegations from Council under the provision of Section 377 of the Local Government Act.

Section 355 allows Council to exercise a function of Council and Section 377 allows Council to delegate functions of Council. These terms refer to the Section of the Local Government Act in which the authority of a committee to be formed is identified.

The determination as to whether a committee should be a Section 355 Committee should be a gateway decision based on:

- Is the activity of the proposed committee a core function of Council?
- Does the committee manage a facility of Council as its sole purpose?
- Does the committee provide advice to Council on a function of Council?

If the answer to at least one of these questions is not an unequivocal yes, the committee should not be a Section 355 Committee of Council.

3 RESPONSIBILITY

3.1 Responsibility

The Section 355 committee will be responsible for activities as determined when the committee is established. This responsibility will be conveyed to the committee within its Terms of Reference (to be developed).

3.2 Limitation of Powers

The committee **WILL NOT** make any decisions concerning the following:

- a. Fixing of charges or fees – While the committee may make recommendations for approval by Council in relation to the fixing of charges and fees for use of the facility under its control, the fixing of fees and charges is the responsibility of Council.
- b. Borrowing of any monies without the express written consent of Council on each such occasion.
- c. The sale, lease or surrender of any land and or other property vested in its care under the provisions of the Local Government Act 1993 (as amended).
- d. The acceptance of tenders which are required to be called by Council. The committee may invite and accept quotations for minor works, goods and services covered within the scope of its authority or as agreed with Council.
- e. The payment or making of any gift, to its members. This includes the payment of allowances or travelling expenses incurred whilst attending committee meetings.
- f. The payment of any monies outside the scope of the Committees function.
- g. The carrying out of any works on or to the facility including alterations, reconstructions or construction without the prior consent of Council (Does not include minor maintenance works).
- h. Unreasonably withholding consent for the letting of the facility to any organisation which agrees to comply with and adhere to the rules adopted for use of the facility, providing an acceptable letting period is available.
- i. Vote monies for expenditure on the works, services or operations of Council.

The exercise by the committee of its power and functions will be subject to such limitations and conditions as may from time to time be imposed by law, specified by resolution of the Council or in writing by the General Manager to the Committee. The committee will observe any Rules and Regulations made by the Council, in relation to the facility/function under its management and control.

If at any time the Committee is deemed to be functioning outside the limits of its powers as described herein, all powers may be revoked by written notice to the Committee signed by the General Manager or his/her representative.

Specific areas of responsibility between the Committee and Council will be included in a Memorandum of Understanding to be developed through consultation with all parties.

3.3 Code of Conduct

Bland Shire Council has adopted a Code of Conduct that is applicable to both elected Councillors and employed staff. This Code of Conduct sets out the principles to ensure the business of Council is carried out in an efficient, honest and impartial way.

As Community Committees are operating as Council, it is important for committees to be aware of and abide by this Code of Conduct.

Council's Community Committees with responsibility for Council facilities have the responsibility to ensure the following:

- a. Access if available to the entire community and is not denied because of ethnicity, gender, disability or religion.
- b. Priority of use should be given to non-profit making community groups and organisations
- c. That the facility not be aligned with, or advocate or advertise for or on behalf of, any political party or person/s.

3.4 Accountability

The committees need to be aware that accountability is required to Council, user groups and the general community. To facilitate this accountability, the committees are required to:

- a. Hold an Annual General Meeting annually that is advertised to the general public
- b. Regularly provide reports, minutes and financial statements to Council.
- c. Ensure that affected persons and Council are aware of the committee meeting details.

4 COMMUNITY COMMITTEES

Council aims to appoint committees which are representative of the local community or interest groups for the function which the committee manages.

Committees are formed either by voting by members of the organisation or community at a publicly advertised meeting or by the Council publicly calling for nominations or by other means approved by Council. Committees formed by voting by members of the organisation or community at a publicly advertised meeting **MUST** report the names and contact details to Bland Shire Council within 14 days of the meeting to allow for formal ratification by Council

The Committee will comprise not less than four (4) who have been duly endorsed by Council. Council may increase the maximum number of members if circumstances warrant.

4.1 Appointment

- To hold office and be responsible for the management of a Council facility, all committee members must be appointed by Council.
- Must also appoint new members before them being able to vote and take part in meetings of the committee.
- The council may dissolve any such committee at any time
- The term of office for community committees will be same term as the current Council, with the addition of an extra three months after the General Election of Councillors, unless appointed as a sunset committee with a finite time specified.

All nominations for Community Committees are to be formally submitted in writing to Council for endorsement.

4.2 Committee Membership

The community committee membership will number not more than nine (9) members as appointed by Council including office bearers unless otherwise decided by Council. Council reserves the right to appoint one of its members to each committee.

Whilst no particular qualifications are necessary, a commitment to the activities of the Committee and a willingness to be actively involved in a committee issues is essential.

4.3 Dissolution of Committee

The Council may dissolve the Committee at any time.

Committees are formally appointed by the Councillors in office, therefore, three months after the General Election of Councillors, all community committees will require Council's confirmation of endorsement.

All committee members are eligible for re-appointment. Council will advertise for and receive nominations where required.

(This action does not rule out committees holding an Annual General Meeting.)

4.4 Vacation of Office

The office of any member or office bearer of the Committee will become vacant in the following circumstances.

- if the member becomes bankrupt, applies to take the benefit of any law for the relief of bankrupt or insolvent debtors, compounds with his or her creditors or make an assignment of his or her remuneration for their benefit; or
- if the member becomes a mentally incapacitated person; or
- if the member resigns membership by notice in writing to the Committee: or
- if the member is absent for more than three consecutive meetings without leave of the Committee; or
- if the member ceases to be a member of the organisation which he/she represents, (representatives of organisations will be given preference) unless the committee otherwise resolves; or
- While serving a sentence (whether or not by way of periodic detention) for a felony or any other offence, except a sentence imposed for a failure to pay a fine.

4.5 Representation on Committee

Committee membership should reflect the community and those organisations which use the facility (in the case of those committees responsible for managing facilities), and must be open to representatives of user groups and interested community members.

Equal representation of each user group is recommended. Where there is a dispute on representation a final determination will be made by Council.

4.6 Committee Positions

Community committees consist of office bearers (also known as the Executive) and other committee members. The committee elects at its first meeting and thereafter at each annual general meeting the office bearers. Particulars of all appointments eg committee position, name, address, contact number and the user group represented **must be** notified in writing to council within 14 days of appointments being made.

Community committee members need to have a degree of commitment to their role as committee members. One of the advantages of community committees is that the workload can be shared between the different committee members. It is important that each member understands the role and what is expected by the community and the Council.

4.6.1 Office Bearers/Executive

Office bearers do not have greater decision making powers than other committee members, other than the chairperson who has a casting vote in the event of a tied vote. Whilst office bearers usually have defined roles, each committee member plays an important part in the functioning of the committee. A maximum of two (2) relatives of any one family can be office bearers on the same Committee at the same time

At a minimum the committee must have:

4.6.2 Chairperson/President

The Chairperson is usually the spokesperson for the organisation and therefore needs to be certain that the organisation is running smoothly and achieving its aims and objectives. (Refer Appendix 7)

4.6.3 Secretary

(One person may fill the joint position of Secretary/Treasurer – although not if they are taking the additional duties of Booking Officer.)

- To deal with all incoming and outgoing correspondence and table all correspondence at Committee Meetings for appropriate action
- To provide notice and agenda of meetings to Committee Members
- To accurately record minutes of each meeting and to forward all minutes to the General Manager (Bland Shire Council) and to all members of the Committee within 14 days of the meeting being held

In addition to the above duties, the Secretary may also take on the responsibility of Booking Officer for those committees with facility management responsibilities. The Booking Officer is responsible:

- To take enquiries, enter bookings into the bookings diary, send out application forms and conditions of use, issue receipts for hiring fees and insurance cover, issue keys, inspect the facility after use for cleaning and/or damage and informing the Treasurer before reimbursement. Council would prefer that the booking officer and the treasurer not be the same person.

4.6.4 Treasurer

The Treasurer is responsible for managing the committee's financial business records and is required to present a report of all receipts, payments and other transactions to each committee meeting.

Specifically, the Treasurer is responsible for the following:

- The receipt of all moneys payable to the Committee and issuing receipts for same;
- To keep correct accounts and books showing the financial affairs of the Committee;
- To bank to the credit of the Committee all moneys received;
- To submit financial statements at each Committee meeting;
- To prepare and have audited: a Balance Sheet and Profit & Loss Statement of the Committee for presentation to the Annual General Meeting to Council;
- To submit accounts for approval of payment by the Committee at each meeting
- To prepare and submit monthly GST returns to Council

4.6.5 Safety Officer (for committees managing Council facilities or holding events/activities)

The role of the Safety Officer is to ensure all committee members or volunteers comply with the following before undertaking activities on any work site:

- The person must be a committee member or a volunteer registered with Council.
- The person is aged not less than 15 years unless the person is part of a group (supervised by an adult/s) which is covered by its own insurance and is prepared to indemnify Council.
- The person is aged no more than 90 years. Council's personal accident insurance does not cover a person beyond 90 years.
- The person must sign on/off each time they participate in activities.
- Report any incidents or injuries to persons or property, including potential incidents or injuries. These must be reported to Council within 24 hours.
 - a) Council's Incident Report Form must be completed according to instructions inside the book.

- b) Where there are witnesses to the injury or incident, the Committee must attempt to obtain and record the name, address and contact telephone number of each such witness.

4.7 Meeting Procedures

Meetings are to be conducted to standard guidelines, which are detailed in the following section and include:

- a. That a quorum be present
- b. That appropriate notice is given
- c. That business on the agenda is properly conducted
- d. That correspondence and minutes are recorded.

4.7.1 A Quorum

This refers to the minimum number of members who must be attendance to conduct business.

Council regulations state:

- a. A quorum will consist of one half of the total number of elected members plus one;
- b. If a quorum is not present within half an hour after the appointed starting time, the meeting will be adjourned to a time fixed by the President; or those present can hold an informal meeting to discuss matters. However, any decisions taken by the committee are not recognised until a meeting has ratified those decisions when a quorum is present.

4.7.2 Agenda

The agenda is an organised list of headings of all the major items, in order, that will be discussed at the meeting. A copy of the agenda is distributed to all the committee members at the commencement of the meeting, or before if it is possible. Late matters can be added to the agenda at the opening of the meeting as the chairperson calls for discussion on the agenda.

Each matter of business to be discussed at the meeting needs to be put on the agenda. Unfinished business and report on actions taken since previous meetings are included in the agenda under "Business arising from previous minutes". If any items on the agenda are not discussed due to limitations of time, they are carried over to the next meeting agenda.

4.7.3 Disclosure of Interest

The Committee is a Committee of Council and, as such, Chapter 14 (Honesty and Disclosure of Interests) of the *Local Government Act 1993* applies to all its members. A Pecuniary Interest is one of financial benefit by a Committee person or other person with whom the person is associated (that is, spouse, de-facto partner or relative of a Committee person) from an interest that a Committee person has in a Council matter. It does not exist where the interest is so remote or insignificant that it could reasonably be regarded as unlikely to influence any decision. The obligation to disclose is a strict duty, and the person's motives for participation are irrelevant if an interest is said to exist.

It is the responsibility of members of committees (who are not Councillors or designated persons):

- To disclose to the meeting any pecuniary interest in a matter before the meeting;
- Not to participate in the discussion of the matter before the committee in which the member has a pecuniary interest;
- Not to vote on the matter before the Community Committee meeting in which the member has a pecuniary interest.

4.7.4 *Conduct of Business*

Each item of business is discussed in the order in which it appears on the agenda. Allow adequate time for discussion on important issues. Ensure all relevant information on the matter under discussion is available at the meeting.

4.7.5 *Correspondence*

A list of correspondence received (inwards) is presented at the Committee meeting by the Secretary. This action is to inform members of any new issues that may have arisen and to report on letters received in response to matters raised at previous meetings. A list of correspondence sent out (Outwards) is provided to inform the members of any action taken on their behalf. All correspondence will be suitably filed together for future reference.

4.7.6 *Election of Committee*

At the AGM all members of the committee stand down and their positions are declared vacant. A Returning Officer, appointed at the meeting, takes the chair and calls for nominations for the positions of office bearers (also known as the Executive) and committee members.

4.7.7 *Procedure for Election*

Nominations can be accepted in two ways:

- in writing, duly seconded, and signed by nominee, prior to the AGM; or
- verbally from the floor to the Returning Officer

If two or more persons are nominated for a single position a vote must be taken. Persons nominated for election are entitled to vote for themselves. If a tied ballot occurs, the name of each candidate is written on a separate, identical piece of paper and drawn “from the hat” by the Returning Officer (or an impartial observer). The first name drawn is the elected member.

A list of duly elected office bearers / executive and committee members must be recorded together with the names of nominators and seconders. Minutes of the AGM with the list of duly elected committee members must be sent to Council for approval within 14 days.

4.7.8 *Voting*

Voting allows members to express their agreement or disagreement. Voting can be conducted in one of three ways.

a. Vote verbally

The chairperson asks people to say “for” or “against” and then decides which group is the largest.

b. Vote by show of hands

The chairperson asks people in favour of the decision to raise their hands, firstly those in favour, counts hands and announces the total, and does the same for those against.

c. Vote by secret ballot

Members vote on paper and put into general pool, the secretary and member not standing for any position, count the votes. (Requests by members for secret ballots cannot be denied).

For all motions, the committee needs to have an agreement concerning the way the vote will be decided, eg for the vote to be carried, you will need a simple majority (more than half); for changes to the Constitution, you will need two-thirds majority of those present.

5 OPERATIONAL ISSUES

5.1 Financial Support

Financial Support for Council's Section 355 Committee is subject to annual budget allocations and is outlined in Council's Donations Grants Policy.

5.2 Requirements

Section 355 Committees are required to comply with and adhere to the procedures polices and requirements outlined in Council's Section 355 Committee manual.

5.3 Legal Issues

From a legal perspective it is important for Committees of Council to be aware that they are in fact acting on Council's behalf. Legally, the committee is "Council" and any action, which the committee undertakes, is Council's responsibility.

Committees sometimes believe that they are responsible in their own right and that their actions are independent of Council. This is not the situation. Council has delegated its authority to the committee to act on Council's behalf and Council can withdraw this delegation if it is deemed to be necessary.

5.3.1 Records of the Committee

Most of the records of Council committees should be kept for a minimum of seven years and in the case of records relating to operations ie minutes and correspondence – 20 years. In particular the committee needs to be aware of the importance of minutes due to their legal status and their liabilities to be subpoenaed in court cases.

5.3.2 Pecuniary Interest

Pecuniary Interest may be defined as an interested that a committee person has in a matter, as a member or employee of a company or other body, because of a reasonable likelihood or expectation of appreciable financial gain or loss to the person, or another person with whom the person is associated. Such other persons includes the spouse or de-facto partner or relative of the committee person.

5.4 Correspondence

Correspondence from the committee is effectively correspondence from the Council as the committee acts on Council's behalf. Therefore stringent conditions are required to ensure that appropriate use of Council's name.

5.4.1 Letterhead

- a. There are some occasions where Council letterhead may be used on behalf of the committee. In these instances, the letter must be approved and signed by the Council's General Manager.
- b. The use of separately designed letterhead is limited to those Council committees and areas of activities which:
 - i) may have a benefit in being identified in a slightly different way to normal Council activities and where a separate image or presentation may be appropriate, and

- ii) May be strongly community based.
- c. In all instances the letterhead design must be approved by Council and indicate that the function is a committee of Bland Shire Council.

5.4.2 Purpose of Correspondence

Usage is limited to the activities of each specific authorised functional area and specifically limited to:

- provision and seeking of information
- extension of invitations
- thank you's
- seeking of sponsorship (after approval of General Manager)
- General correspondence not committing the Council or making comment.

5.4.3 Filing

Copies of all correspondence from the Committee **under Council's letterhead** must be placed in Council's filing system within one day of the letter being sent. Copies of all other correspondence is to be attached to the copies of the minutes and forwarded with the financial statements to Council.

5.4.4 Signatures

The signing of correspondence is limited to the Mayor, General Manager, a member of staff duly authorised by the General Manager, or the chairperson of the committee duly authorised by Council.

5.5 Sub Committees

The committee may appoint working groups to report back to the committee. These "sub-committees" have no legal standing and must recommend back to the committee for ratification.

Members of sub-committees must be duly appointed members of the community committee and will be covered in accordance with this policy.

5.6 Clerical Support

It is not normal practice for Council to provide clerical support to community committees. A committee may however apply for support and the General Manager will make a determination on whether assistance will be forthcoming.

As a rule, clerical support will only be offered if a Council employee is a member of the committee and the assistance is an extension of the employee's duties.

If support is offered, the level of assistance will be subject to negotiation between the committee and the Council and strict duties established. Council supports the principle that a committee should be self-reliant and provide its own office-bearers.

6 FINANCIAL MANAGEMENT

6.1 Financial Issues

Section 355 Committees are given authority to operate by Council and are subject to the same rules and regulations.

Committees appointed under Section 355(b) of the Local Government Act are subject to the same standards of financial accountability as Council, and it is therefore important that Committees manage their finances well. **All funds and assets held by the Committee belong to Council. The Committee is responsible for the care and control of these funds.**

Section 355 Committees are established to benefit the community and are made up of members of the community. Funds raised, received or spent are subject to public scrutiny, just the same as Council. The concept of public accountability involves a responsibility to ensure that committee funds are used in the manner for which they were intended and that a clear and full disclosure of the committee's financial activities is available.

