

**Business Paper**  
**Council Meeting**  
**16 May 2023**



# OUR VISION, MISSION AND VALUES



## Affirmation of Office

I solemnly and sincerely declare and affirm that I will undertake the duties of the office of councillor in the best interests of the people of Bland Shire and the Bland Shire Council and that I will faithfully and impartially carry out the functions, powers, authorities and discretions vested in me under the Local Government Act 1993 or any other Act to the best of my ability and judgment.

# CALENDAR OF MEETINGS

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Meeting Dates	Time	Meeting	Location
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May 2023			
16 May	6.30pm	Council Meeting	Chambers
26 May	9am	NSW Country Mayors Assoc	Sydney
27 May	TBA	Lachlan Regional Transport Committee	Cowra

June 2023			
6 June	4.00pm	Council Workshop	Chambers
7 June	TBA	CEMCC	Condobolin
9 June	9.00am	MERC	Dubbo
20 June	6.30pm	Council Meeting	Chambers
22 June	10am	Goldenfields Water	Temora
23 June	9am	RIVJO Board Meeting	Wagga
23 June	11am	REROC Meeting	Wagga

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## ORDER OF BUSINESS

**1. RECORDING OF MEETING STATEMENT**

**2. ACKNOWLEDGEMENT OF COUNTRY**

**3. APOLOGIES FOR NON-ATTENDANCE**

**4. DISCLOSURES OF INTEREST**

**5. CONFIRMATION OF MINUTES**

5.1 Minutes of the previous Council Meeting held on 18 April 2023

5.2 Matters arising from Minutes

**6. MAYORAL MINUTE**

6.1 Damaging Increase in Emergency Services Levy Costs

**7. REPORTS FROM STAFF**

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**Section 3 – Technical Services**

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**8. REPORTS OF COMMITTEES**

**9. CONFIDENTIAL MATTERS**

*Closure of the meeting to discuss confidential business under the provisions of Section 10A(2) of the Local Government Act*

**9.1 Property Purchase Lot 2 DP710250 and 1134 DP753135 – Shamrock Street**

*Local Government Act 1993 (Section 10A (2))*

*The matters and information are the following:*

*c) information that would, if disclosed confer a commercial advantage on a person with whom council is conducting (or proposes to conduct) business*

## 6.1 Damaging Increase in Emergency Services Levy Costs



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

*OP 10.2 Councillors are encouraged to take ownership and a strong leadership role*

**Author:** Councillor Monaghan

**Motion:**

That Council writes to the:

1. Treasurer, the Minister for Emergency Services, the Minister for Local Government and the local State Member:
  - a. Expressing Council's strong opposition to the NSW Government's last minute decision to impose an enormous Emergency Services Levy (ESL) cost increase on councils for 2023/24 by scrapping the ESL subsidy for councils and at a time after Council has publicly advertised its Operational Plan and annual budget to the community;
  - b. Noting that as a consequence of the unannounced 73% increase in the State Emergency Service budget and an 18% increase in the Fire and Rescue NSW budget, Council's 3.7% rate increase to provide essential community services and infrastructure has been significantly eroded.
  - c. Advising that the Government's decision may/will lead to a reduction in important local services and/or the cancellation of necessary infrastructure projects;
  - d. Calling on the NSW Government to take immediate action to:
    - i. restore the ESL subsidy in 2023/24
    - ii. urgently introduce legislation to decouple the ESL from the rate peg to enable councils to recover the full cost
    - iii. develop a fairer, more transparent and financially sustainable method of funding critically important emergency services in consultation with local government.
2. Chair of the Independent Pricing and Regulatory Tribunal (IPART) advising that Council's forced emergency services contribution is manifestly disproportionate to the 2023/24 rate cap, which has resulted in additional financial stress.
3. President of LGNSW seeking the Association's ongoing advocacy to bring about a relief in the burden of Councils' emergency services contribution.

**Background:**

I call on Councillors to support representations to the NSW Government in response to the highly damaging increase in the Emergency Services Levy (ESL) imposed on all councils without warning for the 2023/24 financial year.

The ESL is a cost imposed on councils and insurance policy holders to fund the emergency services budget in NSW. The majority is paid as part of insurance premiums, with a further 11.7% funded by councils and 14.6% by the NSW Government. The ESL represents cost shifting at its worse, as it is imposed on councils without any mechanism for councils to recover costs.

The levy increase for the State's 128 councils in 2023/24 amounts to almost \$77 million, with the total cost imposed on the local government sector increasing from \$143 million in the current financial year to \$219 million next year. This represents a 53.1% increase, completely dwarfing the IPART baseline rate peg of 3.7% for 2023/24, and Council's rate increase of 3.7%.

Reporting suggests that the increase in costs this year reflects a 73% increase in the State Emergency Service budget and an 18.5% funding increase to Fire and Rescue NSW. The impact of these large increases on councils' finances will be particularly severe in 2023/24 as a result of the NSW Government deciding to scrap the subsidy for council ESL payments.

For many councils, the unexpected cost hit will absorb almost all of their IPART-approved rate rise for this year and in some cases absorb more than 100%. This is placing local government budgets under enormous pressure as they struggle from the combined impact of the pandemic, extreme weather events, high inflation and wage increases.

IPART-approved rate rises are intended to compensate for the impacts of inflation and increases in council costs. Instead, the rate increase will have to be largely diverted to the significantly higher ESL payments this year. NSW councils will have no option other than to make cuts to infrastructure and services expenditure.

For Council, the ESL has increased by \$187,539 for 2023/24, bringing the total Council contribution to \$666,805. This amounts to 72% of the expected increase in rate income for 2023/24. If the NSW Government's decision is not reversed, the potential impacts on Council's services, infrastructure maintenance and delivery include:

- Road Maintenance
- Parks, Gardens and Sporting Facilities Maintenance
- Public Facilities Maintenance

The timing of this development is particularly challenging for councils as it comes so late in the local government budgeting cycle, well after IPART's rate determination for the coming financial year.

All councils strongly support a well-funded emergency services sector and the critical contribution of emergency services workers and volunteers (many of whom are councillors and council staff). However, it is essential that these services be supported through an equitable, transparent and sustainable funding model.

Local Government NSW has raised the serious concerns of the local government sector with the NSW Government and is seeking the support of councils across NSW in amplifying this advocacy.

This Mayoral Minute recommends that Council call on the NSW Government to take immediate action to:

- a. restore the ESL subsidy,
- b. decouple the ESL from the rate peg to enable councils to recover the full cost,
- c. develop a fairer, more transparent and financially sustainable method of funding critically important emergency services.



The Mayoral Minute also recommends that Council write to IPART advising of the financial sustainability impacts on of the ESL.

### **Financial Implications**

Nil

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### **Recommendation:**

That Council writes to the:

1. Treasurer, the Minister for Emergency Services, the Minister for Local Government and the local State Member:
    - a. Expressing Council's strong opposition to the NSW Government's last minute decision to impose an enormous Emergency Services Levy (ESL) cost increase on councils for 2023/24 by scrapping the ESL subsidy for councils and at a time after Council has publicly advertised its Operational Plan and annual budget to the community;
    - b. Noting that as a consequence of the unannounced 73% increase in the State Emergency Service budget and an 18% increase in the Fire and Rescue NSW budget, Council's 3.7% rate increase to provide essential community services and infrastructure has been significantly eroded.
    - c. Advising that the Government's decision may/will lead to a reduction in important local services and/or the cancellation of necessary infrastructure projects;
    - d. Calling on the NSW Government to take immediate action to:
      - i. restore the ESL subsidy in 2023/24
      - ii. urgently introduce legislation to decouple the ESL from the rate peg to enable councils to recover the full cost
      - iii. develop a fairer, more transparent and financially sustainable method of funding critically important emergency services in consultation with local government.
  2. Chair of the Independent Pricing and Regulatory Tribunal (IPART) advising that Council's forced emergency services contribution is manifestly disproportionate to the 2023/24 rate cap, which has resulted in additional financial stress.
  3. President of LGNSW seeking the Association's ongoing advocacy to bring about a relief in the burden of Councils' emergency services contribution.
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# REPORTS FROM STAFF

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## Section 1 - Office of the General Manager

### 7.1 Monthly Status Report – Council Meeting Actions: May 2023



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

*DP13.2 Develop, implement and promote best practice governance policies and procedures*

**Author:** Executive Assistant

#### **Introduction**

The General Manager is responsible for ensuring that Council's policies, decisions and priorities are implemented in a timely and efficient manner, consistent with the goals and objectives of Council. The General Manager provides the management oversight in relation to all information progressing from appropriate staff to Council for consideration via the Business Paper.

After a Council meeting, each resolution is allocated to the General Manager or responsible officer to action in accordance with the intent of the Council decision. Directors then provide feedback to the General Manager as to the progress of these resolutions on a monthly basis through the Manex meeting.

#### **Financial Implications**

Nil

#### **Summary**

The Monthly Status Report - Council Meeting Actions includes Council Resolutions up to and including the previous Council Meeting. A note in the status section has been completed by the relevant responsible officer with a reason if available.