Accounting

Council requires the following conditions to be met by all Section 355 committees:

- A Cheque Account must be opened at any branch of a recognised financial institution within Bland Shire. Such account will be in the name of the committee.
- All monies received by the committee must be banked within one week of receipt.
- The committee is authorised to draw on its account for such sums as it may require in the performance of delegated function but under no circumstances will the account be overdrawn.
- A suitable cash book, receipt book, bank deposit book and petty cash will be maintained and kept up to date.
- Receipts, in the name of the Committee, will be issued for all monies received and duplicates of all receipts will be retained for audit.
- Payment will be made by crossed Cheque and relevant documentation will be attached to payment records.
- The committee shall operate a dual signature bank account in the name as listed in Item 1 of the Schedule. Three members of the Committee's executive shall be designated as signatories with cheques to be signed by any two signatories provided that the signatories are not from the same family. An additional signatory **MUST BE** an authorised officer of Bland Shire Council.
- All records and books will be made available for inspection whenever required by any inspector of local government accounts, Council's auditor or an authorised officer of Council.
- The Committee will be entitled to spend all monies raised in the management of the facilities under their control, provided that all such monies together with the Committee on their operations will be expended strictly in accordance with any conditions imposed by the Council. All funds allocated to Committees by Bland Shire Council **MUST BE** spent only upon the facility of the Council for which the Community Committee has been constituted or for the purposes of the Committee as detailed in its Terms of Reference.
- Submission to Council of audited Financial Statements for the financial year ended on 30 June, must be made by 31 August each year. A sample of a Statement of Financial Position (Balance Sheet) and a Statement of Financial Performance (Profit and Loss Statement), which form the Financial Statements.
- With the introduction of the Goods and Services Tax effective from 1 July 2000, all Section 355 Committees are obliged to comply.

- i. All committees are covered under Council's Australian Business Number.
 - ii. Committees are responsible for administering the requirements of GST Legislation that is, charging GST on taxable supplies and correctly identifying input tax credits claimable from ATO.
 - iii. Accordingly, each committee must supply Council with details of GST applicable to all financial transactions for inclusion in Council's monthly Business Activity Statements (BAS).
 - iv. Compliance with this request will ensure Council's obligation is met on time and will avoid any interest or penalty chargeable by Australian Taxation Office.
- Submission of the Income Reporting Return by the 10th day of each month, accompanied by a Committee cheque covering any GST component applicable to the received income. This return shows totals of all categories of income received during the previous month and is used to support the Council BAS Statement. If no income was received within the reporting period a **NIL RETURN must be supplied.**

When the Committee has expenditure with a significant GST content, payment of the relevant tax invoice can be dealt with as follows:

Council will pay the full amount of the tax invoice on the Committee's behalf, providing a Committee cheque, payable to Bland Shire Council for the amount owing, excluding the GST, is received at Council's office with the tax invoice concerned. The Committee will have the discretion to pay tax invoices with minor amounts of GST and thereby forgo the amount of GST paid.

Any invoices to be paid by the Council (i.e. those with a significant amount of GST) must show the name "Bland Shire Council" in addition to the name of the committee and be received at Council's offices early enough for the Council's payment to comply with the supplier's trading terms. The Committee must also certify the invoice that the goods or services being claimed have actually been received.

Financial Support

Council will provide a budget allocation per year for funding for the various Section 355 Committees of Council. To be eligible to receive a share of this funding Section 355 Committees shall sign and commit to Council's 'Section 355 Committees Manual' and by 31 August each year provide to Council: -

- Financial statements for the previous year ending 30 June; and
- Minutes of the last Annual General Meeting and all committee meeting minutes not previously provided; and
- The names of all current committee members and office bearers.

The number of Section 355 Committees that comply with the above criteria will share equally in the annual budget allocation and payment will be made by 30 September each year.

7 MAINTENANCE OF FACILITY

7.1 General

The Committee has responsibility for the overall cleanliness and maintenance of any facilities under their control.

7.2 Purchasing

The Section 355 Committee is able to take advantage of Council's purchasing power.

It is essential that all items purchased are related to the use of Council's facility or function.

7.3 Contracting

Should Committees need to engage the services of a contractor (eg a plumber or cleaner) you **MUST** contact Bland Shire Council Technical Services department for a list of approved contractors prior to works being undertaken.

7.4 Volunteer Labour

Projects Involving Voluntary Labour

To ensure that projects involving the use of voluntary labour are not unnecessarily jeopardised, the following procedure will apply:

At commencement of the improvement project all works and materials should be defined along with the sources of financial, material and labour inputs.

Council's financial involvement is to be clearly defined, and if Council is required to contribute, written agreement of the Council contribution. Major items may be ordered by Council.

These matters are to be discussed at a joint meeting between Council officers and responsible members of the particular organisation.

A Risk Assessment of intended activity to be carried out prior to commencement. Council can assist in this process.

A Volunteer Attendance Registers with the names of any volunteers must be recorded and signed on a log prior to any work being carried out.

The Committee is required to maintain a register of volunteers detailing the names and addresses of volunteers, duties performed, the date and time particular work was commenced and completed and details of any incident involving injury to a volunteer. The volunteers **MUST** sign the "Volunteer Attendance Register" on each day they are so engaged.

All volunteers carrying out any work on, or associated activities in relation to, the Committee are required to give due regard to the safety of themselves and others, with respect to all activities/work being carried out and equipment being used, and shall receive cover in accordance with Council's Public Liability and Personal Accident Insurance.

7.5 Annual Maintenance Advice

7.5.1 Submission for Annual Maintenance and Improvements

The Council is required to ensure that all funds are used effectively in the provision of community works and services. In setting priorities, Council identifies service needs, which are then funded in an annual budget.

In respect to community facilities, Council provides funds for:

- Urgent repairs due to damage, excessive wear, safety or security;

- Licensing or statutory requirements; and
- Periodic maintenance

A Community committee can make a written request to Council to undertake upgrades or improvements. Such requests are to be forwarded to Council by February each year for consideration in the budget process.

7.5.2 Minor Repairs

The Committee will generally be responsible for minor repairs (eg less than \$1,000)

7.5.3 Advice to Council Regarding Necessary Works

Liaison between the Committee and Council is essential so that the facility is appropriately maintained. Please contact Council regarding any necessary works outside the financial capacity of the Committee.

8 RISK MANAGEMENT

Bland Shire Council is committed to implementing a systematic Risk Management approach in order to control all areas of risk within the organisation.

Protection for people, property and equipment under Council's insurance policies comes with responsibilities to act safely, undertake risk assessments where necessary, to sign in as a volunteer before commencing work and to report all injuries, near misses or damage to property and equipment as soon as they occur.

8.1 INSURANCE

Property Insurance

All council facilities are covered for risks such as fire, theft and malicious damage. Committees should be aware of the excess applicable to these policies.

Public Liability

The committee is covered by the public liability of Council. This insurance does not preclude the committee from due diligence and all council policies must be adhered to.

Personal Accident

Committee members are covered under certain circumstances if injured whilst undertaking duties relating to their role on the committee. The Volunteer Attendance Register must be completed by each volunteer for every meeting and activity they are involved in. The Volunteer Tool and Protective Equipment Register must also be completed when activities requiring the use of tools and personal protective equipment are used.

In the event of an accident or near miss it is vital that a report is made to Council with 24 hours of the incident.

Motor Vehicle

In the event that a committee member utilises a Council vehicle, the motor vehicle policy of Council will provide cover.

8.2 EVENT MANAGEMENT

If you are planning an event contact Council's Community Relations Officer and Work Health and Safety Officer. They will be able to assist you to organise a safe and successful event and will be able to provide advice and assistance on how to best run the event.

8.2.1 *Safe and Successful*

It is essential that everyone involved in the organisation of an event, no matter how big or small, understands the need to eliminate or reduce and control the foreseeable risks involved in conducting an event. Event organisers and participants have to recognise that having Public Liability insurance cover does not absolve their obligations to provide a safe and secure event, activities, services and facilities. Everyone attending your event is entitled to enjoy all the benefits of attendance without risk to their health, safety and welfare.

Council Committees, such as Section 355 Committees, as they are acting on behalf of Council, are responsible for the provision of safe facilities, activities and services, even though they are acting in a voluntary capacity. Section 355 Committees are performing a function of Council when carrying out the functions delegated to them by Council, and thus are covered by the Public Liability cover obtained by Council; however that coverage also has inherent responsibilities for risk minimisation and compliance with Work Health and Safety legislative requirements.

8.2.2 *Duty of Care*

Event organisers have to be aware that they have a “Duty of Care” to patrons of the event, and others in the vicinity, to ensure that all reasonable care has been taken to avoid acts or omissions that may adversely affect their health, safety and welfare.

For event organisers, Duty of Care requires all reasonable actions to be taken to prevent any foreseeable risk of injury, loss or harm to people directly affected by or involved in the event. This includes staff, volunteers, performers, patrons and members of the public in surrounding areas.

Some of the main areas of risk to be identified and assessed are:

Administration: the working conditions and management of staff and volunteers must minimise the risks to their health, safety and welfare and consequent possible loss of profit for the event organisers.

Marketing and PR: ensure that all advertising material portrays the content and activities of the upcoming event accurately, to avoid any patron disappointment and adverse comment or actions.

Health and Safety: ensure things such as food sanitation, responsible service of alcohol, safe access and egress to the venue, traffic management plans, risks involved in activities to be performed or undertaken.

Crowd management and security: ensure that the venue can safely and comfortably accommodate the expected number of patrons. Access to adequate clean and tidy amenities and provision for access control of emergency vehicles if relevant.

Transport: ensure that transport arrangements to and from the event are controlled, public-parking arrangements are properly organised and if necessary, access for delivery or official vehicles is planned and controlled.

8.2.3 *Event Risk Assessment*

A Risk Assessment of all the foreseeable hazards must be performed and documented during the planning phase of any event to be conducted by a Section 355 Committee. The Risk Assessment process is described above and an Event Management Risk Assessment Form will be provided by Council upon application.

8.3 **WORK HEALTH and SAFETY**

Section 355 Committee members are volunteers of Council. Committee members and volunteers are required to register as volunteers through the completion of the form in Appendix 12, sending the form to Council and signing on and off the Volunteer Attendance Register on each occasion you volunteer.

The Secretary of the group is required to ensure that all volunteers are registered and that a copy of the Volunteer Attendance Register is sent to Council on an annual basis.

Council will retain a record of each registered volunteer and will also retain copies of the Volunteer Attendance Register.

9 STATEMENT OF COMMITMENT TO VOLUNTEERS

Bland Shire Council is committed to providing a healthy and safe environment for Shire residents and volunteers and volunteer committees. Council acknowledges that members of its Section 355 Committees undertake their roles as volunteers.

Volunteers are community members who are motivated to undertake some form of service or activity, for no financial reward or recompense.

Formal volunteering is an activity, which takes place in not-for-profit organisations or projects and is undertaken:

- to be of benefit to the community and the volunteer;
- of the volunteer's own free will and without coercion;
- for no financial payment; and,
- in designated volunteer position only.

Council recognises that a volunteer agrees to perform a specific job with certain responsibilities and in return is entitled to certain rights. Both the volunteer and Council have mutual obligations to each other. Council has an implied duty of care towards its volunteers under both the Work Health and Safety Act 2011 and the Work Health and Safety Regulation 2017, where volunteers perform tasks either directly for Council, or indirectly on or at Council controlled property, facilities or activities.

Council recognises the need for formalised roles, responsibilities and procedures to ensure that Council can fulfil its duty of care to all staff and volunteers involved in Council operations, and also has an obligation to its Insurers to minimise risk.

Manuals and other documented procedures that detail how Section 355 Committees and other groups of volunteers are to be managed support this Statement of Commitment.

ANNUAL GENERAL MEETING OF WEETHALLE RECREATION GROUND SECTION 355 COMMITTEE
HELD AT WEETHALLE COUNTRY CLUB ON THURSDAY 10TH MARCH, 2021

MEETING OPENED: 6.45 pm

PRESENT: Lynette Potter, Tanya Jolly, Stephanie Healy, Eliza Spaul, Heather Ward, Vicki Jolly, Michelle Jolly, Allan Clark, Malcolm Pope, Gwen Pope, Betty Fenning.

APOLOGIES: Mark Booker, Sarah Anderson, Claire Payne, Graham Reid, Gayle Clark.

There was some confusion as to the role and responsibilities of the Section 355 Committee within the Weethalle Community especially in regard to the Main Street Toilets, the Main Street, where the RSL Cenotaph Gardens fitted in, where the Memorial Hall fitted in, the parks in the village and the Recreation Ground Facility. It was therefore, Moved S Healy, seconded T Jolly, that this AGM be abandoned and another one set down, inviting Alison Balind (BSC Staff) and Councillors to attend a pre AGM discussion clarifying and explaining the roles and responsibilities of the Section 355 Committee. This meeting is to take place within the month. Carried.

MEETING CLOSED: 7:30 pm.

ANNUAL GENERAL MEETING OF WEETHALLE RECREATION GROUND SECTION 355 COMMITTEE
HELD AT WEETHALLE COUNTRY CLUB ON THURSDAY 31ST MARCH, 2021

MEETING OPENED: 6:45 pm

PRESENT: Mark Booker, Lynette Potter, Michelle Jolly, Betty Fenning, Vicki Jolly, Tanya Jolly, Heather Ward, Eliza Spaul, Stephanie Healy, Leanne Prince, Andrew Hanlon.

APOLOGIES: Allan Clark, Gayle Clark, Graham Reid.

Moved M Jolly, seconded B Fenning, that the Minutes of the previous AGM dated 20th February 2020, be accepted as read. Carried.

PRESIDENTS' REPORT: See attached.

TREASURERS REPORT: See attached. Moved L Potter, seconded B Fenning, that the Treasurers Report be accepted. Carried.

TIDY TOWNS SUB-COMMITTEE REPORT: Moved V Jolly, seconded S Healy, that the Tidy Towns Report be accepted. Bank Balance as at 31-12-2020: \$2618.84 cr. Carried.

ELECTION OF OFFICE BEARERS':

Mark Booker declared all positions vacant. Andrew Hanlon took the chair.

PRESIDENT: **Heather Ward** was nominated by L Potter, seconded L Prince. Accepted.

SECRETARY/TREASURER: **Lynette Potter** nominated by L Prince, seconded B Fenning. Accepted.

LIAISON WITH BLAND SHIRE COUNCIL: **Lynette Potter, Heather Ward** nominated by M Booker, seconded L Prince. Accepted.

GENERAL BUSINESS:

Formation of Section 355 Committee: After discussion, Moved S Healy, seconded E Spaul, that the Weethalle Section 355 Committee be formed for the ensuing year. In favour 10, Against 1, Carried.

New Name: Moved S Healy, seconded E Spaul, that the Weethalle Recreation Ground Committee (Section 355 Committee) be named **Weethalle Community Committee**. Carried.

Update Signatories: Moved B Fenning, seconded L Prince, that the Bank Account held with NAB be updated with the signatories to be President: Heather Ward and Secretary/Treasurer: Lynette Potter. Carried.

Delegates for 2021: Show – Michelle Jolly and Betty Fenning; Gymkhana – Leanne Prince; Sports Oval – Mark Booker; WCC – Mark Booker; Ladies Golf – Leanne Prince and Lynette Potter, Tidy Towns – Vicki Jolly

MEETING CLOSED: 7:55 pm

I declare that this is a true and correct account of this meeting

Mark Booker
President/Chairperson
Weethalle Recreation Ground Section 355 Committee

8.10 Endorsement of Bland Shire Council Draft Privacy Management Plan



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

Strategy 13.2 Develop, implement and promote best practice governance policies and procedures

Author: Director Corporate and Community Services

Introduction

The purpose of this report is to submit the Draft Privacy Management Plan for the review and endorsement of Bland Shire Council prior to placing the document on Public Exhibition for community comment.

Financial Implications

Nil.

Summary

As part of the ongoing review of Council's Policy Register, the DRAFT Privacy Management Plan (**Attachment One**) has been updated to reflect Council's recently adopted Policy Framework.

The document has been developed in keeping with the Information Protection Principles and the Health Privacy Principles to support Bland Shire Council in its commitment to protect the privacy of its customers, business contacts, volunteers and our employees. These documents are respectively Appendices 1 and 2 in the attachment.

Under the *NSW Privacy and Personal Information Protection Act 1998 (PPIPA)* Council is obliged to prepare, implement and periodically review a Privacy Management Plan. In endorsing and adopting the Privacy Management Plan, Council will be adhering to this requirement under Section 33 of the PPIPA.

Recommendation:

THAT Council endorses the Draft Privacy Management Plan and places it on public exhibition for a period of 28 days from Friday 21 May, 2021 for community comment.

PRIVACY MANAGEMENT PLAN

AUTHORISATION

POLICY TYPE: <i>(Council or Operational)</i>	Council
POLICY LOCATION: <i>(eg. Corporate, Engineering, etc.)</i>	Governance & Risk
RESPONSIBLE OFFICER: <i>(by position title)</i>	Director Corporate and Community Services
AUTHORISED BY: <i>(GM or Director Title)</i>	Manex
DATE ADOPTED:	
ADOPTED BY: <i>(Manex or Council)</i>	
MINUTE NO: <i>(If required)</i>	
REVIEW DUE DATE: <i>(Four years unless statutorily required sooner)</i>	
REVISION NUMBER:	

DOCUMENT HISTORY

VERSION NO.	DATE	DESCRIPTION OF AMENDMENTS <i>Include names of former policies that this policy will replace if applicable</i>	AMENDED BY <i>(Where required)</i>

REVIEW OF THIS POLICY

This Policy will be reviewed within four (4) years from the date of adoption or as required in the event of legislative changes. The Policy may also be changed as a result of other amendment that are to the advantage that Council and in the spirit of this Policy. Any amendment to the Policy must be by way of a Council Resolution or the approval of the General Manager.

1. Purpose:

Bland Shire Council (Council) is committed to protecting the privacy of our customers, business contacts, volunteers and our employees.

2. Scope:

Section 33 of the *NSW Privacy and Personal Information Protection Act 1998 (PPIPA)* requires all public sector agencies to prepare, implement and periodically review a Privacy Management Plan.

3. Outcomes:

This Privacy Management Plan explains how Council complies with and manages personal and health information in accordance with the PPIPA, the *Health Records and Information Privacy Act 2002 (HRIPA)* and the Privacy Code of Practice for Local Government.

What is personal information?

Personal information under section 4 of the PPIPA is defined as *information or an opinion about an individual whose identity is apparent or can reasonably be ascertained for the information or opinion*. This information can be on a database and does not necessarily have to be recorded in a material form.

What is health information?

Health information under Section 6 of the HRIPA is defined as *personal information that is information or an opinion about the physical, mental health or disability of a person, express wishes about the future provision of health services, a health service provided or to be provided, or any other personal information collected to provide or in providing a health service*.

What is not personal or health information?

Personal information does not include information about an individual that is contained in a publicly available publication. Personal information, once it is contained in a publicly available publication, ceases to be covered by the PPIPA.

Section 4a of the PPIPA also specifically excludes 'health information', as defined by Section 6 of the HRIPA, from the definition of 'personal information', but includes 'health information' in the PPIPA's consideration of public registers.

Where Council is requested to provide access or make a disclosure and that information has already been published, then Council will rely on the provisions of the relevant Act that authorises Council to hold that information and not the PPIPA (for example, Section 8 of the *Government Information (Public Access) Act 2009 (GIPA Act)*).

Council considers the following to be publicly available publications:

- An advertisement containing personal information in a local, city or national newspaper;
- Personal information on the internet;
- Books or magazines that are printed and distributed broadly to the public; and
- Personal information that may be part of a public display on view to the public.

Personal information held by Council

Council holds personal information concerning Councillors, such as:

- Personal contact information;
- Complaints and disciplinary matters;
- Pecuniary interest returns; and
- Entitlements to fees, expenses and facilities.

Council holds personal information concerning its customers, ratepayers and residents, such as:

- Rates records;
- DA applications and objections; and
- Various types of health information.

Council holds personal information concerning Employees, such as:

- Recruitment material;
- Leave and payroll data;
- Personal contact information;
- Performance management information;
- Complaints and disciplinary matters;
- Pecuniary interest returns;
- Wage and salary entitlements; and
- Health information, for example medical certificates, workers compensation claims.

Caution as to unsolicited information

Where an individual, a group or committee, not established by Council, gives Council unsolicited personal or health information, then that information will still be treated in accordance with this Plan, the Codes, the HRIPA and the PPIPA for the purposes of IPPs 5-12 and HPPs 5-15 which relate to storage, access, use and disclosure of information.

Note: for the purposes of Section 10 of the HRIPA, the Council is not considered to have “collected” health information if the receipt of the information by the Council is unsolicited.

Section 4(5) of the PPIPA also provides that personal information is not “collected” by Council if it is unsolicited.

Public registers

Council is required by law to maintain a number of public registers and to make them available for public inspection

Some of these registers contain personal information as defined in the PPIPA, the HRIPA and the GIPA Act. Section 57 of the PIPPA requires Council to ensure that access to personal information in a register is consistent with the purpose for which the register exists.

In line with this requirement, Council has developed specific rules governing disclosure of personal information on registers:

- Council will not disclose personal information kept in a public register unless the information is to be used for a purpose relating to the purpose of the Register, or an Act under which the Register is kept.
- The Privacy Code of Practice allows disclosure of single items or one page in a Register without explanation. However, such a disclosure can only occur when the person seeking the information attends Council in person.
- Council requires that any person who applies for more than one record or page from a public register, does so by completing a Statutory Declaration. Any such declaration must describe the intended use of the information requested and be witnessed by a Justice of the Peace.

The list of Council registers below specifies the main purpose of each of those registers.

Council’s public register list

The GIPA Act and *Government Information (Public Access) Act Regulation 2018* (GIPA Regulation) lists information available to the public free of charge within a public register. The following is a list of Council’s public registers:

- *Section 53, Local Government Act, 1993 - Land Register*
The purpose of this register is to identify all land vested in Council, or under its control. It includes a consideration of public accountability as to the land held by Council.
- *Section 113, Local Government Act, 1993 - Records of Approvals*
The primary purpose is to identify all approvals granted under the LGA.
- *Schedule 1, GIPA Regulation, 2018 – Pecuniary Interests*
The purpose of this register is to determine whether a Councillor, a member of a council committee or a designated officer, has a pecuniary interest in any matter with which the Council is likely to be concerned. There is a corresponding public accountability purpose.
- *Section 602, Local Government Act, 1993 – Rates and Charges Records*
The purpose of this register is to record the value of a parcel of land and record rate liability in respect of that land and the owner or lessee of each parcel of land.

The information that is held on the Rates and Charges record is:

- Property address
- Rate liability
- Property valuation
- Owner name/s

Owner contact mailing information is not considered part of the Rates and Charges record. Owner contact mailing information will only be provided to adjoining property owners.

- *Section 100, Environmental Planning and Assessment Act, 1979 – Development Consent Approvals*
The purpose of this register is to identify applications for development consent and other approvals, confirm determinations on appeal, and identify applications for complying development certificates.
- *Section 149G, Environmental Planning and Assessment Act, 1979 – Building Certificates*
The purpose of this register is to identify all building certificates. Register information is available for inspection free of charge. However, copies of certificates are only available with owner's consent and the payment of the prescribed fee.
- *Section 308, Protection of the Environment Operations Act, 1997 – Public register of licences held*
The purpose of this register is to identify all licences granted under the Act.
- *Section 30 and 31, Impounding Act, 1993 – Record of Impounding*
The purpose of this register is to record any impounding action by Council.

Secondary purpose of all public registers

Due to the general emphasis on local government processes and information being transparent and accountable, it is considered that a secondary purpose of councils holding public registers is the provision of access to the public. Therefore, disclosure of specific records from public registers would normally be considered allowable under Section 57 of the PPIPA.

However, requests for access, copying or the sale of the whole or substantial part of a public register held by Council will not necessarily fit within this purpose. Council should be guided by the Privacy Code of Practice for Local Government in this aspect. Where Council officers have doubt as to the intended use of the information, an applicant may be requested to provide a statutory declaration so that Council may satisfy itself as to the intended use of the information.

Council will make its assessment as to the **minimum** amount of personal information that is required to be disclosed with regard to any request.

Application for access to one's own records on a public register

A person wishing to have access to a public register to confirm their own details needs only to prove their identity to Council before having access to their own personal information.

Other registers

Council may have other registers that are not considered public registers. The Information Protection Principles, the PPIPA Act, all applicable codes, and this Privacy Management Plan apply to those databases or registers.

4. Roles and Responsibilities:

Application of this plan

The PPIPA, HRIPA and this management plan apply, wherever practicable, to:

- Councillors;
- Council employees;
- Consultants and Contractors of Council;
- Council owned businesses;
- Council committees; and
- Volunteers.

Council will take reasonable steps to ensure that all such parties are made aware that they must comply with the PPIPA, the HRIPA, any other applicable Privacy Code of Practice and this plan.

Implementation of the Privacy Management Plan

Training Seminars/Induction

During induction, all employees should be made aware that the performance management system has potential to include personal information on their individual work performance or competency.

Councillors, all staff of the Council including staff of council businesses, and members of council committees should be acquainted with the general provisions of the PPIPA, the HRIPA and in particular, the 12 Information Protection Principles (IPPs), the 15 Health Privacy Principles (HPPs), the Public Register provisions, the Privacy Code of Practice for Local Government, this Plan and any other applicable Code of Practice.

Responsibilities of the Privacy Contact Officer

It is assumed that the Public Officer within Council will be assigned the role of the Privacy Contact Officer unless the General Manager has directed otherwise.

In order to ensure compliance with PPIPA and the HRIPA, the Privacy Contact Officer will review all contracts and agreements with consultants and other contractors, rates notices, application forms of whatsoever nature, and other written requests by which personal information is collected by Council, to ensure that Council is in compliance with the PPIPA.

Interim measures to ensure compliance with IPP 3 in particular, may include the creation of stamps or printed slips that contain the appropriate wording.

The Privacy Contact Officer will ensure Council in its public areas has special provisions for working with computer screens. Computer screens may require:

- Fast screen savers;
- Face the computers away from the public; or

- Only allow the record system to show one record at a time.

Council's electronic databases should also be reviewed to ensure that they contain procedures and protocols to check the accuracy and currency of personal and health information.

The Privacy Contact Officer will also provide opinions within Council as to:

- (i) Whether the personal or health information is collected for a lawful purpose;
- (ii) If that lawful purpose is directly related to a function of Council; and
- (iii) Whether or not the collection of that personal or health information is reasonably necessary for the specified purpose.

Any further concerns of a legal nature will be referred to Council's solicitor.

Should the Council require, the Privacy Contact Officer may assign designated officers as "Privacy Resource Officers", within the larger departments of Council. In this manner the Council may ensure that the information protection principles are more broadly understood and that individual departments have a great focus on the information protection principles and are directly applied to Council's day-to-day functions.

Distribution of information to the public

Council may prepare its own literature such as pamphlets on the PPIPA, HRIPA or it may obtain and distribute copies of literature available from the Office of the Privacy Commissioner NSW.

Internal Review

Under section 53 of the PPIPA a person (the applicant) who is aggrieved by the conduct of a council is entitled to a review of that conduct. An application for internal review is to be made within **6 months** of when the person first became aware of the conduct.

The application is to be in writing and addressed to the Council's Privacy Contact Officer. The Privacy Contact Officer will appoint a Reviewing Officer to conduct the internal review. The Reviewing Officer must not be substantially involved in any matter relating to the application. The Reviewing Officer must be an employee and suitability qualified.

The review must be completed as soon as is reasonably practicable in the circumstances. If the review is not completed within **60 days** of the lodgement, the applicant is entitled to seek external review.

The Council must notify the Privacy Commissioner of an application as soon as practicable after its receipt, keep the Commissioner informed of the progress of the application and inform the Commissioner of the findings of the review and of the action it proposes to take in relation to the application.

The Privacy Commissioner is entitled to make submissions in relation to internal reviews and the council is required to consider any relevant material submitted by the Privacy Commissioner. The Council must provide the Privacy Commissioner with a draft of the council's internal review report to enable the Privacy Commissioner to make a submission.

Council may provide a copy of any submission by Privacy Commissioner's to the applicant.

The Council must notify the applicant of the outcome of the review within **14 days** of its determination. A copy of the final review should also be provided to the Privacy Commissioner where it departs from the draft review.

An internal review checklist has been prepared by the Office of the Privacy Commissioner NSW and can be accessed from its website <http://www.ipc.nsw.gov.au> .

The Privacy Commissioner must be notified of a complaint, briefed on progress and notified of the outcome of an internal review under the PPIPA or HRIPA.

What happens after an Internal Review?

If the complaint remains unsatisfied, he/she may appeal the Administrative Decisions Tribunal, which hears the matter afresh and may impose its own decision and can make a range of orders including an award of damages for a breach of an information protection principle or health privacy principle.

Other Relevant Matters

Contracts with consultants and other private contractors

It is necessary to have specific provisions to protect the Council in any dealings with private contractors.

Confidentiality

The obligation of confidentiality is additional to and separate from that of privacy. Nevertheless, a duty to withhold information lies at the heart of both concepts. Confidentiality attaches to information per se, personal or health information to the person to whom that information relates.

An obligation of confidentiality exists for all employees whether express or implied as a matter of law.

Information which may be confidential is also likely to have a separate and independent obligation of confidentiality will not suffice for privacy purposes. Two separate releases will be required and, in the case of privacy, the person to whom the information relates will be required to provide the release.

Misuse of personal or health information

Section 664 of the LGA makes it an offence for anyone to disclose information except in accordance with that section. Whether or not a particular disclosure is made with lawful excuse is a matter that requires legal opinion from case to case.

Regular review of the collection, storage and use of personal or health information

The information practices relating to the collection, storage and use of personal or health information will be reviewed by the Council every three (3) years. Any new program initiatives will be incorporated into the review process with a view to ascertaining whether or not those programs comply with the PPIPA.

Regular review of Privacy Management Plan

When information practices are reviewed from time to time, the Privacy Management Plan will also be reviewed to ensure that the Plan is up to date.

Further information

For assistance in understanding the processes under the PPIPA and HRIPA, please contact the Council or the Office of the Privacy Commissioner NSW on the details below:

Contact details

Privacy Officer
Bland Shire Council
PO Box 21
West Wyalong NSW 2671
Ph: 02 6972 2266
Email: council@blandshire.nsw.gov.au

Privacy Commissioner
GPO Box 7011
Sydney NSW 2001
Ph: 1800 472 679
Email: ipcinfo@ipc.nsw.gov.au

5. Definitions:

PIPPA: NSW Privacy and Personal Information Protection Act 1998
HRIPA: Health Records and Information Privacy Act 2002
GIPA: Government Information (Public Access) Act 2009

6. Legislation and Supporting Documents:

Privacy and Personal Information Protection Act 1998
Health Records Information and Privacy Act 2002
Government Information (Public Access) Act 2009
Government Information (Public Access) Act Regulation 2018
NSW Privacy and Personal Information Protection Act 1998
Local Government Act 1993
Environmental Planning and Assessment Act 1979
Protection of the Environment Operations Act 1997
Impounding Act 1993
State Records Act 1998
Health Practitioner Regulation National Law (NSW)
Privacy Code of Practice for Local Government
NSW Genetic Health Guidelines: Health Privacy Principles

7. Relationship to Community Strategic Plan:

This Policy supports Council's Delivery Program Strategy Strategy 12.4 - Review and implement Council policies and comply with WHS and Risk Management requirements.

8. Attachments:

- **Appendix 1** – Information Protection Principles (IPPs)
- **Appendix 2** – The Health and Privacy Principles (HPPs)

Appendix 1 - Information Protection Principles (IPPs)

Part 2, Division 1 of the PPIPA contains 12 Information Protection Principles with which we must comply.

Principle 1, Section 8 - Collection of personal information for lawful purposes

- (1) *A public sector agency must not collect personal information unless:*
 - (a) *The information is collected by for a lawful purpose that is directly related to a function or activity of the agency; and*
 - (b) *The collection of the information is reasonably necessary for that purpose.*
- (2) *A public sector agency must not collect personal information by any unlawful means.*

The Privacy Code of Practice for Local Government

There is no intention to depart from this principle.

Principle 2, Section 9 - Collection of personal information directly from individual

The public sector agency must, in collecting personal information, collect the information directly from the individual to whom the information relates unless:

- (a) *The individual has authorised collection of the information from someone else, or*
- (b) *In the case of information relating to a person who is under the age of 16 years – the information has been provided by a parent or guardian of the person.*

The Privacy Code of Practice for Local Government

Council is not required to comply with this principle where indirect collection of personal information is reasonably necessary when an award, prize, benefit or similar form of personal recognition is intended to be, or may be, conferred upon the person to whom the information relates.

Principle 3, Section 10 – Requirements when collecting personal information

If a public sector agency collects personal information from an individual, the agency must take such steps as are reasonable in the circumstances to ensure that, before the information is collected or as soon as practicable after collection, the individual to whom the information relates is made aware of the following:

- (a) *The fact that the information is being collected,*
- (b) *The purposes for which the information is being collected,*
- (c) *The intended recipients of the information,*
- (d) *Whether the supply of the information by the individual is required by law or is voluntary, and any consequences for the individual if the information (or any part of it) is not provided,*
- (e) *The existence of any right of access to, and correction of, the information,*
- (f) *The name and address of the agency that is collecting the information and the agency that is to hold the information.*

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Council may depart from this principle where indirect collection of personal information is reasonably necessary when an award, prize, benefit or similar form of personal recognition is intended to be, or may be, conferred upon the person to whom the information relates.

Principle 4, Section 11 – Other requirements relating to collection of personal information

If a public sector agency collects personal information from an individual, the agency must take such steps as are reasonable in the circumstances (having regard to the purposes for which the information is collected) to ensure that:

- (a) *The information collected is relevant to that purpose, is not excessive, and is accurate, up to date and complete; and*

- (b) *The collection of the information does not intrude to an unreasonable extent on the personal affairs of the individual to whom the information relates.*

The Privacy Code of Practice for Local Government

There is no intention to depart from this principle.

Principle 5, Section 12 – Retention and security of personal information

A public sector agency that holds personal information must ensure:

- (a) *That the information is kept for no longer than is necessary for the purposes for which the information may lawfully be used; and*
- (b) *That the information is disposed of securely and in accordance with any requirements for the retention and disposal of personal information; and*
- (c) *That the information is protected, by taking such security safeguards as are reasonable in the circumstances, against loss, unauthorised access, use, modification or disclosure, and against all other misuse, and*
- (d) *That, if it is necessary for the information to be given to a person in connection with the provision of a service to the agency, everything reasonably within the power of the agency is done to prevent unauthorised use or disclosure of the information.*

The Privacy Code of Practice for Local Government

There is no intention to depart from this principle.

Principle 6, Section 13 – Information about personal information held by agencies

A public sector agency that holds personal information must take such steps as are, in the circumstances, reasonable to enable any person to ascertain:

- (a) *Whether the agency holds personal information; and*
- (b) *Whether the agency holds personal information relating to that person; and*
- (c) *If the agency holds personal information relating to that person:*
 - (i) *The nature of that information; and*
 - (ii) *The main purposes for which the information is used; and*
 - (iii) *That person's entitlement to gain access to the information.*

The Privacy Code of Practice for Local Government

There is no intention to depart from this principle.