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#### **Recommendation:**

That Council receive and note the Monthly Status Report - Council Meeting Actions: May 2023.

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## Monthly Status Report – Council Meeting Actions

Resolution	Responsible Person	Progress Update
<b>FEBRUARY 2023</b>		
<b>Strengthening Communities Grant – West Wyalong Horse Sports and Rodeo Association</b> 12022023 RESOLVED that Council approve a Strengthening Communities Grant of up to \$2,500 financial support for the West Wyalong Horse Sports and Rodeo Association to assist with the cost of transporting stock, and supply of water cart for the rodeo event which will be held in West Wyalong in March 2023.	Manager Customer & Financial Services	13/3: in hand 28/3: Completed
<b>Strengthening Communities Grant – Western Wheelers Inc</b> 13022023 RESOLVED that Council approve a Strengthening Communities Grant of \$2,000 financial support for the Western Wheelers Inc group to assist with the cost of their event which will be held in West Wyalong in March 2023.	Manager Customer & Financial Services	13/3: in hand 28/3: Completed
<b>MARCH 2023</b>		
<b>Adoption of Draft Budget for 2023/2024</b> 06032023 RESOLVED that the 2023/2024 Draft Budget be endorsed and placed on public exhibition for a period of 28 days, commencing 22 March 2023, in accordance with the legislative requirements of the Local Government Act 1993.	Manager Customer & Financial Services	28/3: On exhibition 1/5: No public submissions received. Staff amendments to be included in report for May meeting. 9/5: report prepared for May Council meeting
<b>Adoption of Draft Revenue Policy (including Draft Fees and Charges 2023/2024)</b> 07032023 RESOLVED that the 2023/2024 Draft Revenue Policy (including Draft Fees and Charges 2023/2024) be endorsed and placed on public exhibition for a period of 28 days, commencing 22 March 2023, in accordance with the legislative requirements of the Local Government Act 1993.	Manager Customer & Financial Services	28/3: On exhibition 1/5: No public submissions received. Staff amendments to be included in report for May meeting. 9/5: report prepared for May Council meeting

## Monthly Status Report – Council Meeting Actions

Resolution	Responsible Person	Progress Update
<p><b>Adoption of Draft Operational Plan for 2023/2024</b> 08032023 RESOLVED:</p> <p>1. That the Draft Operational Plan 2023/2024 of the Delivery Program 2022-2026 be endorsed and placed on public exhibition for a period of 28 days, commencing 22 March 2023, in accordance with the legislative requirements of the Local Government Act 1993.</p> <p>2. That a revised Operational Plan 2023/2024 of the Delivery Program 2022-2026 (including the Budget for the 2023/2024 Financial Year) and the Revenue Policy (including Fees and Charges 2023-2024), incorporating all public comments, submissions and input from staff and Councillors, be provided to the Ordinary Council meeting to be held on 16 May 2023 for final adoption.</p>	<p>Manager Customer &amp; Financial Services</p>	<p>28/3: On Exhibition 1/5: No public submissions received. Staff amendments to be included in report for May meeting. 9/5: report prepared for May Council meeting</p>
<p><b>Tender 04/2023 – Civil Road Works on Councils Regional and Local Roads (VP346760)</b> 10032023 RESOLVED that Council award the Contract No 04/2023 for the Civil Road Works on Councils Regional and Local Roads as a part of the Regional and Local Roads Repair Program to Stabilised Pavements of Australia to the value of \$4,531,375.20 (Exc GST).</p>	<p>Director Technical Services</p>	<p>28/3: Awarded to SPA 28/3: Completed</p>
<p><b>Tender 05/2023 – Bulk Precast Culverts and Associated Components, Supply and Delivery (VP347739)</b> 11032023 RESOLVED that Council award Contract No 05/2023 for the Bulk Precast Culvert and Associated Materials to BCP PRECAST – CIVILMART Rocla to the value of \$386,343.40 (Exc GST).</p>	<p>Director Technical Services</p>	<p>28/3: Completed</p>
<p><b>Tender 07/2023 – Linemarking – Safer Roads Program</b> 12032023 RESOLVED that Council award Contract No 07/2023 for the linemarking and associated works to Avante Linemarking to the value of \$854,285.30 (Exc GST).</p>	<p>Director Technical Services</p>	<p>28/3: Completed</p>
<p><b>Tender 06/2023 – Ninja Park – Redman Oval Complex</b> 13032023 RESOLVED that Council Award Contract no 06/2023 for the Design, Supply and Install of the Ninja Park at Redman Oval in Wyalong to Austek Play for a value of \$336,128.36 (Ex GST).</p>	<p>Director Technical Services</p>	<p>28/3: Completed</p>
<p><b>Fixing Local Roads Program Round 4</b> 14032023 RESOLVED that Council endorse the General Manager's signing and execution of the Fixing Local Roads Program Round 4 for the Rehabilitation and Sealing of Girral Road funding deed for \$3 million (ex GST).</p>	<p>Director Technical Services</p>	<p>28/3: Completed</p>

## Monthly Status Report – Council Meeting Actions

Resolution	Responsible Person	Progress Update
<p><b>Council-related Development Applications Policy</b>            15032023 RESOLVED:            1. That Council endorse the draft Council-related Development Application Conflict of Interest Policy and place the policy on exhibition for period of 28 days from 22 March 2023, and            2. Should there be comments received from the community on the draft Council-related Development Application Conflict of Interest Policy, a report be prepared and presented to Council.            3. Should there be no comment from the community within the 42 day commentary period, Council formally adopt the Council-related Development Application Conflict of Interest Policy.</p>	<p>Manager            Development &amp;            Regulatory            Services</p>	<p>28/3: On Exhibition</p>
<b>APRIL 2023</b>		
<p><b>Eastern Riverina Arts - Regional Advisory Committee</b>            05042023 RESOLVED that Council confirm the Director Corporate Services as Bland Shire Council's Recorded Delegate to Eastern Riverina Arts Inc and nominate Councillor Lord as the Regional Advisory Committee Representative.</p>	<p>Director            Corporate &amp;            Community            Services</p>	<p>1/5: Completed</p>
<p><b>Strengthening Communities Grant – West Wyalong Hospital Auxiliary</b>            07042023 RESOLVED that Council not approve a Strengthening Communities Grant of \$4,679 for the purchase of a set of "Fortress Corner Stairs" for the West Wyalong Hospital as the application does not meet the grant guidelines.2023, in accordance with the legislative requirements of the Local Government Act 1993.</p>	<p>Manager            Customer &amp;            Financial            Services</p>	<p>1/5: Completed</p>
<p><b>Strengthening Communities Grant – Tallimba Public Hall Committee</b>            08042023 RESOLVED that Council approve a Strengthening Communities Grant of \$1,500 financial support for the Tallimba Public Hall Committee (auspiced by Tallimba Sports Club Incorporated) to assist with the event costs associated with the Fanny Lumsden Country Halls Tour concert to be held on 29th April 2023.</p>	<p>Manager            Customer &amp;            Financial            Services</p>	<p>1/5: Completed</p>
<p><b>Strengthening Communities Grant – Wyalong Advancement Group Inc</b>            09042023 RESOLVED that Council approve a Strengthening Communities Grant of \$2,000 financial support for the Wyalong Advancement Group Inc to assist with the event costs associated with the "Gift of Kindness" community afternoon to be held on 6th May 2023.</p>	<p>Manager            Customer &amp;            Financial            Services</p>	<p>1/5: Event not going ahead. Completed</p>

## Monthly Status Report – Council Meeting Actions

Resolution	Responsible Person	Progress Update
<p><b>Report – Ungarie Showground – Old Amenities Building, Proposed Demolition and Associated Works</b>                      12042023 RESOLVED that Council approve the budget allocation of \$20,000.00 from Council's current budget to fund the demolition and waste removal of the old amenities building Ungarie Showground and Sports Complex.</p>	Director Technical Services	9/5: Contractor engaged, demolition underway
<p><b>MA2023/0004 – Modification of DA2021/0114 – Worker’s Accommodation Village – Fencing</b>                      13042023 RESOLVED that Council approve the modification by deleting plans:                      1. 11985-DA-0111 Site Plan – Ground Level - Issue A – Nettleton Tribe dated 14/04/2021                      2. 11985-DA-2021 Site Elevations – Street Elevations - Issue A – Nettleton Tribe dated 16/04/2021 and inserting plans:                      4. 11985-AR-9801 External Works – Fence Types – Issue 9 – Nettleton Tribe dated 27/03/2023                      6. 11985-AR-0111 Site Plan – Ground Level – Issue 22 – Nettleton Tribe dated 27/03/2023                      7. 11980-AR-0201 Site Elevation – Street Elevations – Issue 10 – Nettleton Tribe dated 27/03/2023</p>	Manager Development & Regulatory Services	9/5: Approved 18/4, complete
<p><b>Planning Proposal – Drag Strip Project</b>                      14042023 RESOLVED that Council prepare a Planning Proposal for Lots 10 &amp; 11 DP 1141509 for the addition of a recreation facility (outdoor) to Schedule 1 Additional Permitted Uses in the Bland Local Environmental Plan 2011.</p>	Manager Development & Regulatory Services	9/5: underway