Principle 7, Section 14 – Access to personal information held by agencies

A public sector agency that holds personal information must, at the request of the individual to whom the information relates and without excessive delay or expense, provide the individual with access to the information.

The Privacy Code of Practice for Local Government

There is no intention to depart from this principle.

Principle 8, Section 15 – Alteration of personal information

- (1) *A public sector agency that holds personal information must, at the request of the individual to whom the information relates, make appropriate amendments (whether by way of corrections, deletions or additions) to ensure that the personal information:*
 - (a) *Is accurate; and*
 - (b) *Having regard to the purpose for which the information was collected (or is to be used) and to any purpose that is directly related to that purpose, is relevant, up to date, complete and not misleading.*
- (2) *If a public sector agency is not prepared to amend personal information in accordance with a request by the individual to whom the information relates, the agency must, if so requested by the individual concerned, take such steps as are reasonable to attach to the information,*

in such a manner as is capable of being read with the information, any statement provided by that individual of the amendment sought.

- (3) *If personal information is amended in accordance with this section, the individual to whom the information relates is entitled, if it is reasonably practicable, to have recipients of that information notified of the amendments made by the public sector agency.*
- (4) *This section, and any provision of privacy code of practice that relates to the requirements set out in this section, apply to public sector agencies despite section 25 of this Act and Section 21 of the "State Records Act 1998".*
- (5) *The Privacy Commissioner's guidelines under section 36 may make provision for or with respect to requests under this section, including the way in which such a request should be made and the time within which such a request should be dealt with.*
- (6) *In this section (and in any other provision of this Act in connection with the operation of this section), **public sector agency** includes a Minister and a Minister's personal staff.*

The Privacy Code of Practice for Local Government

There is no intention to depart from this principle.

Principle 9, Section 16 – Agency must check accuracy of personal information before use

A public sector agency that holds personal information must not use the information without taking such steps as are reasonable in the circumstances to ensure that, having regard to the purpose for which the information is proposed to be used, the information is relevant, accurate, up to date, complete and not misleading.

The Privacy Code of Practice for Local Government

There is no intention to depart from this principle.

Principle 10, Section 17 – Limits on use of personal information

A public sector agency that holds personal information must not use the information for a purpose other than that for which it was collected unless:

- (a) *The individual to whom the information relates has consented to the use of the information for that other purpose, or*
- (b) *The other purpose for which the information is used is directly related to the purpose for which the information was collected, or*
- (c) *The use of the information for that other purpose is necessary to prevent or lessen a serious and imminent threat to the life or health of the individual to whom the information relates or of another person.*

The Privacy Code of Practice for Local Government

Council may use personal information for a purpose other than the purpose for which it was collected in the following circumstances:

- (1) *Where the use is for the purpose of undertaking Council's lawful and proper function/s and Council is satisfied that the personal information is reasonably necessary for the exercise of such function/s, or*
- (2) *Where personal information is to be used for the purpose of conferring upon a particular person, an award, prize, benefit or similar form of personal recognition.*

Principle 11, Section 18 – Limits on disclosure of personal information

(1) *A public sector agency that holds personal information must not disclose the information to a person (other than the individual to whom the information relates) or other body, whether or not such other person or body is a public sector agency unless:*

- (a) *The disclosure is directly related to the purpose for which the information was collected and the agency disclosing the information has no reason to believe that the individual concerned would object to the disclosure, or*

- (b) *The individual concerned is reasonably likely to have been aware, or has been made aware in accordance with section 10, that information of that kind is usually disclosed to that other person or body, or*
 - (c) *The agency believes on reasonable grounds that the disclosure is necessary to prevent or lessen a serious and imminent threat to the life or health of the individual concerned or another person.*
- (2) *If personal information is disclosed in accordance with subsection (1) to a person or body that is a public sector agency, that agency must not use or disclose the information for a purpose other than the purpose for which the information was given to it.*

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There is no intention to depart from this principle except in the circumstances described below:

- (1) *Council may disclose personal information to public sector agencies or utility providers on condition that:*
 - (i) *The agency or utility provider has approached Council in writing*
 - (ii) *Council is satisfied that the information is to be used by that agency or utility provider for the proper and lawful function/s of that agency or utility provider, and*
 - (iii) *Council is satisfied that the personal information is reasonably necessary for the exercise of that agency or utility provider's function/s.*
- (2) *Where personal information about an individual collected or held by Council is to be disclosed for the purpose of conferring upon that person, an award, prize, benefit or similar form of personal recognition.*
- (3) *Where Council is requested by a potential employer, it may verify:*
 - (i) *That a current or former employee works or has worked for Council*
 - (ii) *The duration of their employment, and*
 - (iii) *The position occupied during their employment.*

This exemption shall not permit Council to give an opinion as to that person's suitability to a particular position with any potential employer unless Council is satisfied that the person has provided their consent for Council to provide a reference, which may include an opinion as to that person's suitability for the position for which he/she has applied.

Principle 12, Section 19 – Special restrictions on disclosure of personal information

- (1) *A public sector agency must not disclose personal information relating to an individual's ethnic or racial origin, political opinions, religious or philosophical beliefs, trade union membership, sexual activities unless the disclosure is necessary to prevent a serious or imminent threat to the life or health of the individual concerned or another person.*
- (2) *A public sector agency that holds personal information must not disclose the information to any person or body who is in a jurisdiction outside New South Wales or to a Commonwealth agency unless:*
 - (a) *A relevant privacy law that applies to the personal information concerned is in force in that the jurisdiction or applies to that Commonwealth agency, or*
 - (b) *The disclosure is permitted under a privacy code of practice.*
- (3) *For the purposes of subsection (2), a relevant privacy law means a law that is determined by the Privacy Commissioner, by notice published in the Gazette, to be a privacy law for the jurisdiction concerned.*
- (4) *The Privacy Commissioner is to prepare a code relating to the disclosure of personal information by public sector agencies to persons or bodies outside New South Wales and the Commonwealth agencies.*

- (5) *Subsection (2) does not apply:*
- (a) *Until after the first anniversary of the commencement of this section, or*
 - (b) *Until a code referred to in subsection (4) is made,*
- Whichever is the later.*

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There is no intention to depart from this principle except in the circumstances described below:

- (1) *For the purposes of section 19(2), where Council is requested by a potential employer outside New South Wales, it may verify that:*
- (i) *A current or former employee works or has worked for Council*
 - (ii) *The duration of their employment, and*
 - (iii) *The position occupied during their employment*

This exemption shall not permit Council to give an opinion as to that person's suitability for a particular position with any potential employer unless Council is satisfied that the person has provided their consent for Council to provide a reference, which may include an opinion as to that person's suitability for the position for which he/she has applied.

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Appendix 2 - The Health Privacy Principles (HPPs)

Under the provisions of the *Health Records and Information Privacy Act, 2002 (HRIPA)* Council has a legal obligation in how it must collect, hold use and disclose individual's health information.

The following is a list of examples of the types of health information and circumstances in which Council may collect health information:

- Seniors' bus outings where information may be collected on special medical needs;
- Information on carers and families for the purposes of children's services;
- Volunteer programs where volunteers are asked to disclose health conditions which assist Council to provide support in the event of an incident or which may preclude them from some types of volunteer work;
- Information in relation to the need for assisted waste services; and
- Information relating to employee health for example, pre-employment medical declarations, medical certificates and workers' compensation.

In the same way as the Information Privacy Principles that have been outlined above, the provisions of HRIPA allow for Health Privacy Principles. The meaning, intent and application of these principles are required when handling health information.

The Health Information Principles and the Information Privacy Principles are very similar with some principles overlapping in areas. For more information on the Health Privacy Principles, refer to the Information and Privacy Commissioner: www.ipc.nsw.gov.au.

Principle 1 – Purposes of collection of health information

- (1) *An organisation must not collect health information unless:*
 - (a) *The information is collected for a lawful purpose that is directly related to a function or activity of the organisation; and*
 - (b) *The collection of the information is reasonably necessary for that purpose.*
- (2) *An organisation must not collect health information by any unlawful means.*

Principle 2 – Information must be relevant, not excessive, accurate and not intrusive

An organisation that collects health information from an individual must take such steps as are reasonable in the circumstances (having regard to the purposes for which the information is collected) to ensure that:

- (a) *The information collected is relevant to that purpose, is not excessive and is accurate, up to date and complete; and*
- (b) *The collection of the information does not intrude to an unreasonable extent of the personal affairs of the individual to whom the information relates.*

Principle 3 – Collection to be from individual concerned

- (1) *An organisation must collect health information about an individual only from that individual, unless it is reasonable or impracticable to do so.*
- (2) *Health information is to be collected in accordance with any guidelines issued by the NSW Privacy Commissioner for the purposes of this clause.*

Principle 4 – Individual to be made aware of certain matters

- (1) *An organisation that collects health information about an individual from the individual must, at or before the time that it collects the information (or if that is not practicable, as soon as practicable after that time), take steps that are reasonable in the circumstances to ensure that the individual is aware of the following:*

- (a) *The identity of the organisation and how to contact it;*
 - (b) *The fact that the individual is able to request access to the information;*
 - (c) *The purposes for which the information is collected;*
 - (d) *The persons to whom (or the types of persons to whom) the organisation usually discloses information of that kind;*
 - (e) *Any law that requires the particular information to be collected;*
 - (f) *The main consequences (if any) for the individual if all or part of the information is not provided;*
- (2) *If the organisation collects health information about an individual from someone else, it must take any steps that are reasonable in the circumstances to ensure that the individual is generally aware of the matters listed in subclause (1) except to the extent that:*
- (a) *Making the individual aware of the matters would pose a serious threat to the life or health of any individual; or*
 - (b) *The collection is made in accordance with guidelines issued under subclause (3).*
- (3) *The NSW Privacy Commissioner may issue guidelines setting out circumstances in which an organisation is not required to comply with subclause (2).*
- (4) *An organisation is not required to comply with a requirement of this clause if:*
- (a) *The individual to whom the information relates has expressly consented to the organisation not complying with it; or*
 - (b) *The organisation is lawfully authorised or required not to comply with it; or*
 - (c) *Non-compliance is otherwise permitted (or is necessarily implied or reasonably contemplated) under an Act or any other law (including the State Records Act 1998); or*
 - (d) *Compliance by the organisation would, in the circumstances, prejudice the interests of the individual to whom the information relates; or*
 - (e) *The information concerned is collected for law enforcement purposes; or*
 - (f) *The organisation is an investigative agency and compliance might detrimentally affect (or prevent the proper exercise of) its complaint handling functions or any of its investigative functions.*
- (5) *If the organisation reasonably believes that the individual is incapable of understanding the general nature of the matters listed in subclause (1), the organisation must take steps that are reasonable in the circumstances to ensure that any authorised representative of the individual is aware of those matters.*
- (6) *Subclause (4) (e) does not remove any protection provided by any other law in relation to the rights of accused persons or persons suspected of having committed an offence.*
- (7) *The exemption provided by subclause (4) (f) extends to an public sector agency, or public sector official, who is investigating or otherwise handling a complaint or other matter that could be referred or made to an investigative agency, or that has been referred from or made by an investigative agency.*

Principle 5 – Retention and security

- (1) *An organisation that holds health information must ensure that:*
- (a) *The information is kept for no longer than is necessary for the purposes for which the information may lawfully be used; and*
 - (b) *The information is disposed for securely and in accordance with any requirements for the retention and disposal of health information; and*
 - (c) *The information is protected, by taking such security safeguards as are reasonable in the circumstances, against loss, unauthorised access, use, modification or disclosure, and against all other misuse; and*
 - (d) *If it is necessary for the information to be given to a person in connection with the provision of a service to the organisation, everything reasonably within the power of the organisation is done to prevent unauthorised use or disclosure of the information.*

Note: Division 2 (retention of health information) of Part 4 contains provisions applicable to private sector persons in connection with the matters dealt with in this clause.

- (2) An organisation is not required to comply with a requirement of this clause if:
 - (a) The organisation is lawfully authorised or required not to comply with it; or
 - (b) Non-compliance is otherwise permitted (or is necessarily implied or reasonably contemplated) under an Act or any other law (including the Stat Records Act 1998).
- (3) An investigative agency is not required to comply with subclause (1) (a).

Principle 6 – Information about health information held by organisations

- (1) An organisation that holds health information must take such steps as are, in the circumstances, reasonable to enable any individual to ascertain:
 - (a) Whether the organisation holds health information; and
 - (b) Whether the organisations hold health information relating to that individual; and
 - (c) If the organisation holds health information relating to that individual:
 - (i) The nature of that information; and
 - (ii) The main purposes for which the information is used; and
 - (iii) That person's entitlement to request access to the information.
- (2) An organisation is not required to comply with a provision of this clause if:
 - (a) The organisation is lawfully authorised or required not to comply with the provision concerned; or
 - (b) Non-compliance is otherwise permitted (or is necessarily implied or reasonably contemplated) under an Act or any other law (including the State Records Act 1998).

Principle 7 – Access to health information

- (1) An organisation that holds health information must, at the request of the individual to whom the information relates and without excessive delay or expense, provide the individual with access to the information.

Note: Division 3 (Access to health information) of Part 4 contains provisions applicable to private sector persons in connection with the matters dealt with in this clause.

Access to health information held by public sector agencies may also be available under the Government Information (Public Access) Act 2009, or the State Records Act 1998.

- (2) An organisation is not required to comply with a provision of this clause if:
 - (a) The organisation is lawfully authorised or required not to comply with the provision concerned; or
 - (b) Non-compliance is otherwise permitted (or is necessarily implied or reasonably contemplated) under an Act or any other law (including the State Records Act 1998).

Principle 8 – Amendment of health information

- (1) An organisation that holds health information must, at the request of the individual to whom the information relates, make appropriate amendments (whether by way of corrections, deletions or additions) to ensure that the health information:
 - (a) Is accurate; and
 - (b) Having regard to the purpose for which the information was collected (or is to be used) and to any purpose that is directly related to that purpose, is relevant, up to date, complete and not misleading.
- (2) If an organisation is not prepared to amend health information under subclause (1) in accordance with a request by the individual to whom the information relates, the organisation

must, if so requested by the individual concerned, take such steps as are reasonable to attach to the information, in such a manner as is capable of being read with the information, any statement provided by that individual of the amendment sought.

- (3) *If health information is amended in accordance with this clause, the individual to whom the information relates is entitled, if it is reasonably practicable, to have recipients of that information notified of the amendments made by the organisation.*

Note: *Division 4 (Amendment of health information) of Part 4 contains provisions applicable to private sector persons in connection with the matters dealt with in this clause.*

Amendment of health information held by public sector agencies may also be able to be sought under the Privacy and Personal Information Protection Act 1998.

- (4) *An organisation is not required to comply with a provision of this clause;*
- (a) *The organisation is lawfully authorised or required not to comply with the provision concerned; or*
 - (b) *Non-compliance is otherwise permitted (or is necessarily implied or reasonably contemplated) under an Act or any other law (including the State Records Act 1998).*

Principle 9 – Accuracy

An organisation that holds health information must not use the information without taking such steps as are reasonable in the circumstances to ensure that, having regard to the purpose for which the information is proposed to be used, the information is relevant, accurate, up to date, complete and not misleading.