## Monthly Status Report – Council Meeting Actions

Resolution	Responsible Person	Progress Update
<p><b>Housing Strategy – Planning Proposals</b>            15042023 RESOLVED that Council prepare a Planning Proposal for the Bland Local Environmental Plan 2011 to rezone the following:</p> <ol style="list-style-type: none"> <li>1. Lots 579, 746, 725, 750, 748, 415, 747, 749, 157, 458, 752 and 751 in DP 753135 and Lot 1 DP 625986 from RU1 Primary Production to R5 Large Lot Residential and amend the Minimum Lot Size for the erection of a dwelling from 200 hectares to a Minimum Lot Size for subdivision of 2 hectares.</li> <li>2. Lots 3 and 4 in DP 606975 from RU1 Primary Production to R5 Large Lot Residential and amend the Minimum Lot Size for the erection of a dwelling from 200 hectares to a Minimum Lot Size for subdivision of 2 hectares.</li> <li>3. Lot A in DP 415479, Lots 1, 2 and 3 in DP 1105282, Lot 1 DP1108611, Lot 761 DP 753135 and Lots 10 and 11 in DP 1250908 from R5 Large Lot Residential to R1 General Residential and amend the Minimum Lot Size for subdivision from 2 hectares to 800 square metres.</li> </ol>	Manager Development & Regulatory Services	9/5: underway
<p><b>Property Purchase Lot 2 DP1101248 – Calleen Street</b>            19042023 RESOLVED that Council authorise the General Manager to enter into negotiations to finalise the sale of Lot 2 DP1101248, 22 Calleen St, West Wyalong for the agreed amount.</p>	Director Technical Services	9/5: negotiations in progress
<p><b>Property Purchase Lot 2 DP710250 And Lot 1134 DP753135 - Shamrock Street</b>            20042023 RESOLVED that Council authorise the General Manager to enter into negotiations to finalise the sale of Lot 2 DP710250 and Lot 1134 DP753135, Shamrock Street, West Wyalong for the agreed amount.</p>	Director Technical Services	9/5: report to be presented to May Council meeting

## Section 2 – Corporate & Community Services

### 7.2 Finance and Investment Report for April 2023



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 2021.

#### **Financial Implications**

**STATEMENT OF BANK BALANCES, RATES COLLECTIONS AND INVESTMENTS FOR THE MONTH OF MARCH 2023.**

#### **BANK BALANCES AS AT 30<sup>th</sup> April 2023**

ACCOUNT	BALANCE
General Fund	\$884,116.90
Business Card	\$30,000.00
	<b>\$914,116.90</b>
<i>Invested Funds</i>	
Fixed Deposits	\$70,200,000.00
Deposits at Call	\$3,309,568.23
	<b>\$73,509,568.23</b>
Net Balance	<b>\$74,423,685.13</b>
Percentage of Invested Funds to Net Balance	98.77%



**STATEMENT OF BANK BALANCES AS AT 30.04.2023**  
**SUBMITTED TO THE ORDINARY MEETING MAY 16, 2023**

**BALANCE as at 01.04.23** **\$889,971.05**

**Add Receipts**

Receipts Over \$150,000

04/04/23 Transfer From Cash at Call	1,000,000.00
06/04/23 DEPT Education Preschool Funding	153,764.60
11/04/23 Fixing Local Roads Grant	600,000.00
20/04/23 Transfer From Cash at Call	1,000,000.00
20/04/23 MyState Bank Investment Redemption	1,000,000.00

Receipts under \$150,000

795,330.36

*Total Receipts for April 2023*

**\$4,549,094.96**

**Less Payments**

Payments over \$150,000

04/04/23 Auswide Bank Term Deposit	-1,000,000.00
18/04/23 AMP Term Deposit	-1,000,000.00
20/04/23 NSW RFS Contribution 3 <sup>rd</sup> Quarter	-151,687.97
20/04/23 Hume Bank Term Deposit	-1,000,000.00

Payments under \$150,000

-1,443,261.14

Aged Care	\$3,630.00
Bank Fees	\$1,868.87
Cemeteries	\$6,534.48
Children's Services	\$14,816.45
Community	\$22,333.68
Construction	\$136,735.50
Corporate	\$262,182.80
Development Services	\$25,053.83
Direct Debits	\$1,122.89
Donations	\$5,767.60
Employee	\$520,063.38
Governance	\$49,421.07
Insurance	\$10,231.42
Investments	\$3,000,000.00
Library	\$3,087.83
Maintenance	\$247,612.63
Plant/Fuel	\$107,186.13
Roads	\$150,823.51
Utilities	\$25,295.66

VIC	\$670.94
Waste	\$510.44

Total Payments for April 2023 - **\$4,594,949.11**

**CASH BALANCE** **\$844,116.90**

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 2023 to 30 April 2023.

I CERTIFY,

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

Payment Type	Voucher No's	Total
Cheques	026301-026309	\$3,250.56
Auto-pay	Creditors E031490 – E031782	\$4,088,496.14
Auto-pay	Payroll 02/04/23 – 23/04/23	\$500,210.65
Bank Charges & Commissions	April 2023	\$1,868.87
Direct Debits	Repayments & Vehicle Lease	1,122.89
		<b>\$4,594,949.11</b>

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 16<sup>th</sup> May 2023, 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 **\$4,594,949.11** was submitted to the Ordinary Meeting on the 16<sup>th</sup> May 2023 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 30<sup>th</sup> April 2023. The funds consist of monies from the Bank Accounts of the Trust Funds, Reserve Accounts, Sewerage Fund and Combined General Account.

DATE INVESTED	INVESTED WITH WHOM	INVESTED AMOUNT	TERM	YIELD	DATE DUE
28/05/2020	Bank of QLD	2,000,000.00	1097 days	1.35%	30/05/2023
28/05/2020	Bank of QLD	2,000,000.00	1460 days	1.50%	27/05/2024
6/08/2020	Bank of QLD	2,000,000.00	1093 days	1.05%	4/08/2023
30/09/2020	Northern Territory Treasury	2,000,000.00	1902 days	1.20%	15/12/2025
30/10/2020	Northern Territory Treasury	1,000,000.00	1141 days	0.80%	15/12/2023
30/11/2020	MyState Bank (Term Deposit)	2,000,000.00	365 days	0.50%	30/11/2023
23/02/2021	AMP (Term Deposit)	2,500,000.00	548 days	1.35%	23/08/2023
11/05/2021	MyState Bank	1,000,000.00	730 days	0.55%	11/05/2023
24/06/2021	Defence Bank	2,000,000.00	728 days	0.58%	22/06/2023
17/09/2021	Judo Bank	2,000,000.00	727 days	0.95%	14/09/2023
1/10/2021	NAB (Term Deposit)	1,500,000.00	734 days	0.60%	5/10/2023
22/10/2021	MyState Bank (Term Deposit)	2,000,000.00	733 days	0.80%	25/10/2023
14/12/2021	Bank of QLD	2,000,000.00	730 days	1.10%	14/12/2023
20/01/2022	AMP (Term Deposit)	1,000,000.00	729 days	1.35%	19/01/2024
11/05/2022	AMP (Term Deposit)	2,000,000.00	365 days	3.00%	11/05/2023
11/08/2022	AMP (Term Deposit)	1,000,000.00	336 days	4.15%	13/07/2023
16/08/2022	Bank of QLD	1,000,000.00	365 days	3.85%	16/08/2023
31/08/2022	Macquarie Bank	1,000,000.00	330 days	4.11%	27/07/2023
8/09/2022	Bendigo Bank (Term Deposit)	400,000.00	365 days	3.00%	8/09/2023
8/09/2022	Bendigo Bank (Term Deposit)	400,000.00	365 days	3.00%	8/09/2023
8/09/2022	Bendigo Bank (Term Deposit)	400,000.00	365 days	3.00%	8/09/2023
8/09/2022	MyState Bank	1,000,000.00	273 days	3.90%	8/06/2023
16/09/2022	Bank of QLD (Term Deposit)	1,000,000.00	369 days	4.20%	20/09/2023
21/09/2022	NAB (Term Deposit)	1,000,000.00	365 days	4.25%	21/09/2023
29/09/2022	Bank of QLD	2,000,000.00	364 days	4.45%	28/09/2023
5/10/2022	NAB (Term Deposit)	2,000,000.00	371 days	4.05%	11/10/2023
18/10/2022	Police Bank	2,000,000.00	365 days	4.45%	18/10/2023
19/10/2022	Judo Bank	2,000,000.00	365 days	4.30%	19/10/2023
10/11/2022	AMP (Term Deposit)	1,000,000.00	364 days	4.75%	9/11/2023
17/11/2022	Australian Unity	2,000,000.00	364 days	4.40%	16/11/2023
30/11/2022	Auswide Bank	2,000,000.00	358 days	4.55%	23/11/2023
8/12/2022	Auswide Bank	2,000,000.00	189 days	4.40%	15/06/2023
8/12/2022	Commonwealth Bank	2,000,000.00	364 days	4.38%	7/12/2023
25/01/2023	Macquarie Bank	1,000,000.00	365 days	4.35%	25/01/2024
25/01/2023	Auswide Bank	1,000,000.00	176 days	4.50%	20/07/2023
31/01/2023	Great Southern Bank	2,500,000.00	365 days	4.65%	31/01/2024
8/02/2023	Macquarie Bank	1,000,000.00	106 days	4.12%	25/05/2023
8/02/2023	Defence Bank	1,000,000.00	365 days	4.75%	8/02/2024
15/02/2023	NAB (Term Deposit)	1,000,000.00	365 days	4.90%	15/02/2024
16/02/2023	Defence Bank	1,000,000.00	328 days	4.85%	10/01/2024
28/02/2023	Macquarie Bank	1,000,000.00	365 days	4.84%	28/02/2024
28/02/2023	Macquarie Bank	1,000,000.00	120 days	4.26%	28/06/2023
1/03/2023	Defence Bank	1,000,000.00	371 days	5.00%	6/03/2024
6/03/2023	Defence Bank	1,000,000.00	380 days	5.00%	20/03/2024
8/03/2023	Bank of QLD	1,000,000.00	370 days	0.85%	13/03/2024