Principle 10 – Limits on use of health information

- (1) *An organisation that holds health information must not use the information for a purpose (a **secondary purpose**) other than the purpose (the **primary purpose**) for which it was collected unless:*
- (a) **Consent:** *the individual to whom the information relates has consented to the use of the information for that secondary purpose; or*
 - (b) **Direct relation:** *the secondary purpose is directly related to the primary purpose and the individual would reasonably expect the organisation to use the information for the secondary purpose; or*

Note: *for example, if information is collected in order to provide a health service to the individual, the use of the information to provide a further health service to the individual is a secondary purpose directly related to the primary purpose.*

- (c) **Serious threat to health or welfare:** *the use of the information for the secondary purpose is reasonably believed by the organisation to be necessary to lessen or prevent:*
 - (i) *A serious and imminent threat to the life, health or safety of the individual or another person; or*
 - (ii) *A serious threat to public health or public safety; or*
- (c1) **Genetic information:** *the information is genetic information and the use of the information for the secondary purpose:*
 - (i) *Is reasonably believed by the organisation to be necessary to lessen or prevent a serious threat to the life, health or safety (whether or not the threat is imminent) of a genetic relative of the individual to whom the genetic information relates; and*
 - (ii) *Is in accordance with guidelines, if any, issued by the NSW Privacy Commissioner for the purposes of this paragraph; or*
- (d) **Management of health services:** *the use of the information for the secondary purpose is reasonably necessary for the funding, management, planning or evaluation of health services and:*
 - (i) *Either:*

- (A) *That purpose cannot be served by the use of information that does not identify the individual or from which the individual's identity cannot reasonably be ascertained and it is impracticable for the organisation to seek the consent of the individual for the use; or*
- (B) *Reasonable steps are taken to de-identify the information; and*
- (ii) *If the information could reasonably be expected to identify individuals, the information is not published in a generally available publication; and*
- (iii) *The use of the information is in accordance with guidelines, if any, issued by the NSW Privacy Commissioner for the purposes of this paragraph; or*
- (e) **Training:** *the use of the information for the secondary purpose is reasonably necessary for the training of employees of the organisation or persons working with the organisation and:*
 - (i) *Either:*
 - (A) *That purpose cannot be served by the use of information that does not identify the individual or from which the individual's identity cannot reasonably be ascertained and it is impracticable for the organisation to seek the consent of the individual for the use; or*
 - (B) *Reasonable steps are taken to de-identify the information; and*
 - (ii) *If the information could reasonably be expected to identify individuals, the information is not published in a generally available publication; and*
 - (iii) *The use of the information is in accordance with guidelines, if any, issued by the NSW Privacy Commissioner for the purposes of this paragraph; or*
- (f) **Research:** *the use of the information for the secondary purpose is reasonably necessary for research, or the compilation or analysis of statistics, in the public interest and:*
 - (i) *Either:*
 - (A) *That purpose cannot be served by the use of information that does not identify the individual or from which the individual's identity cannot reasonably be ascertained and it is impracticable for the organisation to seek the consent of the individual for the use; or*
 - (B) *Reasonable steps are taken to de-identify the information; and*
 - (ii) *the information could reasonably be expected to identify individuals, the information is not published in a generally available publication; and*
 - (iii) *The use of the information is in accordance with guidelines, if any, issued by the NSW Privacy Commissioner for the purposes of this paragraph; or*
- (g) **Find missing person:** *the information for the secondary purpose is by law enforcement agency (or such other person as may be prescribed by the regulations) for the purposes of ascertaining the whereabouts of an individual who has been reported to a police officer as a missing person; or*
- (h) **Suspected unlawful activity, unsatisfactory professional conduct or breach of discipline:**
 - (i) *Has reasonable grounds to suspect that:*
 - (A) *Unlawful activity has been or may be engaged in; or*
 - (B) *A person has or may have been in conduct that may be unsatisfactory professional conduct or professional misconduct under the Health Practitioner Regulation National Law (NSW); or*
 - (C) *An employee of the organisation has or may have engaged in conduct that may be grounds for disciplinary action; and*
 - (i) *Uses the health information as a necessary part of its investigation of the matter or in reporting its concerns to relevant persons or authorities; or*
 - (i) **Law enforcement:** *the use of the information for the secondary purpose is reasonably necessary for the exercise of law enforcement functions by law enforcement agencies in circumstance where there are reasonable grounds to believe that an offence may have been, or may be, committed; or*

- (j) **Investigative agencies:** the use of the information for the secondary purpose is reasonably necessary for the exercise of complaint handling functions or investigative functions by investigative agencies, or
 - (k) **Prescribed circumstances:** the use of the information for the secondary purpose is in the circumstances prescribed by the regulations for the purposes of this paragraph.
- (2) An organisation is not required to comply with a provision of this clause if:
 - (a) The organisation is lawfully authorised or required not to comply with the provision concerned; or
 - (b) Non-compliance is otherwise permitted (or is necessarily implied or reasonably contemplated) under an Act or any other law (including the State Records Act 1998).
 - (3) The Ombudsman's Office, Health Care Complaints Commission, Anti-Discrimination Board and Community Services Commission are not required to comply with a provision of this clause in relation to their complaint handling functions and their investigative, review and reporting functions.
 - (4) Nothing in this clause prevents or restricts the disclosure of health information by a public sector agency:
 - (a) To another public sector agency under the administration of the same Minister if the disclosure is for the purposes of informing that Minister about any matter within that administration; or
 - (b) To any public sector agency under the administration of the Premier, if the disclosure is for the purposes of informing the Premier about any matter.
 - (5) The exemption provided in subclause (1) (j) extends to any public sector agency, or public sector official, who is investigating or otherwise handling a complaint or other matter that could be referred or made to an investigative agency, or that has been referred from or made by an investigative agency.

Principle 11 – Limits on disclosure of health information

- (1) An organisation that holds health information must not disclose the information for a purpose (a **secondary purpose**) other than the purpose (the **primary purpose**) for which it was collected unless:
 - (a) **Consent:** the individual to whom the information relates has consented to the disclosure of the information for that secondary purpose; or
 - (b) **Direct relation:** the secondary purpose is directly related to the primary purpose and the individual would reasonably expect the organisation to disclose the information for the secondary purpose; or

Note: For example, if information is collected in order to provide a health service to the individual, the disclosure of the information to provide a further health service to the individual is a secondary purpose directly related to the primary purpose.

- (c) **Serious threat to health or welfare:** the disclosure of the information for the secondary purpose is reasonably believed by the organisation to be necessary to lessen or prevent:
 - (i) A serious and imminent threat to the life, health or safety of the individual or another person; or
 - (ii) A serious threat to public health or public safety; or
- (c1) **Genetic information:** the information is genetic information and the disclosure of the information for the secondary purpose:
 - (i) Is reasonably believed by the organisation to be necessary to lessen or prevent a serious threat to the life, health or safety (whether or not the threat is imminent) of a genetic relative of the individual to whom the genetic information relates; and

- (ii) *Is in accordance with guidelines, if any, issued by the NSW Privacy Commissioner for the purposes of this paragraph; or*
- (d) **Management of health services:** *the disclosure of the information for the secondary purpose is reasonably necessary for the funding, management, planning or evaluation of health services and:*
 - (i) *Either:*
 - (A) *That purpose cannot be served by the disclosure of information that does not identify the individual or from which the individual's identity cannot reasonably be ascertained and it is impracticable for the organisation to seek the consent of the individual for the disclosure; or*
 - (B) *Reasonable steps are taken to de-identify the information, and*
 - (ii) *If the information could reasonably be expected to identify individual, the information is not published in a generally available publication, and*
 - (iii) *The disclosure of the information is in accordance with guidelines, if any, issued by the NSW Privacy Commissioner for the purposes of this paragraph; or*
- (e) **Training:** *the disclosure of the information for the secondary purpose is reasonably necessary for the training of employees of the organisation or persons working with the organisation and:*
 - (i) *Either:*
 - (A) *That purpose cannot be served by the disclosure of information that does not identify the individual or from which the individual's identity cannot reasonably be ascertained and it is impracticable for the organisation to seek the consent of the individual for the disclosure; or*
 - (B) *Reasonable steps are taken to de-identify the information, and*
 - (ii) *If the information could reasonably be expected to identify individual, the information is not published in a generally available publication, and*
 - (iii) *The disclosure of the information is in accordance with guidelines, if any, issued by the NSW Privacy Commissioner for the purposes of this paragraph; or*
- (f) **Research:** *the disclosure of the information for the secondary purpose is reasonably necessary for research, or the compilation or analysis of statistics, in the public interest and:*
 - (i) *Either:*
 - (A) *That purpose cannot be served by the disclosure of information that does not identify the individual or from which the individual's identity cannot reasonably be ascertained and it is impracticable for the organisation to seek the consent of the individual for the disclosure; or*
 - (B) *Reasonable steps are taken to de-identify the information, and*
 - (ii) *If the information could reasonably be expected to identify individual, the information is not published in a generally available publication, and*
 - (iii) *The disclosure of the information is in accordance with guidelines, if any, issued by the NSW Privacy Commissioner for the purposes of this paragraph; or*
- (g) **Compassionate reasons:** *the disclosure of the information for the secondary purpose is to provide information to an immediate family member of the individual for compassionate reasons, and:*
 - (i) *The disclosure is limited to the extent reasonable for those compassionate reasons, and*
 - (ii) *The individual is incapable of giving consent to the disclosure of information, and*
 - (iii) *The disclosure is not contrary to any wish expressed by the individual (and not withdrawn) of which the organisation was aware or could make itself aware by taking reasonable steps, and*
 - (iv) *if the immediate family member is under the age of 18 years, the organisation reasonably believes that the family member has insufficient maturity in the circumstances to receive the information, or*
- (h) **Finding missing person:** *the disclosure of the information for the secondary purpose is to a law enforcement agency (or such other person or organisation as may be prescribed by the regulations) for the purposes of ascertaining the whereabouts of an individual who has been reported to a police officer as a missing person, or*

- (i) **Suspected unlawful activity, unsatisfactory professional conduct or breach of discipline:** the organisation:
 - (i) Has reasonable grounds to suspect that:
 - (A) Unlawful activity has been or may be engaged in, or
 - (B) A person has been or may have engaged in conduct that may be unsatisfactory professional conduct or professional misconduct under the Health Practitioner Regulation National Law (NSW), or
 - (C) An employee of the organisation has or may have engaged in conduct that may be grounds for disciplinary action, and
 - (ii) Discloses the health information as a necessary part of its investigation of the matter or in reporting its concerns to relevant persons or authorities, or
 - (j) **Law enforcement:** the disclosure of the information for the secondary purpose is reasonably necessary for the exercise of law enforcement functions by law enforcement agencies in circumstances where there are reasonable grounds to believe that an offence may have been or may be, committed; or
 - (k) **Investigative agencies:** the disclosure of the information for the secondary purpose is reasonably necessary for the exercise of complaint handling functions or investigative functions by investigative agencies; or
 - (l) **Prescribed circumstances:** the disclosure of the information for the secondary purpose is in the circumstances prescribed by the regulations for the purposes of this paragraph.
- (2) An organisation is not required to comply with a provision of this clause if:
- (a) The organisation is lawfully authorised or required not to comply with the provision concerned; or
 - (b) Non-compliance is otherwise permitted (or is necessarily implied or reasonably contemplated) under an Act or any other law (including the State Records Act 1998); or
 - (c) The organisation is an investigative agency disclosing information to another investigative agency.
- (3) The Ombudsman's Office, Health Care Complaints Commission, Anti-Discrimination Board and Community Services Commission are not required to comply with a provision of this clause in relation to their complaint handling functions and their investigative, review and reporting functions.
- (4) Nothing in this clause prevents or restricts the disclosure of health information by a public sector agency:
- (a) To another public sector agency under the administration of the same Minister if the disclosure is for the purposes of informing that Minister about any matter within that administration, or
 - (b) To any public sector agency under the administration of the Premier, if the disclosure is for the purposes of informing the Premier about any matter.
- (5) If health information is disclosed in accordance with subclause (1), the person, body or organisation to whom it was disclosed must not use or disclose the information for a purpose other than the purpose for which the information was given to it.
- (6) The exemptions provided by subclauses (1) (k) and (2) extend to any public sector agency, or public sector official, who is investigating or otherwise handling a complaint or other matter that could be referred or made to an investigative agency, or that has been referred from or made by an investigative agency.

Principle 12 – Identifiers

- (1) An organisation may only assign identifiers to individuals if the assignment of identifiers is reasonably necessary to enable the organisation to carry out any of its functions efficiently.

- (2) *Subject to subclause (4), a private sector person may only adopt as its own identifier of an individual an identifier of an individual that has been assigned by a public sector agency (or by an agent of, or contractor to, a public sector agency acting in its capacity as agent or contractor) if:*
 - (a) *The individual has consented to the adoption of the same identifier, or*
 - (b) *The use or disclosure of the identifier is required or authorised by or under law.*
- (3) *Subject to subclause (4), a private sector person may only use or disclose an identifier assigned to an individual by a public sector agency (or by an agent of, or contractor to, a public sector agency acting in its capacity as agent or contractor) if:*
 - (a) *The use or disclosure is required for the purpose for which it was assigned or for a secondary purpose referred to in one or more paragraphs of HPP 10 (1) (c)-(k) or 11 (1) (c)-(l), or*
 - (b) *The individual has consented to the use or disclosure, or*
 - (c) *The disclosure is to the public sector agency that assigned the identifier to enable the public sector agency to identify the individual for its own purposes.*
- (4) *If the use or disclosure of an identifier assigned to an individual by a public sector agency is necessary for a private sector person to fulfil its obligations to, or the requirements of, the public sector agency, a private sector person may either:*
 - (a) *Adopt as its own identifier of an individual an identifier of the individual that has been assigned by the public sector agency, or*
 - (b) *Use or disclose an identifier of the individual that has been assigned by the public sector agency.*

Principle 13 – Anonymity

Wherever it is lawful and practicable, individuals must be given the opportunity to not identify themselves when entering into transactions with or receiving health services from an organisation.

Principle 14 – Transborder data flows and data flows to Commonwealth agencies

An organisation must not transfer health information about an individual to any person or body who is in a jurisdiction outside New South Wales or to a Commonwealth agency unless:

- (1) *The organisation reasonably believes that the recipient of the information is subject to a law, binding scheme or contract that effectively upholds principles for fair handling of the information that are substantially similar to the Health Privacy Principles, or*
- (2) *The individual consents to the transfer, or*
- (3) *The transfer is necessary for the performance of a contract between the individual and the organisation, or for the implementation of pre-contractual measures taken in response to the individual's request, or*
- (4) *The transfer is necessary for the conclusion or performance of a contract concluded in the interest of the individual between the organisation and third party, or*
- (5) *All of the following apply:*
 - i. *The transfer is for the benefit of the individual,*
 - ii. *It is impracticable to obtain the consent of the individual to that transfer,*
 - iii. *If it were practicable to obtain such consent, the individual would be likely to give it, or*
- (6) *The transfer is reasonably believed by the organisation to be necessary to lessen or prevent:*
 - i. *A serious and imminent threat to the life, health or safety of the individual or another person, or*
 - ii. *A serious threat to public health or public safety, or*

- (7) *The organisation has taken reasonable steps to ensure that the information that it has transferred will not be held, used or disclosed by the recipient of the information inconsistently with the Health Privacy Principles, or*
- (8) *The transfer is permitted or required by an Act (including an Act of the Commonwealth) or any other law.*

Principle 15 – Linkage of health records

- (1) *An organisation must not:*
 - (a) *Include health information about an individual in a health records linkage system unless the individual has expressly consented to the information being so included, or*
 - (b) *Disclose an identifier of an individual to any person if the purpose of the disclosure is to include health information about the individual in a health records linkage system, unless the individual has expressly consented to the identifier being disclosed for that purpose.*
- (2) *An organisation is not required to comply with a provision of this clause if:*
 - (a) *The organisation is lawfully authorised or required not to comply with the provision concerned, or*
 - (b) *Non-compliance is otherwise permitted (or is necessarily implied or reasonably contemplated) under an Act or any other law (including the State Records Act 1998), or*
 - (c) *The inclusion of the health information about the individual in the health records information system (including an inclusion for which an identifier of the individual is to be disclosed) is a use of the information that complies with HPP 10 (10 (f)) or a disclosure of the information that complies with HPP 11 (1) (f).*
- (3) *In this clause:*

Health record: *means an ongoing record of health care for an individual.*

Health records linkage system *means a computerised system that is designed to link health records for an individual held by different organisations for the purpose of facilitating access to health records, and includes a system or class of systems prescribed by the regulations as being a health records linkage system, but does not include a system or class of systems prescribed by the regulations as not being a health records linkage system.*

Section 3 – Technical Services

8.11 Planning Proposal – PPL2020/0002 – 50 Mid-Western Highway West Wyalong



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

DP10.2 Ensure Councillors take ownership and a strong leadership role

Author: Manger Development and Regulatory Services

Introduction

At its March 2020 meeting Council resolved to submit a planning proposal for the rezoning and amendment of the minimum lot size for subdivision of Lot 2 DP625986 to the Department of Planning, Industry and Environment for a gateway determination.

Council received a gateway determination for the planning proposal to proceed, subject to a number of conditions.

As required by the gateway determination, Council place the planning proposal on public exhibition for a period of 28 days from 16 December 2020 to 3 February 2021 noting that the period between 20 December 2020 and 10 January 2021 is excluded from the calculation period of the public exhibition in accordance with Council's Community Participation Plan. Further to this, Council wrote to all adjoining property owners. No submissions were received in relation to the proposal.

Council was also required to consult with the Division of Resources and Geoscience who raised no concerns with the proposal.

Council has prepared and submitted the required maps (attached) which are currently being reviewed by the Department of Planning, Industry and Environment.

Parliamentary Counsel has issued a draft Local Environmental Plan. A copy of the draft is attached.

Financial Implications

Nil to this report.

Summary

Council was issued with a timeframe of 9 months from the date of the gateway determination to finalise the LEP amendment with the relevant deadline being Friday 30 April 2021. Progress of the planning proposal were delay due to issues with the Planning Portal, however, all required tasks have been completed and Council is now in a position to adopt the draft LEP and forward the draft LEP to the Department of Planning, Industry and Environment and request that the plan be published on the NSW Legislation website.

Recommendation:

That Council resolve to adopt and make the draft Local Environmental Plan to rezone and amend the minimum lot size of Lot 2 DP625986, 50 Mid-Western Highway, West Wyalong and forward to the draft plan to Department of Planning, Industry and Environment requesting that the plan be published on the NSW Legislation website.