<b>29/03/2023</b>	AMP	1,500,000.00	365 days	4.90%	<b>28/03/2024</b>
<b>01/05/2023</b>	Auswide Bank	1,000,000.00	365 days	4.90%	<b>03/04/2024</b>
<b>18/04/2023</b>	AMP	1,000,000.00	358 days	4.95%	<b>10/04/2024</b>
<b>20/04/2023</b>	MyState Bank	1,000,000.00	363 days	4.60%	<b>17/04/2024</b>
<b>20/04/2023</b>	Hume Bank	1,000,000.00	370 days	4.80%	<b>24/04/2024</b>
	ANZ Deposit at Call	50,957.12	Cash at Call		
	CBA Deposit at Call	3,258,611.11	Cash at Call		
	<b>TOTAL:</b>	<b>\$73,509,568.23</b>			

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 (2022/23)	\$ 11,170,996.71
Rates received as at 30/04/2023	\$ 8,902,692.61
% of rates received to date	<b>79.69%</b>

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 2021 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.

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### **Recommendation:**

1. That Council receive and note the information contained within the Finance and Investment Report for the month of April 2023
  2. That Council confirms the payment of accounts, for the period 01 April to 30 April 2023, summarised in the accounts summary totalling \$4,594,949.11
-

## 7.3 Budget Review – March 2023 Quarter



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 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 is progressing well and has received 70% of projected revenue (calculated on an accrual basis) to the original budget and 69% of projected expenditure to the original budget by the end of March 2023. These results see Council in a strong position to complete budgeted projects in a timely manner.

Council need to continue monitoring budget items to ensure we are on target for a zero based budget at year end. The balance of Councils cash and investments held is around \$74million with \$37million restricted.

Operational Budget and Variations:

At the end of the March quarter there are two budget amendment requests. One minor request for \$1,000 to replace the washing machine at the Community Care Centre which will be taken from the Aged Care Reserve. The second amendment request is for the demolition of the old amenities building at Ungarie Showground.

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 third quarter that is within the budget for the directorate. All areas appear to be performing within budget expectations with around 77% of expenditure complete and a favourable result is predicted.

## **CORPORATE AND COMMUNITY**

Corporate, Community and Development Services have produced a result at the end of the third quarter that is within the budget for the directorate. Corporate Services is sitting at 90%, however FAG payments have been minimal this year due to the advanced payments received last year. Community Services have expended 95% of budget allocations with many annual payments made and appear to be performing within budget expectations.

## **TECHNICAL AND DEVELOPMENT SERVICES**

Technical and Development Services has produced a result at the end of the third quarter that is within the budget for the directorate. All areas appear to be performing within budget expectations and provide for a favourable result. Improved weather conditions have enabled works programs to continue, with many projects near completion. Expenditure for this area is right on target at 77%.

## **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 31<sup>st</sup> March 2023 indicates that Council's financial position at 31<sup>st</sup> March 2023 is considered satisfactory, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.

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### **Recommendation:**

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

Signed \_\_\_\_\_ Date \_\_\_\_/\_\_\_\_/\_\_\_\_

Responsible Accounting Officer, Bland Shire Council

## INCOME & EXPENDITURE - MARCH BUDGET REVIEW

### INCOME

PRINCIPAL ACTIVITY	BUDGET	C/FWD PROJECTS	REQUESTED ADJUSTMENTS	AMENDED BUDGET	ACTUALS	BALANCE REMAINING
<b>EXECUTIVE</b>						
Governance	-264,300			-264,300	-3,195	-261,105
Democracy	0			0	-958	958
Land Development	-500,000			-500,000	0	-500,000
Economic Development	0			0	0	0
Tourism	-2,650			-2,650	-16,446	13,796
Human Resources	-5,000			-5,000	-64,949	59,949
Community Development	-69,000			-69,000	-59,108	-9,892
Community Relations	0			0	-206,447	206,447
<b>Executive Total Outcome</b>	<b>-840,950</b>	<b>0</b>	<b>0</b>	<b>-840,950</b>	<b>-351,102</b>	<b>-489,848</b>
<b>CORPORATE SERVICES</b>						
General Revenue	-7,125,732			-7,125,732	-7,256,257	130,525
Financial Assistance & investments	-6,884,912			-6,884,912	-1,402,269	-5,482,643
Corporate Support	-807,000			-807,000	-297,405	-509,595
<b>Corporate Services Total</b>	<b>-14,817,644</b>	<b>0</b>	<b>0</b>	<b>-14,817,644</b>	<b>-8,955,932</b>	<b>-5,861,712</b>
<b>COMMUNITY SERVICES</b>						
Aged Care	-400,000	-1,000		-401,000	-330,833	-70,167
Children's Services	-1,846,096			-1,846,096	-1,451,803	-394,293
Library	-94,000			-94,000	-93,245	-755
<b>Community Services Total</b>	<b>-2,340,096</b>	<b>-1,000</b>	<b>0</b>	<b>-2,341,096</b>	<b>-1,875,882</b>	<b>-465,214</b>
<b>DEVELOPMENT &amp; REGULATORY SERVICES</b>						
Regulatory Services	-6,600			-6,600	-12,243	5,643
Developmental Control	-71,000			-71,000	-108,934	37,934
Environmental Planning	-5,500			-5,500	-47,332	41,832
Health & Environment	-2,000			-2,000	-1,300	-700
Property Maintenance	0			0	0	0
<b>Development &amp; Regulatory Serv Total</b>	<b>-85,100</b>	<b>0</b>	<b>0</b>	<b>-85,100</b>	<b>-169,809</b>	<b>84,709</b>
<b>TECHNICAL SERVICES</b>						
Works Administration	-1,286,500			-1,286,500	-920,408	-366,092
Plant Running	-3,851,450			-3,851,450	-2,707,828	-1,143,622
Roads, Works & Transport	-2,663,423			-2,663,423	-2,075,007	-588,416
Public Services	-491,650			-491,650	-265,879	-225,771
Pools	-20,000			-20,000	-18,182	-1,818
Council Property Maintenance	-330,552			-330,552	-218,662	-111,890
Waste management	-1,804,553			-1,804,553	-1,825,279	20,726
Sewerage Disposal Services	-1,896,185			-1,896,185	-1,903,089	6,904
<b>Technical Services Total</b>	<b>-12,344,313</b>	<b>0</b>	<b>0</b>	<b>-12,344,313</b>	<b>-9,934,334</b>	<b>-2,409,979</b>
<b>GENERAL FUND TOTAL</b>	<b>-30,428,103</b>	<b>-1,000</b>	<b>0</b>	<b>-30,429,103</b>	<b>-21,287,059</b>	<b>-9,142,044</b>



## INCOME & EXPENDITURE - MARCH BUDGET REVIEW

### EXPENDITURE

PRINCIPAL ACTIVITY	BUDGET	C/FWD PROJECTS	REQUESTED ADJUSTMENTS	AMENDED BUDGET	ACTUALS	BALANCE REMAINING
<b>EXECUTIVE</b>						
Governance	881,280	44,597		925,877	508,990	416,887
Democracy	224,777			224,777	140,060	84,717
Land Development	500,000			500,000	4,620	495,380
Economic Development	77,200	0		77,200	374,788	-297,588
Tourism	207,000			207,000	141,140	65,860
Human Resources	362,270			362,270	302,931	59,339
Community Development	305,500			305,500	343,523	-38,023
Community Relations	124,550			124,550	290,482	-165,932
<b>Executive Total Outcome</b>	<b>2,682,577</b>	<b>44,597</b>	<b>0</b>	<b>2,727,174</b>	<b>2,106,533</b>	<b>620,641</b>
<b>CORPORATE SERVICES</b>						
General Revenue	1,392,688			1,392,688	78,974	1,313,714
Financial Assistance & investments	147,392			147,392	102,757	44,635
Corporate Support	976,904			976,904	2,602,884	-1,625,980
<b>Corporate Services Total</b>	<b>2,516,984</b>	<b>0</b>	<b>0</b>	<b>2,516,984</b>	<b>2,784,615</b>	<b>-267,631</b>
<b>COMMUNITY SERVICES</b>						
Aged Care	476,239		1,000	477,239	511,462	-34,223
Children's Services	1,823,003			1,823,003	1,727,987	95,016
Library	480,996			480,996	416,408	64,588
<b>Community Services Total</b>	<b>2,780,238</b>	<b>0</b>	<b>1,000</b>	<b>2,781,238</b>	<b>2,655,858</b>	<b>125,380</b>
<b>DEVELOPMENT &amp; REGULATORY SERVICES</b>						
Regulatory Services	173,900			173,900	241,974	-68,074
Developmental Control	698,800			698,800	576,125	122,675
Environmental Planning	204,000			204,000	267,755	-63,755
Health & Environment	17,700			17,700	1,279	16,421
Property Maintenance	143,000			143,000	79,229	63,771
<b>Development &amp; Regulatory Services Total</b>	<b>1,237,400</b>	<b>0</b>	<b>0</b>	<b>1,237,400</b>	<b>1,166,362</b>	<b>71,038</b>
<b>TECHNICAL SERVICES</b>						
Works Administration	3,662,031			3,662,031	2,809,866	852,165
Plant Running	2,635,000			2,635,000	1,731,635	903,365
Roads, Works & Transport	8,555,231			8,555,231	4,816,796	3,738,435
Public Services	4,563,348		20,000	4,583,348	2,704,637	1,878,711
Pools	430,195			430,195	331,586	98,609
Council Property Maintenance	609,909			609,909	342,982	266,927
Waste management	1,804,232			1,804,232	962,204	842,028
Sewerage Disposal Services	1,896,185			1,896,185	517,011	1,379,174
<b>Technical Services Total</b>	<b>24,156,131</b>	<b>0</b>	<b>20,000</b>	<b>24,176,131</b>	<b>14,216,717</b>	<b>9,959,414</b>
<b>GENERAL FUND TOTAL</b>	<b>33,373,330</b>	<b>44,597</b>	<b>21,000</b>	<b>33,438,927</b>	<b>22,930,086</b>	<b>10,508,841</b>

### CAPITAL - MARCH BUDGET REVIEW

PRINCIPAL ACTIVITY	BUDGET	C/FWD PROJECTS	REQUESTED ADJUSTMENTS	AMENDED BUDGET	ACTUALS	BALANCE REMAINING
<b>EXECUTIVE</b>						
Land Development				-200,000		-200,000
<b>Executive Total Outcome</b>	0	0	0	-200,000	0	-200,000
<b>CORPORATE SERVICES</b>						
Corporate Support				0	-4,228,412	4,228,412
<b>Corporate Services Total</b>	0	0	0	0	-4,228,412	4,228,412
<b>COMMUNITY SERVICES</b>						
Children's Services				-7,000		-7,000
<b>Community Services Total</b>	0	0	0	-7,000	0	-7,000
<b>TECHNICAL SERVICES</b>						
Plant Running	-353,550			-353,550	-335,256	-18,294
Roads, Works & Transport	-1,849,827			-1,849,827	0	-1,849,827
<b>Technical Services Total</b>	-2,203,377	0	0	-2,203,377	-335,256	-1,868,121
<b>GENERAL FUND TOTAL</b>	-2,203,377	0	0	-2,410,377	-4,563,668	2,153,291

PRINCIPAL ACTIVITY	BUDGET	C/FWD PROJECTS	REQUESTED ADJUSTMENTS	AMENDED BUDGET	ACTUALS	BALANCE REMAINING
<b>EXECUTIVE</b>						
Land Development				200,000		200,000
Tourism	5,000	5,000		10,000	0	10,000
<b>Executive Total Outcome</b>	5,000	5,000	0	210,000	0	210,000
<b>CORPORATE SERVICES</b>						
Corporate Support				0	1,188,047	-1,188,047
<b>Corporate Services Total</b>	0	0	0	0	1,188,047	-1,188,047
<b>COMMUNITY SERVICES</b>						
Children's Services				7,000	6,655	345
<b>Community Services Total</b>	0	0	0	7,000	6,655	345
<b>DEVELOPMENT &amp; REGULATORY SERVICES</b>						
Property Maintenance	0	190,000		245,000	16,914	228,086
<b>Development &amp; Regulatory Serv Total</b>	0	190,000	0	245,000	16,914	228,086
<b>TECHNICAL SERVICES</b>						
Works Administration				0		0
Plant Running	1,570,000	35,000		1,605,000	156,002	1,448,998
Roads, Works & Transport	1,849,827			2,049,827	2,894,605	-844,778
Waste management	0	45,000		45,000		45,000
Sewerage Disposal Services	40,000			40,000		40,000
<b>Technical Services Total</b>	3,459,827	80,000	0	3,739,827	3,050,607	689,220
<b>GENERAL FUND TOTAL</b>	3,464,827	275,000	0	4,201,827	4,262,223	-60,396

## CASH & INVESTMENTS - MARCH BUDGET REVIEW

BALANCE 31-03-2023	
<b><u>GENERAL FUND - EXTERNAL RESTRICTIONS</u></b>	
Aged Care Services Reserves	597,067
Childrens Services Reserves	1,455,228
Roads to Recovery Reserve	647,915
WHS Incentive Bonus	21,829
Crown Mangement Reserve	100,000
Flood Damage Reserve	1,687,943
Community Relations - Heritage Walk	8,060
DECC Funding	16,150
Future Towns Project	43,729
Trust Deposits	67,336
Sec 94 Contributions - Open Space	995
Sec 94 Contributions - General Development	388,498
Sec 94 Contributions - Stormwater	636
Sec 94 Contributions - Bushfire	802
Sec 94 Contributions - Car Parking	6,720
Sec 94 Contributions - Studies	755
Sec 94 Contributions - Roads	13,641
Sec 64 Contributions (Sewer)	100,685
<b><u>Sewer Fund</u></b>	-
Reticulation Reserve - Internally Restricted Reserve	53,752
Sewer Fund - Externally Restricted Reserve	5,483,687
<b>Total Externally Restricted</b>	<b>10,695,428</b>
<b><u>GENERAL FUND - INTERNAL RESTRICTIONS</u></b>	
Employees Leave Entitlements	1,613,287
Plant Purchases	1,440,462
Cemetery Reserve	26,598
FAG Grant Reserve - General	2,360,385
FAG Grant Reserve - Road Component	1,530,146
Economic Development Reserve	2,123,715
Grant Match Reserve	663,670
Waste Depot Reserve	284,920
Gravel Pit Restoration	322,792
Community Facilities	1,989,341
Loan Repayment Reserve	515,558
Council Works	10,000
Election Reserve	25,012
Employee Assist & Attraction Reserve	36,172
Infrastructure Renewal Reserve	1,201,621
Heritage	39,201
Infrastructure Backlog Reserve	1,000,000
Depreciation Reserve	10,000,000
Land Development Reserve	782,609
Access Grant Reserve	5,000
Working Reserve	519,597
Verandah/ Façade Restoration Reserve	43,675
<b>Total Internally Restricted</b>	<b>26,533,760</b>
<b>Total Restricted</b>	<b>37,229,188</b>
<b>Total Cash &amp; Investments</b>	<b>74,390,073</b>
<b>Unrestricted Cash</b>	<b>37,160,885</b>

### ADJUSTMENT SUMMARY - MARCH 2023 BUDGET REVIEW

EXECUTIVE CORPORATE		Requested Adjustment		Comments
	Community Care Services			
	- Washing machine purchase	-1,000	1,000	<i>To be funded from the Aged Care Reserve</i>
TECHNICAL SERVICES	Public Services			
	- Demolition of old amenities building at Ungarie Sport & Recreation Ground		20,000	<i>To be funded out of the existing budget</i>
<b>Total</b>		<b>-1,000</b>	<b>21,000</b>	

### CONTRACTS > \$150,000 as at 31 MARCH 2023

Contractor	Contract Detail & Purpose	Contract Value	Commencement Date	Duration of Contract	Budgeted (Y/N)
Ausroad Systems Pty Ltd	Purchase of Jet Patching Truck	531,004	1/10/2022	Contract for purchase only	Y

### CONSULTANCY & LEGAL EXPENSES > \$50,000 as at 31 MARCH 2023

Expenses	Details	YTD	Budgeted (Y/N)
	NIL IN MARCH 2023 QUARTER		

## 7.4 Adoption of the IP&R Documentation and 2023-2024 Revenue Policy



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:** Acting Director Corporate and Community Services

### Introduction

The purpose of this report is for Council to adopt the following documents

- (a) The Operational Plan (including Budget for the 2023/2024 Financial Year;
- (b) The Revenue Policy (including schedule of Fees and Charges) for the 2023/2024 Financial Year; and
- (c) The Statement of Rating Structure and their respective short names as contained in the Operational Plan 2023/24 and make the Ordinary Rate and charges including sewer charges, domestic and trade waste management charges.

These documents form respectively **Attachments One and Two** to this report. **Attachment Three** is the Resourcing Strategy that was adopted on 28<sup>th</sup> June 2022 and is included for information.