Bland Local Environmental Plan 2011

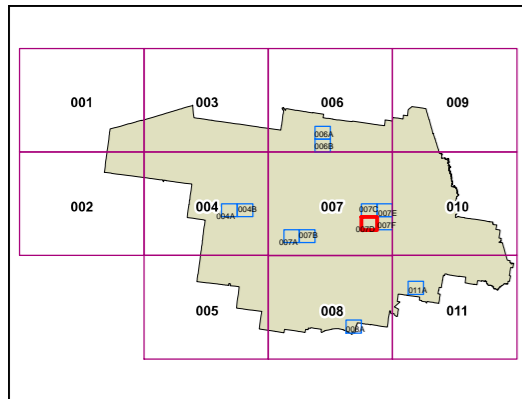
Land Zoning Map - Sheet LZN_007D

Zone

- B1 Neighbourhood Centre
- B2 Local Centre
- B5 Business Development
- B6 Enterprise Corridor
- E1 National Parks and Nature Reserves
- E3 Environmental Management
- IN1 General Industrial
- IN2 Light Industrial
- R1 General Residential
- R5 Large Lot Residential
- RE1 Public Recreation
- RE2 Private Recreation
- RU1 Primary Production
- RU3 Forestry
- RU5 Village
- SP2 Infrastructure

Cadastre

Cadastre 05/03/2018 © Spatial Services



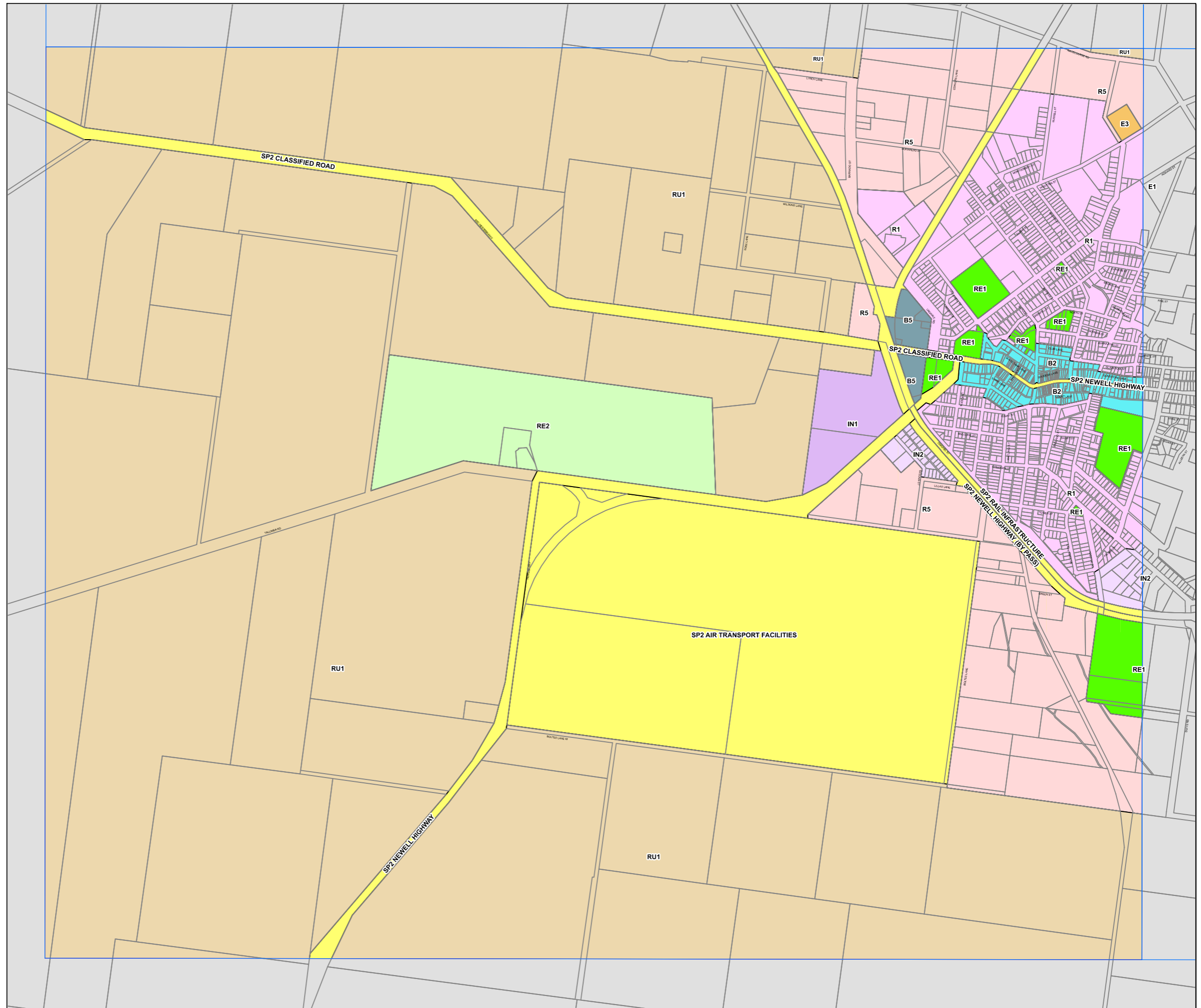
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Metres

Scale: 1:20,000 @ A3

Projection: GDA 1994
Zone 55

Map Identification Number:

0800_COM_LZN_007D_020_20210401





Bland Local Environmental Plan 2011

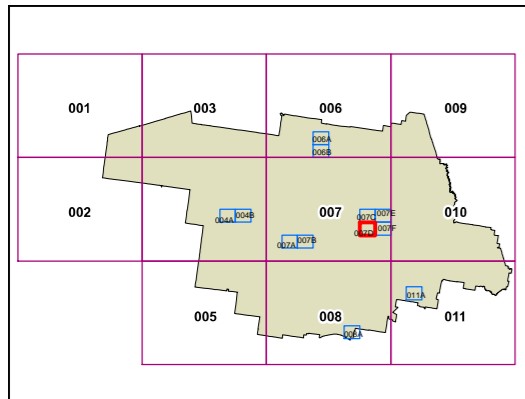
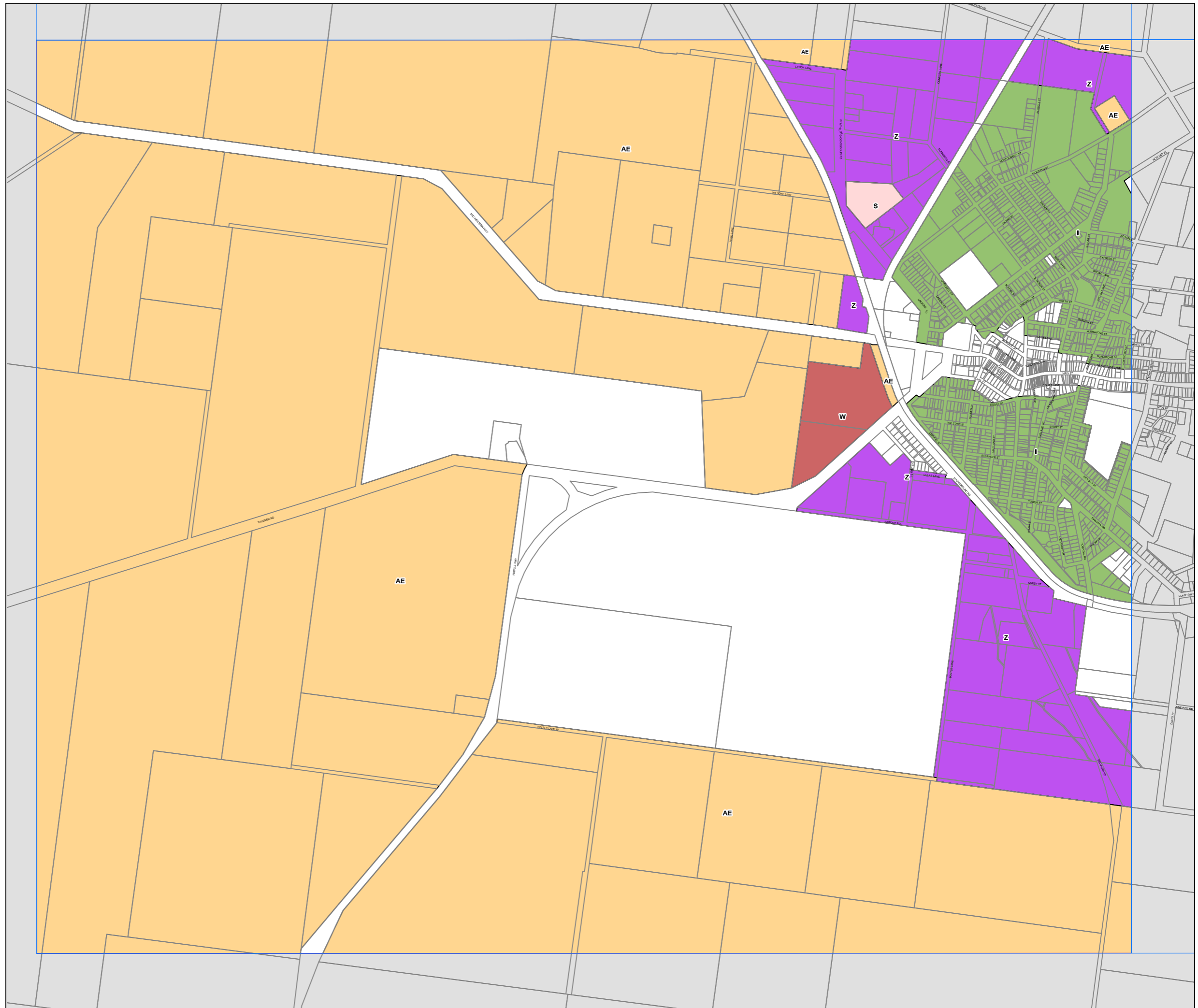
Lot Size Map - Sheet LSZ_007D

Minimum Lot Size (sq m)

I	500
S	800
V	2,000
W	4,000
X	5,000
Z	2 ha
AE	200 ha

Cadastre

Cadastre 05/03/2018 © Spatial Services



0 100 200 300 400 500
Metres

Scale: 1:20,000 @ A3

Projection: GDA 1994
Zone 55

Map Identification Number:

0800_COM_LSZ_007D_020_20210401



New South Wales

PARLIAMENTARY COUNSEL

Opinion

Environmental Planning and Assessment Act 1979
Proposed Bland Local Environmental Plan 2011 (Amendment No 2)

Your ref: LDuncan@blandshire.nsw.gov.au
Our ref: e2021-098.d02

In my opinion the attached draft environmental planning instrument may legally be made.

When the environmental planning instrument is made, a map cover sheet that lists the final form of the maps adopted by the instrument should be signed by the person making the instrument.

A handwritten signature in black ink, appearing to read "A. O'Callaghan".

(A O'CALLAGHAN)
Parliamentary Counsel
20 April 2021



New South Wales

Bland Local Environmental Plan 2011 (Amendment No 2)

under the

Environmental Planning and Assessment Act 1979

The following local environmental plan is made by the local plan-making authority under the *Environmental Planning and Assessment Act 1979*.

.....

Bland Local Environmental Plan 2011 (Amendment No 2)

under the

Environmental Planning and Assessment Act 1979

1 Name of Plan

This Plan is *Bland Local Environmental Plan 2011 (Amendment No 2)*.

2 Commencement

This Plan commences on the day on which it is published on the NSW legislation website.

3 Land to which Plan applies

This Plan applies to Lot 2, DP 625986, 50 Mid Western Highway, West Wyalong.

4 Maps

The maps adopted by *Bland Local Environmental Plan 2011* are amended or replaced, as the case requires, by the maps approved by the local plan-making authority on the making of this Plan.

Section 4 – Reports for Information

Recommendation:

That the following reports, provided for information only, be received and noted:

- **8.12 Economic Development & Tourism Report – May 2021**
- **8.13 Community Services Report**
- **8.14 Bland Shire Library Monthly Update**
- **8.15 Children Services April Update**
- **8.16 Bland Community Care Services Update**
- **8.17 Technical Services Report**
- **8.18 Development Services Activity Report – April 2021**

8.12 Economic Development & Tourism Report – May 2021



Our Prosperity - Growing our population and jobs

DP14.2 Attract a diverse range of Visitors to the Shire

DP15.2 Continue ongoing engagement and communication with the Shire's existing industry and business including support for diversification and alternate industry or business

DP15.3 Lobby for and work with industry, government and education providers to ensure Bland Shire residents and businesses have access to competitive telecommunication services

DP16.2 through partnerships with stakeholders foster our education, learning and training industry and increase employment opportunities within the Shire

Author: General Manager and Tourism & Administration Officer

ECONOMIC DEVELOPMENT

Regional Infrastructure Gaps Project

Infrastructure Australia, the Commonwealth Government's independent infrastructure advisor, has commenced a Regional Strengths and Gaps project. The aim of the project is to provide a national view of the diverse strengths and infrastructure gaps facing Australia's regions and to identify priority areas for future planning and analysis.

By identifying these gaps, Infrastructure Australia hopes to encourage governments, industry and the community to come forward with solutions to address these challenges. The project includes regions as defined by the Regional Development Australia (RDA) boundaries, focusing on 48 regions and consulting with state committees.

As well as incorporating existing reports and recommendations from various state and national bodies, a vital part of this project is capturing the views of local stakeholders to inform the identification and prioritisation of the gaps in each region. Hence Infrastructure Australia, supported by WSP Australia, will be holding online workshops in each region to hear the views and opinions across our diverse country.

Following the national consultation process, a Regional Strengths and Gaps report will be released by Infrastructure Australia. The report will detail the strengths and prioritised infrastructure gaps for each RDA and will complement and support the work currently being done by RDAs on their Strategic Regional Plans.

The General Manager has been invited to participate in the Riverina Regional Workshop on the afternoon of 18 May 2021.

Move to More Campaign

The Regional Australia Institute (RAI), based in Canberra, have just launched their national campaign – **Move to More**.

Recent research by the Institute has identified that while a lot of Australians living in our capital cities feel a positive connection to regional Australia, there is a big difference between liking the place and packing up and moving there.

The research found that one out of every five people living in our capital cities is considering a move to regional Australia. This is an opportunity not to be missed.

The research also identified that while the 'push' factors motivating people to leave the cities are strong, the 'pull' factors – essentially the appeal of regional Australia — are the more powerful motivators.

Move to More positions regional Australia as offering new residents more space, more career opportunities, improved quality of life and more bang for their buck when it comes to real estate.

The Move to More campaign features extensive advertising across the country that creates a new brand for regional Australia – a brand that is offering Australians a chance to shape their best life.

The campaign website movetomore.com.au is one of the most important tools of the campaign. It was unveiled at the Regions Rising National Summit in Canberra on March 17, 2021 and will go live when the campaign's television, radio, billboard and digital advertisements are rolled out in May.

This unique platform gives Australians access to information in real time, allowing them to unearth and discover Regional Australia in a way that suits their life stage, interests and career aspirations. It invites users to take a short quiz and then filters functional aspects (housing, employment, transport, schools, health and entertainment) to arrive at a selection of towns that meets their desires.

Regional Australia is on the cusp of an incredible renaissance. Move to More is set to play its part in encouraging new energy, new people, new businesses and new investment in regional Australia.

At the Local Level

- New Business Park – Negotiations are continuing with prospective tenants and the promotional banner will hopefully be erected in the next few weeks pending the construction of the chain wire fence along the frontage of Lot 1327 Neeld Street.
- Residential Development – Estimates of the infrastructure costs associated with the development of the residential subdivision at 82 Ungarie Road are being prepared and will be the subject of a further report to Council in due course.
- Voluntary Planning Agreements – As discussed at the May Council Workshop a preliminary meeting will be held with Evolution Mining on 13 May 2021 and the outcome of that initial meeting will be reported to Council.
- Grants Register Progress Report – included on the following pages is an extract from the Grants Register indicating financial progress on the current projects. It should be noted that the report is financial and not necessarily reflective of project completion/progression.

GRANTS REGISTER

Drought Communities Program - Round 2	Amount	Spent	Target Completion Date	Completed Y/N	Notes
Disabled Toilets West Wyalong Pool	\$25,000.00	\$17,777.27	29/01/2021	Y	\$500,000 rec 11/8/20 \$300,000 rec 25/2/21 - \$200,000 to be paid 21/22 FY.
Village Toilets - Naradhan, Tallimba, Weethalle	\$135,000.00	\$72,494.06	18/06/2021	N	
Perseverance Second Oval Fence	\$40,000.00	\$41,217.58	9/04/2021	Y	Variation to 31/3/22 submitted on 23/4/21. Awaiting response.
Barmedman Amenities	\$73,000.00	\$50,005.56	27/05/2021	N	
Refurbishment of West Wyalong Scout Hall	\$72,000.00	\$72,000.00	20/05/2021	Y	
Village Pump Tracks - Barmedman, Ungarie	\$100,000.00	\$97,000.00	30/04/2021	Y	
Adverse Events Plan	\$5,000.00	\$5,000.00	29/01/2021	Y	
Total	\$450,000.00	\$355,494.47			
Stronger Country Communities Fund - Round 3			Target Completion Date	Completed Y/N	Notes
West Wyalong Skatepark Upgrade	\$151,220.00	\$135,049.84	30/06/2021	N	
Youth Mental Wellbeing & Resilience Program	\$50,000.00	\$0.00	31/12/2022	N	
West Wyalong Outdoor Basketball Court Upgrade	\$214,000.00	\$9,490.00	30/06/2021	N	
Wyalong Dog Park	\$68,000.00	\$24,233.85	30/06/2021	N	
Total	\$483,220.00	\$168,773.69			
Fixing Local Roads Round 1			Target Completion Date	Completed Y/N	Notes
Quandialla Road Stage 1	\$462,500.00	\$0.00	30/06/2021	N	
Quandialla Road Stage 2	\$919,000.00	\$550,720.97	30/06/2021	N	
Kikioira Road	\$237,000.00	\$54,881.03	30/06/2021	N	
Total	\$1,618,500.00	\$605,602.00			
NSW Safer Roads Program			Target Completion Date	Completed Y/N	Notes
Safety Improvements - Lake Cargelligo Road, Ungarie	\$1,060,000.00	\$252,734.48	30/06/2021	N	
Total					
Local Roads & Community Infrastructure Phase 1			Target Completion Date	Completed Y/N	Notes - LRCI Phase 1
Replacement of the Ungarie Bridge over Humbug Creek	\$350,000.00	\$0.00	30/06/2021	N	Ungarie bridge - Kerbing end of June, New Hanger - 80% complete HACC - 90% complete
New Hanger	\$453,720.00	\$253,380.40	30/06/2021	N	
Upgrade HACC Facilities	\$81,889.00	\$33,415.49	30/06/2021	N	Tennis Club - this funding will cover the cost of the

West Wyalong Tennis Club	\$103,401.00	\$0.00	30/06/2021	N	footings which is on track to starting
West Wyalong - Wyalong Road Reseals	\$860,807.00	\$34,704.28	30/06/2021	N	
	\$1,849,817.00	\$321,500.17			