### Financial Implications

There have been no significant amendments made to the Draft Budget for the 2023/2024 Financial Year which was developed to meet Council's commitments within the Operational Plan 2023/2024 which was placed on public exhibition. The Ordinary Rates have been increased by the 3.7% rate pegging limit for 2023/24, as advised by The Minister for Local Government.

### Summary

At its meeting held on 17 May 2022, Council adopted the revised Bland Shire Community Strategic Plan – *Your Vision, Our Future 2017-2027* and endorsed Council's Delivery Program 2022-2026 along with supporting documents of the Operational Plan (Including Budget) for 2022/2023 for exhibition and community feedback.

The Delivery Program, developed under the Integrated Planning and Reporting (IP&R) process, is Council's commitment to the community and sets out what Council intends to achieve during its term. Each financial year, a one-year Operational Plan is developed to reflect the actions to be undertaken in the forthcoming financial year.

Council is required, under Section 405 of the Local Government Act, 1993, to have an Operational Plan adopted before the beginning of a new financial year. This Plan is required to outline the activities in which Council will be engaged during the year as well as a statement of the Council's revenue policy for the year covered by the Operational Plan.

At the closing of the submission period for the draft documentation, there were no external submissions received.

With regards to the Revenue Policy placed on exhibition, in accordance with Council's engagement processes, comment was sought from the community via Council's web page. At the time of writing this report there had been no feedback received on the Revenue Policy.

The Resourcing Strategy is a key component of the IP&R process and is designed to assist Council to achieve the goals and strategies outlined in the Community Strategic Plan, Delivery Program and Operational Plan. The resourcing Strategy comprises of the Long Term Financial Plan, Asset Management Strategy and the Workforce Management Plan. Each of these strategies have been developed through consultation with the elected Council and Council's staff.

**Recommendation:**

That Bland Shire Council adopts:

- The revised Operational Plan (including Budget) for the 2023/2024 Financial Year in accordance with s405 of the Local Government Act 1993;
- The Revenue Policy (including Schedule of Fees and Charges) for the 2023/2024 Financial Year); and
- The Statement of Rating Structure and their respective short names as contained in the Operational Plan 2023/24 and make the Ordinary Rate and charges, including sewer charges, domestic and trade waste management charges, pursuant to s.494 and s.496 of the Local Government Act 1993 and Waste Management Levy pursuant to s.501 of the Local Government Act 1993 detailed in the tables below;

<b>2023/24 Rates Structure</b>			
<b>Category / Sub-Category</b>	<b>Base Amount</b>	<b>Ad Valorem</b>	<b>% Yield from Base Amount</b>
<b>Residential</b>			
Ordinary Rate	\$95	0.003638	29.02%
West Wyalong/Wyalong	\$173	0.005634	22.32%
Barmedman	\$95	0.004230	38.67%
Ungarie	\$95	0.009021	36.56%
<b>Business</b>			
Ordinary Rate	\$173	0.006422	26.43%
West Wyalong/Wyalong	\$201	0.014735	11.15%
Barmedman	\$95	0.004873	33.89%
Ungarie	\$95	0.015417	24.53%
<b>Farmland</b>			
Ordinary Rate	\$95	0.001612	2.92%
<b>Mining</b>			
Mining	\$201	0.002546	14.39%
Gold Mining	\$201	0.021602	0.02%

<b>2023/24 Sewer Charges</b>	
	<b>Access Charge</b>
Connected	\$1,018
Vacant Land	\$245

<b>2023/24 Domestic Waste Management Charges</b>			
	<b>240L</b>	<b>120L</b>	<b>Vacant</b>
<b>Domestic Service</b> This applies to all land which is occupied and or built upon.	\$488	\$386	\$42
Additional Garbage Charge – per bin	\$488	\$386	

<b>2023/24 Trade Waste Management Charges</b>		
	<b>240L</b>	<b>120L</b>
<b>Trade Waste Service</b> This applies to land categorised as Business Land and which is provided by Council with a trade waste removal service.	\$524	\$421
Additional Garbage Charge – per bin	\$524	\$421

<b>2023/24 Waste Management Levy</b>	
	<b>Annual Charge</b>
<b>Annual Waste Management Levy</b> This waste management charge is applied to all properties funding waste disposal services for the Bland Shire	\$42

ATTACHMENTS (Under separate cover)

*Attachment One: Operational Plan (including Budget) for the 2023/2024 Financial Year*  
*Attachment Two: Revenue Policy (including Schedule of Fees and Charges) for the 2023/2024 Financial Year*  
*Attachment Three: Draft Resourcing Strategy (Parts A, B, C & D)*





**DELIVERY  
PROGRAM &  
DRAFT  
OPERATIONAL  
PLAN  
2023-2024**

# OUR VISION, MISSION & VALUES

*Working together*



<p><b>COMMUNITY</b> <i>Put the community first</i></p>	<p><b>TEAM WORK</b> <i>Work together as a committed team</i></p>	<p><b>RESPECT</b> <i>Respect &amp; value each other</i></p>	<p><b>COMMUNICATION</b> <i>Open &amp; honest communication</i></p>	<p><b>INTEGRITY</b> <i>Act with integrity &amp; honesty</i></p>	<p><b>SERVICES</b> <i>Continuously improve our services</i></p>	<p><b>SAFETY</b> <i>Keep ourselves &amp; others safe</i></p>
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*to improve our quality of life*

A PLACE WHERE PEOPLE ARE **VALUED**, AN ENVIRONMENT THAT IS **RESPECTED**, A FUTURE THAT IS **BRIGHT**, A COMMUNITY THAT IS **PROUD**.

## ACKNOWLEDGEMENT OF COUNTRY

Bland Shire Council acknowledges the Wiradjuri people who are the Traditional Custodians of the land on which our communities are located and pays respect to all Elders past, present and emerging.

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# INTRODUCTION

The Integrated Planning and Reporting (IP&R) framework recognises that most communities share similar aspirations: to provide safe, healthy and vibrant places to live, a sustainable environment, a caring and engaged community, opportunities for employment, reliable infrastructure.

The difference lies in how each community responds to these needs. This is what shapes the character of individual cities, towns and villages. IP&R also recognises that council plans and policies should not exist in isolation and are connected on many levels.

The IP&R framework allows NSW councils to draw their various plans together, to understand how they interact and inform each other, and to get the maximum benefit from their efforts by planning holistically for the future.

All councils in NSW use the IP&R framework to guide their planning and reporting activities in accordance with requirements set out in the *Local Government Act 1993* (the Act) and the *Local Government (General) Regulation 2021* (the Regulation).

This document is the Combined Delivery Program and Operational Plan that is required to be produced by Council as part of the IP&R requirements.

Council's Delivery Program details the specific strategies from the Community Strategic Plan on which is required to focus over the four year term of the elected body. This Delivery Program is the elected Council's direct response to the community priorities and objectives as set out in the Community Strategic Plan.

Council's Operational Plan details the specific actions, projects and programs Council will undertake in the 2022/2023 financial year and sets the expectations for the level of service we will deliver during the year.

# OUR ORGANISATION

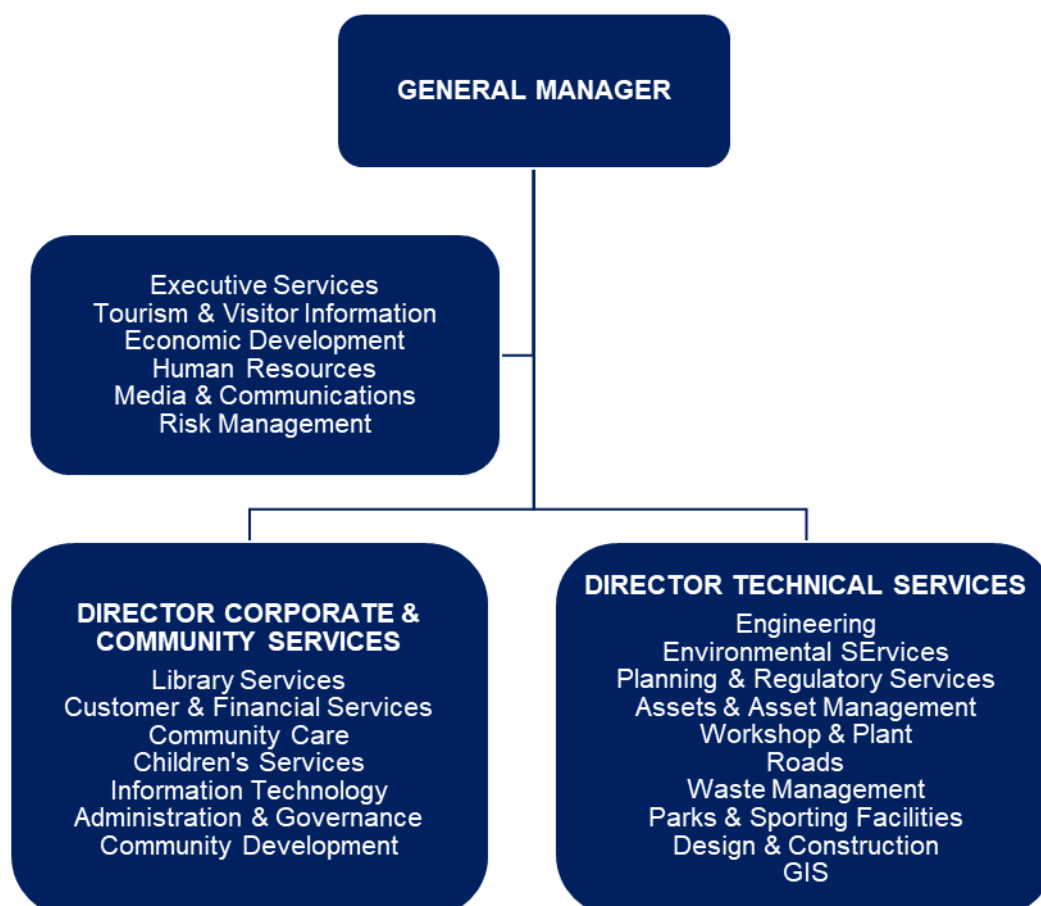
Bland Shire Council is composed of nine councillors elected proportionally to represent the whole Local Government Area.

The Mayor is elected from within the group of elected Councillors and serves for a period of two years.

The Mayor presides at meetings of Council, carries out the civic and ceremonial functions of the office, exercises in cases of necessity, the decision making functions of the body politic, between its meetings and performs any other functions that the Council determines.

The General Manager is responsible for the efficient operation of the Council's organisation and for ensuring the implementation of Council decisions. The General Manager is also responsible for the day to day management of the Council, the exercise of any functions delegated by the Council, the appointment, direction and where necessary, the dismissal of staff, as well as the implementation of Council's Equal Employment Opportunity Management Plan.

To assist the General Manager in the exercise of these functions, there are two (2) directors overseeing the following functional areas – Corporate and Community Services and Technical Services.



# YOUR COUNCILLORS



**Cr Brian Monaghan**  
(Mayor)

[cr.monaghan@blandshire.nsw.gov.au](mailto:cr.monaghan@blandshire.nsw.gov.au)



**Cr Rod Crowe**  
(Deputy Mayor)

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**Cr Bruce Baker**

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**Cr Monica Clark**

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**Cr Kerry Keatley**

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**Cr Tony Lord**

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**Cr Liz McGlynn**

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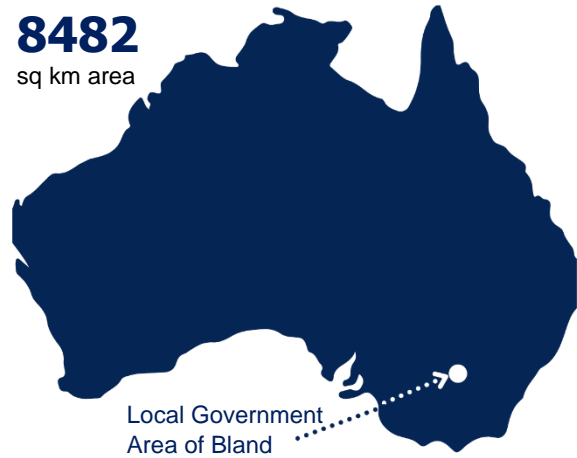
**Cr Roger Moore**

[cr.moore@blandshire.nsw.gov.au](mailto:cr.moore@blandshire.nsw.gov.au)

# BLAND SHIRE PROFILE

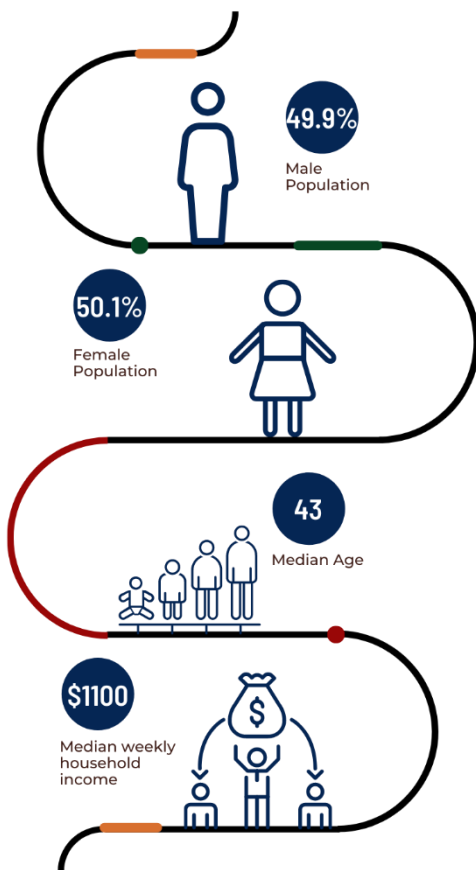
Located on the northern fringes of the Riverina in New South Wales. The twin townships of West Wyalong and Wyalong serve the role of the major service centre for the Shire. West Wyalong is located on the junction of the Newell and Mid-Western Highways and within a 160 kilometre radius of Wagga Wagga, Griffith, Forbes, Parkes and Cowra and within 300 kilometres of Canberra.

**8482**  
sq km area



**5,955**  
Population of LGA

## BLAND LGA SNAPSHOT



Other communities located within the Shire include Barmedman, Tallimba, Ungarie, Weethalle, Kikoira, Mirrool and Naradhan.

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

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

Evolution Mining purchased the Cowal Gold Project in 2015. The operation is an open cut mine with approvals to process 9.8 million tonnes of ore per annum. In 2021, Evolution received regulatory approval to develop a \$380 million underground mining project which will extend the permitted mine life to 2040.

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

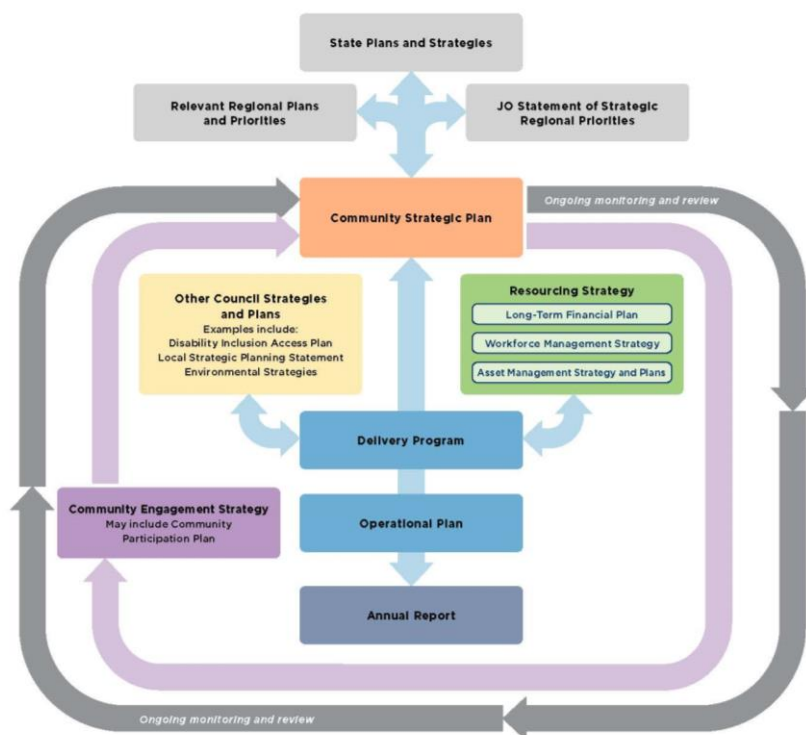
The Shire is also home to Eucalyptus oil production, which commenced in 1907 and has resulted in the West Wyalong region becoming one of the major world exporters of Eucalyptus oil in Australia.

The community is proud of the facilities and services across the shire, but its greatest asset is its people where new residents are embraced and valued.

# OUR STRATEGIC APPROACH

## Integrated Planning and Reporting Framework

The Integrated Planning and Reporting Framework begins with the community's aspirations for a period of at least ten years. It includes a suite of integrated plans that set out a vision and goals and strategic actions to achieve them. It involves a reporting structure to communicate progress to Council and the community.



Source: Office of Local Government Integrated Planning & Reporting Handbook for Local Councils in NSW

The main components of the framework are summarised below:

### Community Strategic Plan

The highest level of strategic planning undertaken by Council, with a ten-year plus timeframe. All other plans must support achievement of the Community Strategic Plan objectives.

### Resourcing Strategy

Shows how Council will resource its strategic priorities, identified through IP&R. The Resourcing Strategy includes three inter-related elements:

- Long-Term Financial Planning
- Workforce Management Planning
- Asset Management Planning.

### Delivery Program

The elected Council's commitment to the community about what it will deliver during its term in office to achieve the Community Strategic Plan objectives.

### Operational Plan

Shows the individual projects and activities Council will undertake in a specific year. It includes Council's annual budget and Statement of Revenue Policy.



## **Annual Report**

Is a report back to the community on the work undertaken by Council in a given year to deliver on the commitments of the Delivery Program via that year's Operational Plan. Council also reports on its financial and asset performance against the annual budget and longer-term plans.