Resources for Regions			Target Completion Date	Completed Y/N	Notes
WW Aerodrome Upgrade	\$606,173.00	\$0.00	30/05/2022	N	
WW Rec Ground Upgrade	\$485,000.00	\$0.00	30/03/2022	N	
Cooinda Waters Canoe Circuit	\$350,000.00	\$0.00	30/04/2022	N	
WW Harness Club Refurbishment	\$354,763.00	\$60,000.00	1/10/2021	N	
WW Golf Course Rejuvenation & Sustainability	\$299,236.00	\$204,726.40	31/03/2022	N	
	\$2,095,172.00				

Local Roads & Community Infrastructure Phase 2			Target Completion Date	Completed Y/N	Notes - LRCI Phase 2
Men's Shed	\$43,000.00	\$0.00	31/12/2021	N	
58 Gilbert St (Hiawatha)	\$12,000.00	\$0.00	31/12/2021	N	
Bridge/Culvert Work	\$670,000.00	\$0.00	31/12/2021	N	
Ungarie Main St Improvements	\$50,000.00	\$0.00	31/12/2021	N	
WW Road Rehab	\$420,800.00	\$0.00	31/12/2021	N	
Cinema Improvements	\$150,000.00	\$150,000.00	31/12/2021	Y	
Drainage	\$44,403.00	\$0.00	31/12/2021	N	
	\$1,390,203.00				

Crown Lands Improvement Grant			Target Completion Date	Completed Y/N	Notes
West Wyalong Caravan Park Upgrade	\$484,920.00	\$0.00	12/03/2022	N	
	\$484,920.00				

Fixing Local Roads Round 2			Target Completion Date	Completed Y/N	Notes
Alleena Road	\$911,743.00			N	Waiting on signed agreement
Total	\$911,743.00				

Regional NSW Planning Portal Grant			Target Completion Date	Completed Y/N	Notes
Transition to NSW Planning Portal	\$50,000.00		1/07/2021	N	Waiting on signed agreement
	\$50,000.00				

Bland Shire Council Why Leave Town Statistics

	Jan 21	Feb 21	March 21	April 21	Oct 2019 - Mar 2021
Number of Loaded Cards	50	129	116	128	2,995
Load Value	\$3,742	\$7,425	\$5,298	\$7,425	\$148,407
Number of Redemptions	297	212	274	198	2,903
Value of Redemptions	\$9,347	\$6,619	\$8,539	\$6,535	\$99,322

Number of Cards	1000	1000	2000
Loaded Cards	839	997	1159
Remaining Cards	161	3	841
Plastic Expiry	30/09/2024	30/04/2026	31/08/2026
Sale Cut-off Date	30/09/2021	30/04/2023	31/08/2023
Days until Sale Cut-off	150	727	850

Bland Shire Business Breakfast, Workshop and Consultation

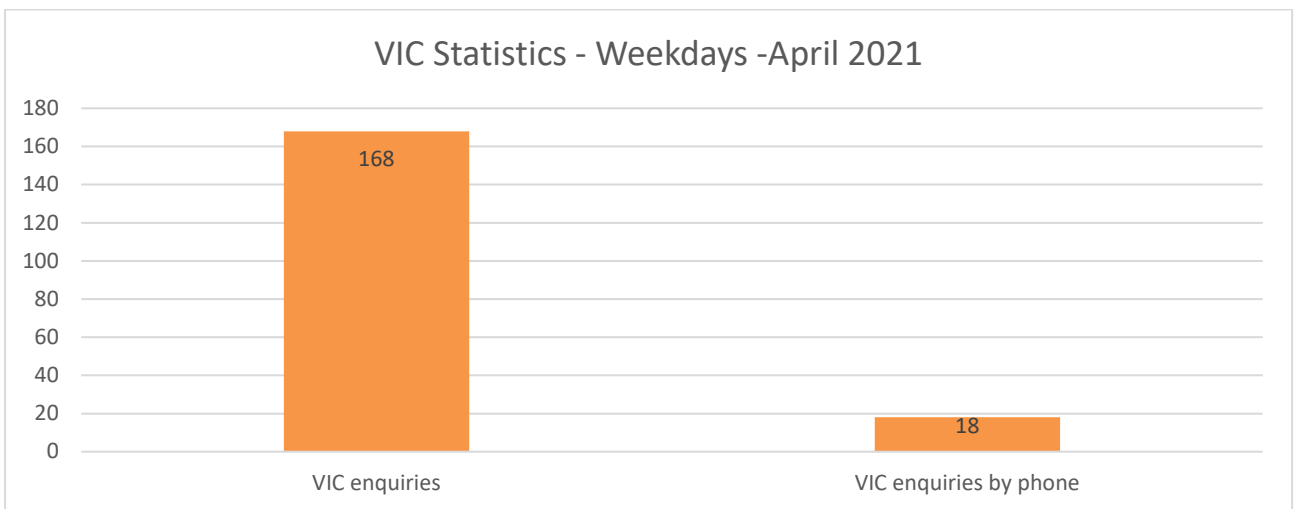
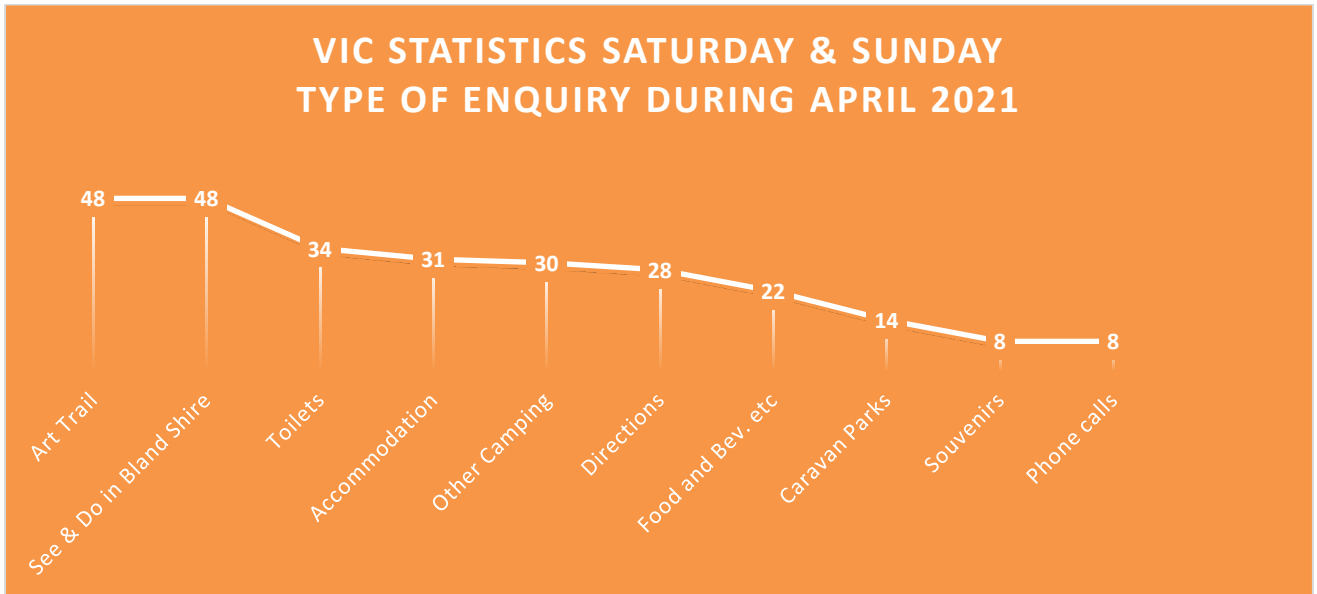
With funding from the Australian Government through the Building Better Regions Fund, Bland Shire Council and Why leave Town Promotions held a breakfast and workshop at the newly established BelleFleur Restaurant at 7am Monday, 10 May.

The workshop was aimed at businesses from the Bland Shire about the Shop Local initiative. How shopping local benefits our community and economy by keeping money in town and how businesses can motivate the community to shop local and use the cards in their own and other businesses of the Bland Shire.












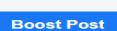


















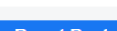














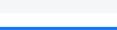






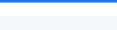





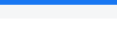










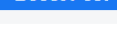






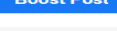











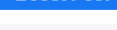







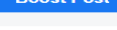




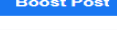






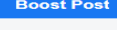





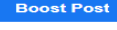










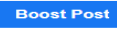











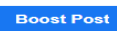
The workshops will be followed up by One on One Business Consultations with all businesses on Monday, 10 May and Tuesday, 11 May.

TOURISM

Visitor Centre Statistics:



The Riverina Facebook promotions for April 2021

04/30/2021 8:15 PM		Outback skies 🌄 in Gunbar Gunbar is the home of the youngest			517		8 11				
04/29/2021 8:05 PM		Step back in time at the Up-to-date store in @visitcoolamonshire and			569		17 13				
04/28/2021 8:30 PM		See a red moon rising in @visitlockhartshire like @matshen			529		7 13				
04/26/2021 7:05 PM		Have you heard? Winter Bites is a new festival celebrating regional			516		4 1				
04/22/2021 8:20 PM		Not far from Yarrangobilly in the Snowy Valleys region is Blue			805		7 35				
04/21/2021 7:45 PM		#theplainsarecalling...@pellizzerphotography captured this stunning shot			614		5 24				
04/20/2021 8:55 PM		@altinawildlifepark_zoo in Darlington Point has a new arrival! Manzi the			585		3 19				
04/19/2021 7:45 PM		Round 2 of the Penrite Australian V8 Superboat Championship will have			496		1 5				
04/17/2021 7:20 PM		Weethalle Country Music Muster 2021 is back on the 28th April till 2nd			760		15 18				
04/16/2021 8:15 PM		Lillypilly Estate was established in Leeton in 1972. The grapes are			1.2K		5 26				
04/15/2021 8:10 PM		Making memories in Gundagai 🙌 @campingwithcubs recently visited			669		4 22				
04/13/2021 7:25 PM		The fabulous Festival of Small Halls Autumn Tour is making it's way to			433		3 3				
04/12/2021 8:25 PM		Grong Grong Earth Park is a fun natural playscape, food garden and			829		22 15				
04/11/2021 7:40 PM		Bring the Australian bush into your home with @yesteryearplantations			577		12 9				
04/10/2021 8:15 PM		With views like these who needs overseas holidays?			847		8 31				
04/09/2021 7:50 PM		Check out the hottest new attraction in the Riverina @whittonmalthouse!			1.1K		28 48				
04/08/2021 7:05 PM		Acclaimed songwriters Michael Fix and Mark Cryle are teaming up to			502		1 5				
04/07/2021 8:05 PM		Look closer at Jerilderie's Wedge-Tailed Eagle Mural on the side of the			559		2 17				
04/06/2021 7:30 PM		Bathe on the verandah in the egg-shaped bath in the glow of the			625		4 7				
04/05/2021 7:15 PM		Whispering Pines Aviation Museum is a small private collection with big			943		32 20				
04/04/2021 7:30 PM		Originally built as "Waroorarung" for William Tyson, The Convent became			935		25 24				
04/03/2021 8:30 PM		Look up and be amazed! Temora Aviation Museum will be alight with			829		14 24				
04/01/2021 6:45 PM		Autumn is a great time to head to the Snowy Valleys and experience the			852		5 24				

- Destination NSW together with Visit Riverina worked together to promote Tourism to all councils in The Riverina region. Destination NSW engaged with the Traveller, NRMA Open Road and The Blonde Nomads to visit The Bland Shire Art Trail and the Wyalong/West Wyalong History Walk.

The Blonde Nomads made a visit to the museum and wetlands and posted a great review of their stay in West Wyalong on Instagram.

<https://www.instagram.com/p/COhvZqhBb-6/>

- Bland Shire had a visit from 4 of the Griffith Visitor Information Centre staff to travel the Bland Shire Art Trail and the many other amazing sights of our community. Their first stop was at the Weethalle Silos and at Fat Bob and the Blonde before travelling to Ungarie and West Wyalong. Trying to fit in some local shopping and a demonstration from the glass gallery as well as lunch there just was not enough hours in the day to enjoy all the sights before they had to leave for a demonstration at Whispering Pines Organic Flour.

This experience by the Griffith Visitor Centre allows the staff to share with visitors all that our region has to offer. A visitor to the region do not understand council boundaries and as visitor centre staff we can direct visitors to sights in and around The Riverina region.

8.13 Community Services Report



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

DP3. Nurture a strong sense of community and enrich the cultural life for the residents of the Bland Shire

Author: Community Relations Officer and Community Development Officer

The Butterfly Foundation Sessions

As part of Council's Youth Mental Wellbeing and Resilience Program, The Butterfly Foundation delivered presentations to senior students from St Mary's School and all students at West Wyalong High School from 3 – 5 May.

The Butterfly Foundation focuses on eating disorders and body image issues, and provides information and support around these issues for communities.

The sessions were tailored to each individual year group to ensure that content is age appropriate and relevant. Topics covered included eating disorders, positive body image and self talk, the impacts of the media and social media, appearance ideals and the importance of being kind to others.

Feedback received from young people was overwhelmingly positive with many reporting that they gained a lot from the sessions.

This initiative was made possible through support from the NSW Government Stronger Country Communities Fund.



Free Tip Day

The ever popular Free Tip Day was held on Sunday 11 April with residents from West Wyalong, Ungarie and Barmedman being able to dispose of their household waste and items for free. A total of over 300 residents across the three towns benefited from the initiative.

Mate Helping Mate

Ungarie was treated to a presentation by John Harper from 'Mate Helping Mate' on Thursday 6 May at the Ungarie Bowling Club.

John, who is a farmer from nearby Stockinbingal, founded the Mate Helping Mate organisation to help people from remote and rural communities who are struggling with mental health concerns. John is a wonderful storyteller and speaks from the heart of his own personal experiences with mental health and seeks to break down barriers and the stigma attached to seeking help for mental health issues.

Those in attendance were also given an opportunity to chat to John and provided with a light supper.

This initiative was supported by the Commonwealth Government under the Drought Communities Program.

Youth Week BBQ Consultation and Forum

Council held a barbeque at the West Wyalong High School on Wednesday 21 April to celebrate youth week and provide an opportunity for young people to submit ideas for possible youth focused projects across the shire. The students thoroughly enjoyed the barbeque and the opportunity to have their say, with a total of 107 submissions received as per below. Following on from the event, a youth forum was held in the Council Chambers with identified leaders from each year group in the school along with the Mayor and General Manager.

Idea/Initiative	Votes
Heated Pool 16	16
Lake 12	12
Youth Space 10	10
Fast Food/Subway 10	10
Roundabouts 7	7
Arcade 6	6
Discos 5	5
Youth Community Performances 4	4
More Public Access to Sports Stadium 4	4
Cinema 4	4
Stage in the park 3	3
Improved drainage/roads 3	3
Drive In Movies 3	3
Adventure/Trampoline Park 2	2
Elite Athletes Talks/workshops 2	2
Water/Splash Park 2	2
Dance Studio	1
BMX track	1
Sensory Park	1
Colour Run	1
Better Paths	1
Ice Skating Rink	1
Pump Track	1
Outdoor Gym	1

LGBTIQA Youth Group	1
Triple J Concert	1
More Skatepark ramps	1
Basketball competitions (3x3)	1
Rock Climbing Wall	1
Kayaking	1



8.14 Bland Shire Library Monthly Update



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

DP3.4 Foster a community learning culture optimising our physical and virtual spaces

Author: Library Services Coordinator

Inspiring Author Talk

Bland Shire Library hosted a talk by Cootamundra resident Ross Fitzell in April. Ross, who is legally blind, was accompanied by his retired guide dog Harry and his new guide dog, 18 month old Pluto. Ross gave a wonderful talk which was light hearted, highly informative and equally inspiring. Ross has written a book titled 'Barking Mad' which gives a unique insight into his world through the eyes of his guide dog Harry, with all proceeds from the sale of his book going to Guide Dogs NSW/ACT. Despite a small audience, a very successful event with feedback overwhelmingly positive and every person in attendance purchasing a book – much to Ross's delight. The library has a limited number of Ross's book for sale. However, a copy of 'Barking Mad' is available for loan from the library.



Vegetable Plot

The Vegetable Plot (Musical Group) did a live one-hour performance on Friday 16 April in the Council Chambers as part of the library's school holiday program targeting younger children. The group, which has visited West Wyalong previously, promote healthy eating through their music. Attendance numbers were good and included 18 children from the Little Wattle Preschool & Day Care Centre.



Refurbishment Presentation

Library Services Coordinator Cathy Lange was a guest presenter at the recent Riverina Regional Library Branch Meeting held on Tuesday 27 April in Wagga Wagga. Mrs Lange gave a presentation on the library's recent refurbishment.

Kids Monthly Prize Draw

Due to Covid and the library being closed, Bland Shire Library had suspended its kids monthly prize draw indefinitely. However, with the library now operating as normal, the draw has been brought back as an incentive to encourage more school children to visit the library and boost junior membership. To be eligible for the draw, participants must be of school age and be a registered member of Bland Shire Library. (Membership is free and can be done online at rrl.nsw.gov.au or by visiting Bland Shire Library.) Members are encouraged to fill out a ticket each time they visit the library – the more visits the more chances to win. Names are drawn at the end of each month – there will be a main prize and three consolation prizes – with prizes including Why Leave Town gift cards, books, milkshake vouchers, etc.

Tech Savvy Seniors Continues

Bland Shire Library recently completed a free 10-week Tech Savvy Seniors program which was well attended. The program, which was funded by Telstra and the Department of Community and Justice Department, was coordinated by the State Library of NSW. Due to a demand for more lessons, the library is continuing to hold sessions every Tuesday (during school term), 10am – 12pm. The sessions are open to all senior members of the community. There is no booking required. Participants need only bring their own devices eg. smartphone and can attend as many or as few sessions as they like. It should be noted that these sessions are for basic technology enquiries and assistance only.



Library and Information Week 17 – 23 May 2021

This is a national event celebrating the work that library and information workers do. Orchestrated by the Australian Library and Information Association (ALIA), Library and Information Week provides an opportunity for libraries to showcase their resources and services to their communities, through programs and events. The theme this year is 'Adventures in Space and Time'. Bland Shire Library will host the following programs and events during Library and Information Week –

- Monday 17 May @ 10.30am – Morning tea for Home Library Service clients.
- Tuesday 18 May @ 10am – Tech Savvy Seniors.
- Tuesday 18 May @ 2pm – Knit and Knatter.

- Wednesday 19 May @ 11am – National Simultaneous Story-time. *Libraries all over Australia read one book together with over a million children combined. This year, that book is ‘Give me some Space!’ by Philip Bunting. This year, a virtual reading by NASA astronaut Shannon Walker will also be available.*
- Wednesday 19 May @ 3.45pm – LEGO Legends.
- Thursday 20 May @ 10.30am – Story-time. *Early literacy program for preschool aged children. Includes storytelling, singing, music and dance, games and craft.*
- Friday 21 May @ 10.30am – Baby Bounce. *Early literacy program for babies 0 – 24 months. Introduces baby to reading and literacy through rhymes, songs, interactive play and books!*

Biggest Morning Tea 27 May 2021

Bland Shire Library will host a Biggest Morning Tea on Thursday 27 May @ 10.30am for Council staff and members of the public to raise essential funds for people impacted by cancer.

Free Creative Writing Workshop 28 May 2021

A free creative writing workshop will be held on Friday 28 May 2021, 9.30 am – 4.30 pm in the Council Chambers. The workshop will be conducted by Dr Rae Luckie – a qualified teacher, editor and writing mentor – and is a collaboration between Temora and Bland Shire Council. The workshop’s theme is *Writing About Place: Writing Through the Senses* and aims to explore creative writing techniques designed to enhance the sense of place. The workshop which is limited to 10 places has been booked out since the start of May.

New Date for Art of Ageing Exhibition

Due to a cancellation, Art of Ageing will now be on display at Bland Shire Library from 7 June – 19 August 2021. (The initial date was 14 July – 19 August.)

The Art of Ageing is a photographic exhibition that celebrates the value, experience and contribution that older people bring, and challenges outdated perceptions of ageing. The exhibition comprises works by outstanding NSW photographers and features extraordinary Australians that have carved out interesting and active lives for themselves that keep them young. Art of Ageing is an initiative under the NSW Ageing Strategy 2016–2020. The 2020 Art of Ageing exhibition which was officially opened at NSW Parliament House in March is touring across NSW throughout 2020 – 2022.

Speechie Library Talks

Bland Shire Library has expressed interest in hosting a speech pathologist in November 2021 for *Speechie Library Talks*.

Speechie Library Talks will facilitate connection between speech pathologists and their local public library, in a series of events to be held in November 2021 to coincide with the Speech Pathology Australia Book of the Year award celebrations. By connecting speech pathologists with their local public library, and the broader community, the campaign aims to raise awareness about:

- the role speech pathologists play in developing children’s language and literacy
- the Speech Pathology Australia Book of the Year Awards, and
- how library resources can play a part in building language and literacy.

Speech Pathology Australia is collaborating in the campaign with the Australian Library Information Association. Parents, carers and others interested in children’s language and literacy development are invited to attend a talk (and book reading) at their local library to find out more about how they can help their child.

Meetings

NSW Public Libraries Association, South West Zone meeting to be held Thursday 27th May 2021, 10am, RRL Administration Centre Wagga Wagga. Meeting also available via Zoom.

Statistics – April 2021

- 103 Information Requests
- 175 Customer Service Requests – this figure includes 42 technology assists
- 95 Computer Usage
- 24 requests for Wi-Fi (ie. mobile device users)
- 186 Visitor Information Requests – this figure relates to normal library opening hours and only those enquiries handled by library staff. Includes 18 telephone enquiries.
- 55 children utilised the StorytimePOD
- 148 people (38 adults and 110 children) attended regular programs designed for children
- 61 people attended regular programs designed for adults
- 20 seniors attended Tech Savvy Seniors in April
- 16 programs held in total during April

NB. The above statistics are collected manually and may not be exact. However, the above figures are deemed a fair and reasonable indicator.

- 2556 people through the door
- 1517 library items issued – 1048 normal print books (602 adult and 446 junior), 240 large print books, 26 magazines, 35 audiobooks, 159 DVDs, 9 kits.
- 87 library items reserved (*An item is reserved when it is not immediately available to the patron due to that item being on loan, in processing or only available from another RRL branch library.*)
- 8 new members (all adult memberships)
- 1724 active members (approx. 29 per cent of the Bland LGA population)

NB. The above statistics are collected electronically via Libero (LMS) and RFID Technology and are deemed accurate.

RRL COLLECTION REFLECTION 2020

BRANCH	Total items	Average age of collection Years	Items not borrowed in 3 years %	Items borrowed more than 30 times %	How does your branch collection rate?
	This figure indicates the distribution of the collection across the region	This figure indicates the age of the collection, excluding local history items	This figure may indicate the relevance of collection items	This figure may indicate age and condition of collection items	
Adelong	2,868	6 ↑	27.9 ↑	5.5 ↑	
Batlow	5,165	6 ↑	19.0 ↑	8.2 ↑	
Bland	13,856	6 ↑	9.6 ↓	10.5 ↑	👍
Coolamon	7,027	5 ↑	6.7 ↓	16.6 ↑	👍
Cootamundra	14,957	6 ↑	4.3 ↑	28.4 ↑	
Corowa	9,724	5 ↑	7.5 ↑	16.0 ↑	
Culcairn	3,719	5 ↑	2.5 ↓	7.9 ↑	👍
Gundagai	7,733	6 ↑	15.7 ↑	9.4 ↑	
Henty	4,832	5 ↑	4.4 ↑	8.0 ↑	
Holbrook	5,360	5 ↑	7.6 ↑	10.2 ↓	👍
Howlong	4,117	4 ↑	3.7 ↑	12.4 ↑	
Jindera	1,167	N/A →	N/A →	3.4 ↑	
Junee	12,502	6 ↓	8.6 ↑	11.3 ↑	👍
Mobile Library	5,659	3 ↓	0.4 ↑	15.0 ↑	👍
Mulwala	4,800	5 ↑	13.4 ↑	9.7 ↑	
Talbingo	2,429	10 ↑	38.3 ↑	3.8 ↑	
Temora	11,878	6 ↑	11.1 ↑	13.8 ↑	
Tumbarumba	6,528	6 ↑	6.6 ↑	14.8 ↑	
Tumut	14,852	7 ↑	8.9 ↑	28.0 ↑	
Wagga Wagga	75,109	5 ↑	6.2 ↑	23.4 ↑	
Regional Average	32,674	6 ↑	8.2 ↑	17.7 ↑	

Legend:

↑↓ : indicates change against previous year figure

👍 : indicates whether positive or negative change was observed

8.15 Children Services April Update



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

DP4.2 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)

Author: Children Services Coordinator

Staff Training

- Balance Yoga delivered a workshop on relaxation for pre-schoolers including topics of self-care and the importance of self-regulation
- Service Leaders are participating in three fortnightly NDIS training sessions, ensuring they have a thorough understanding of what NDIS is, pathways available to families and how NDIS can support families.

All Children Services Unit educators completed professional development provided by The Early Childhood Australia Learning Hub, topics included

- Documenting and Assessing children's Learning
- Self-regulation – Understanding Behaviour
- Partnerships with Families
- Music in early Childhood

Renovations

The Sensory Wall garden feature and fundraising pavers have been installed, funded by NSW Government Drought Relief funding and Quality Learning Environment grant.

It Takes A Village

- All venues visited this month had regular attendees participate in activities.
- The first session of ITAV in Barmedman was held on the 11th May with bookings received prior to the event.
- A jewellery making session/supported playgroup was held at Tallimba Hall.
- A soap making session/supported playgroup was held at the Local Aboriginal Land Council.



Mobile Resource Unit

Ungarie Preschool/LDC and Friday Preschool Classes had a two week break over the Easter school holiday period. Since returning educators and the children have been busy settling back into routine and completing Mother's Day craft. The Friday three year old classes took part in a visit from the Lake Cowal Conservation Centre.

Ungarie Preschool/LDC welcomed two work experience students from Ungarie Central School. They will join our service every Thursday during the school terms for the remainder of 2021.

Playgroup

Playgroups returned back after the Easter break with families enjoying the warmer days and outdoor program before winter arrives. West Wyalong sessions are the venue with the most attendees however, the villages regardless of the number of children appreciate the opportunity to participate in playgroup locally.

Vacation Care

Vacation Care was popular during the Easter holiday period with most days reaching attendances of 20 children or more. The excursions to the wetlands fishing, Splatter Gallery and to the Lake Cowal Conservation Centre were well received and enjoyed by the children. From the children's reflections Vacation Care hope to offer more local excursions during the winter holidays.

Bland Preschool

Bland Preschool have commenced a Parent involvement Roster during April and families have been very receptive. This is a way for parents to come into the classroom if they choose and interact with their child, educators and their child's peers. This is not compulsory, as we understand lives are busy and parents work. It is capped at a 1 hour session to ensure our preschool program continues to flow for the day. Up to 2 helpers per day (1 adult per child's family) may come into each classroom and siblings more than welcome. The time is 9:30 - 10:30am allowing parents to be involved in inside play and on occasion excursions and incursions.

The Preschool learning program has included visits to the local Library, Yoga sessions, Lake Cowal Conservation Centre workshops and art classes with the Splatter Gallery.

Wednesday classes took part in National Simultaneous Story Time on Wednesday 12th May at 11am, participating in a reading of the book 'Give me some space' at the same time as over 1 million other participants across the country.

As part of the Parent Committee fundraising efforts, school photos have been taken and will soon be delivered to families.

Bland / Temora Family Day Care

- Two Annual Educator Workplace Safety Audits (EWSA) were completed for Educators in Temora.
- An Educator returned from a leave of absence to re-open their Family Day Care service. All safety checks and documentation were completed prior to offering care for children. To support the transition back into Family Day Care, a number of support visits have been undertaken by the Coordinator and Support Officer.
- Playgroups have been held in both West Wyalong and Temora.

8.16 Bland Community Care Services Update



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

DP1- Ensure health and support services address the needs of the community

Author: Community Care Coordinator

Group activities are scheduled to recommence on Tuesday 4/5/21, with Bland Blokes on Tuesdays, Wednesday Activity Day each Wednesday and two Exercise groups on Thursdays. There has been a good response to groups recommencing with a number of new attendees planning to attend.

External painting has commenced at the centre and should be complete by the end of the second week in May. The last of the new furniture is scheduled to arrive mid-May. Additionally all yard works are planned to commence on the 17th May and should be completed before the month is out.

Direct service referrals remain steady for in-home services. We are continuing to provide assistance to purchase and implement personal alarms as the need is identified.

The new Team Leader within Community Care commenced during April, having started on Monday the 19th. The Team Leader's role is to assist the Community Care Coordinator to manage and coordinate the support team in the delivery of person centred and quality services.

8.17 Technical Services Report



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

DP9.1 Responsibly manage asset renewal and maintenance for current and future generations

DP9.4 Maintain parks, ovals and recreational facilities to approved standards

Author: Director Technical Services

1. Council Road Crew Locations Week Commencing 6.4.2021

- Graders
 - Ditchfields Lane
 - Shire Roads

2. Council Road Crew Locations Week Commencing 26.4.2021

- Graders
 - Quandialla Road
 - McCartens Lane
 - Greaves Lane
 - Racecourse Road
 - Sullivans Lane
- Gravel Carting
 - Templetons Pit
- Maintenance Crews (Bobcat/Backhoe)
 - Shire Roads

3. Village maintenance

- All parks mown and tidied
- Village main streets swept and rubbish removed
- Trees trimmed and fallen branches picked up
- Village entrances and streets mown and trimmed
- All village park play grounds inspected for safety
- Irrigation checked
- Weed spraying carried out

4. Park maintenance

- McCann park, Barnado park and small parks and areas mown, trimmed and maintained
- Council chambers lawns and gardens maintained
- Maintenance to Herridge park, Coinda park, Wyalong court house
- Lawn and monument cemetery maintenance works carried out
- Public amenities cleaned and maintained
- Playground inspections completed
- Graves back filled at cemetery and tanks pumped out
- Aerodrome inspections carried out

5. Ovals maintenance

- Maintenance to sporting ovals and surrounds
- Irrigation checks carried out on all ovals and surrounds
- Broad leaf weeds sprayed at all sports grounds
- Pump filters cleaned inspected and maintained

6. Town maintenance

- Star lane cleaned and tidied
- Town areas mown and trimmed
- Town trees trimmed and watered as needed
- Main street gardens weeded and watered
- Small pot holes repaired in roads cold mix and jet patcher
- Clean out town drains
- Aerodrome slashing inspections and maintenance work carried out
- Back filled low areas on nature strips
- Street sweeper operating in town and villages
- Pre-school maintenance carried out
- Spraying aerodrome and town drains/nature strips
- Back fill wash outs in towns and villages

8.18 Development Services Activity Report – April 2021



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

DP17 Lead the community by example with sustainable, effective, efficient and customer focused practices

Author: Manager Development & Regulatory Services

PLANNING AND BUILDING ACTIVITIES UPDATE

Development Applications

The Council has received the following Development Applications during April 2021:

Application No.	Address	Development
DA2021/0098	203 Main Street, West Wyalong	Commercial Alterations & Additions – Extension of trading hours
DA2021/0099	39-55 Church Street, West Wyalong	Educational building alterations and additions new deck and shade sail
DA2021/0100	49 Nicholson Lane, Wyalong	New storage shed
DA2021/0101	5 Kurralong Street, West Wyalong	Alterations and additions to an existing dwelling
DA2021/0102	784 Buddigower Road, Alleena	Rural Subdivision (Creation of one additional Lot)
DA2021/0103	34 Gladstone Street, West Wyalong	Storage shed
DA2021/0104	81 Boltes Lane, West Wyalong	New single storey residential dwelling, storage shed & swimming pool
DA2021/0106	11 Barnado Street, West Wyalong	Demolition of an existing dwelling
DA2021/0107	Short Street, West Wyalong	Addition of a new roof to basketball court
DA2021/0108	13 Maitland Street, West Wyalong	Alterations & additions to an existing dwelling

The following DA applications were approved during April 2021:

Application No.	Address	Development	Approval Date
DA2021/0095	55 Park Street, West Wyalong	New storage shed	28/4/2021
DA2021/0096	2 Charles Place, West Wyalong	New storage shed	29/4/2021
DA2021/0099	39-55 Church Street, West Wyalong	Educational building alterations & additions – deck & shade sails	7/4/2021
DA2021/0100	49 Nicholson Lane, Wyalong	New storage shed	30/4/2021

Building Inspections

The following inspections were carried out by Council during April 2021:

Inspection Type	Number
Pre-Lodgement	3
Site	15
Pier Holes	6
Strip Footings	2
Slab/Coping	11
Frame	3
Hot & Cold	3
Wet Areas	4
Drainage/Plumbing	14
Stormwater	4
Final	11

Companion Animal Seizure and Impound Activities April 2021

Seizure Activities:	Dogs	Cats
Seized	8	0
Returned to Owner	7	0

Impounding Activities:	Dogs	Cats
Animals in pound at start of month	2	5

Incoming Animals		
Transferred from Seizure Activities	1	0
Dumped at Pound	4	2
Surrendered	4	1
Total Animals in Pound	11	8

Outgoing Animals		
Released to Owner	1	1
Euthanased	0	1
Rehoused	6	4
Sold	2	0
Died at Pound	0	1
Stolen	0	0
Escaped	0	0
Total Animals Leaving Pound	9	7
Animals in Pound at end of Month	2	1

NOTICES OF MOTIONS / QUESTIONS WITH NOTICE

9.1 Grant to the West Wyalong Garden Ladies

Notice of Motion (Clr. McGlynn)

Recommendation:

That the annual grant to the West Wyalong Garden Ladies remains at \$5,000.00 per annum and is not cumulative.

Note from Councillor McGlynn

The purpose of my motion is to ensure that the Garden Ladies always have a total of \$5,000.00 at their disposal any one calendar year. However, this amount is not to be cumulative so if they only spend \$4,000.00 in a calendar year they do not receive \$6,000.00 the next calendar year.

Note from General Manager

The annual grant of \$5,000.00 to this group was agreed to at the April 2021 Budget meeting and is now included in the draft budget. The grant was not meant to be paid in one lump sum but paid on the receipt of invoices identifying expenditure related specifically to the Community Rose Garden or other community garden beds maintained by this group. The grant will be to a maximum of \$5,000.00 in any one calendar year. If their expenditure only totals \$4,000.00 then this is all they will receive.

9.2 Parks & Gardens Advisory Group

Notice of Motion (Clr. McGlynn)

Recommendation:

That Council calls for Expressions of Interest for membership of a Parks & Gardens Advisory Group as discussed at the April 2021 Budget Meeting.

Note from Councillor McGlynn

There was discussion at the budget workshop on how the gardens in our parks needed a facelift and that it might be a good idea to invite certain people with experience in gardening to act in just an advisory role to support council staff in improving the appearance of our major parks and gardens.

Note from General Manager

I would recommend that if Council supports the establishment of such a group that Terms of Reference be established first in order to identify the guidelines and the scope of such a group.