When Bland Shire Council developed the ten-year Community Strategic Plan in 2017, the themes identified were:

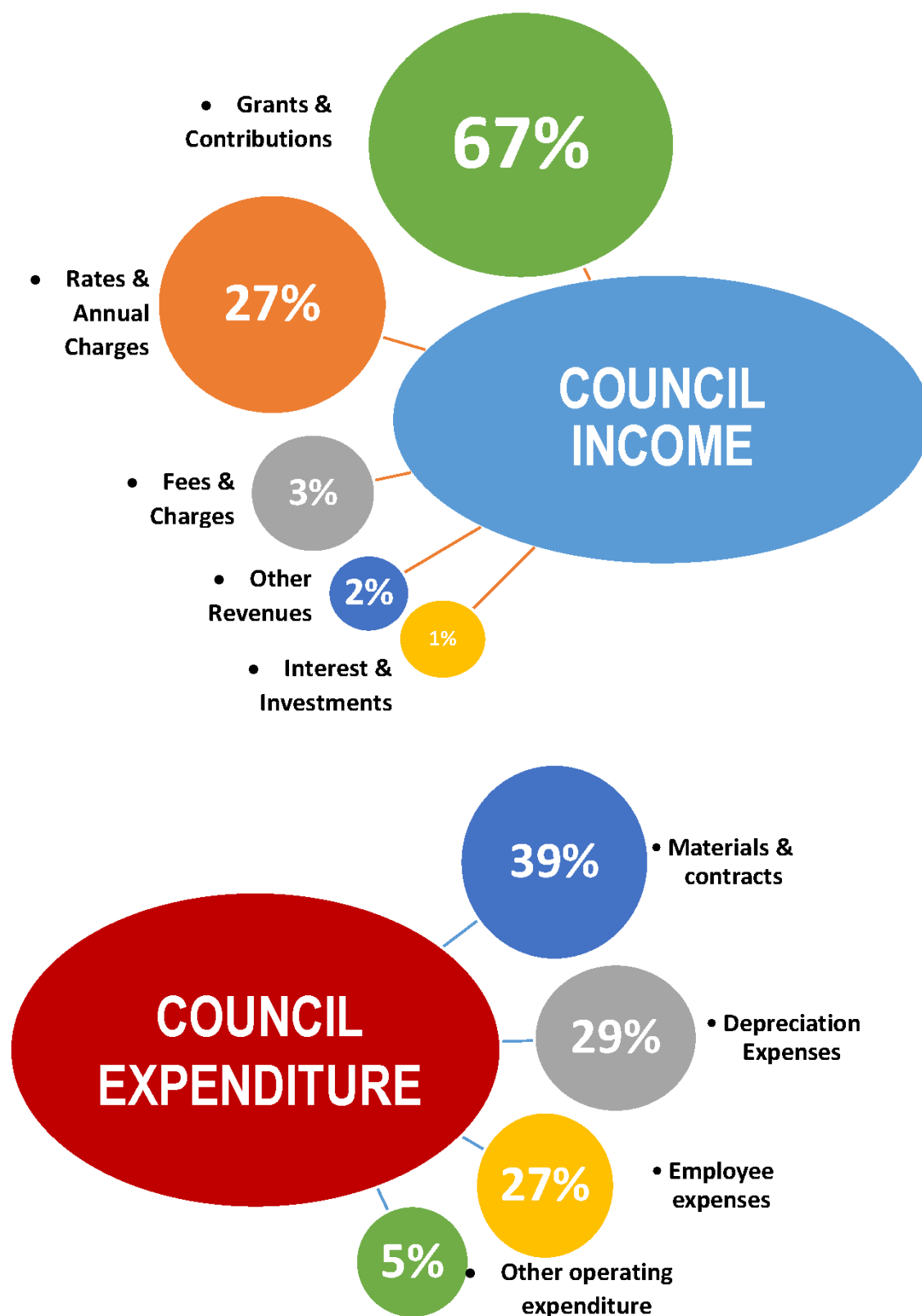
**Our People** – A strong, healthy, connected and inclusive community

**Our Places** – Effectively manage the Shire's assets and infrastructure

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

**Our Prosperity** – Growing our population and jobs.

# HOW WE FUND OUR ACTIVITY



# REPORTING OUR PROGRESS



## PERFORMANCE MEASURES

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

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

## MONITORING AND REPORTING

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

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

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

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

# OUR OBJECTIVES

## **Our People** - A strong, healthy, connected & inclusive community

1. Health and support services address community needs
2. Partnerships strengthen community health and safety
3. Community and culture are nurtured and enriched
4. Services are accessible for all residents

## **Our Places** – Effectively manage the Shire’s assets & infrastructure

5. Partner with stakeholders to provide access to infrastructure, services and facilities
6. Waste and recycling are managed through improved efficiencies
7. Manage water and sewerage resources
8. Public places and facilities are accessible and well maintained
9. Council’s assets and infrastructure are effectively and efficiently managed

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

10. Council’s leadership, governance and management facilitate strong partnerships
11. Stakeholders contribute to council’s decision making
12. Lead the community
13. Plans and policies provide open and transparent information

## **Our Prosperity** - Growing our population and jobs

14. Visitors and tourists are welcomed
15. Bland Shire is promoted as a place to do business
16. Resources are used in a sustainable way for the future of Bland Shire

# DELIVERY PROGRAM STRATEGIES & OPERATIONAL PLAN



*Bland Shire Council contributed in excess of \$1million towards the establishment of a Community Theatre, officially opened in 2021*

# READING THE PLAN

The Delivery Program is a four year plan that covers the term of an elected Council. To create the program, Council looked at the Community Strategic Plan and asked what it could achieve to bring it closer to the community’s vision and values.

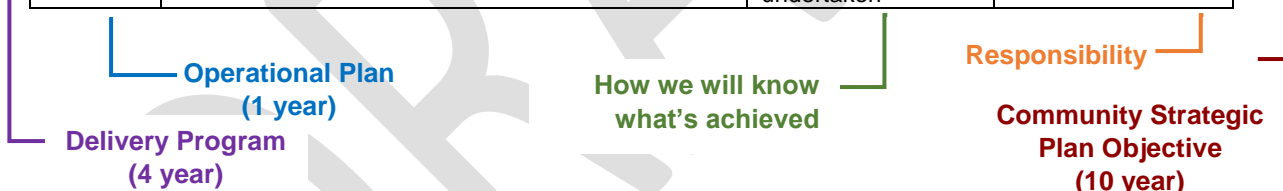
The Delivery Program is reviewed annually to determine which objectives set out in the Community Strategic Plan can be achieved within Council’s available resources, and the Operational Plan of actions for the coming financial year is created. This ensures that Council’s long-term planning is consistent with the current and future needs of the community.

The Operational Plan outlines the actions that will be undertaken, measures for each action, responsible officer and reference to the Community Strategic Plan strategies to which the action is contributing.



## HEALTH AND SUPPORT SERVICES ADDRESS COMMUNITY NEEDS

1.1	Maintain active communication with health and allied health providers		
Measure:	Increase in the knowledge disseminated relating to health and allied health services		
Code	Action	Measure	Responsible Officer
1.1.1	Advocate for the provision of health services, relevant allied health providers and medical practices within the Shire.	Outcomes of advocacy activities including projects undertaken	Director Corporate & Community Services



# OUR PEOPLE:

## A STRONG, HEALTHY, CONNECTED AND INCLUSIVE COMMUNITY

### OUR OBJECTIVES

1. Health and support services address community needs.
2. Partnerships strengthen community health and safety.
3. Community and culture are nurtured and enriched.
4. Services are accessible for all residents.

# 1

## HEALTH AND SUPPORT SERVICES ADDRESS COMMUNITY NEEDS

*(Previously - Health and support services address the needs of the community)*

1.1 Maintain active communication with health and allied health providers			
Measure: Increase in the knowledge disseminated relating to health and allied health services			
Code	Action	Measure	Responsible Officer
1.1.1	Advocate for the provision of health services, relevant allied health providers and medical practices within the Shire.	Outcomes of advocacy activities including projects undertaken	Director Corporate & Community Services
1.1.2	Partner with local health services to implement workshops and provide resources to the community.	Number and nature of projects undertaken (2)	Community Development Officer
1.2 Provide services to the frail, aged, disabled and their carers			
Measure: Increase in the number of Bland Shire residents accessing services for frail, aged and their carers			
Code	Action	Measure	Responsible Officer
1.2.1	Review existing services in line with service model and with government requirements.	Undertake a full service review within 12 months of the commencement of the support at home program	Community Care Coordinator
1.2.2	Develop and implement programs to meet required need.	Number and nature of related programs or activities	Community Care Coordinator
1.2.3	Network with service providers to strengthen relationships with the community.	Number of service providers engaged	Community Care Coordinator
1.2.4	Provide services to towns and villages in the Shire.	Report on services provided and client numbers	Community Care Coordinator
1.2.5	Undertake regular surveys across all services including seeking and recording client feedback.	Report on service delivery and provide a snapshot of feedback received	Community Care Coordinator
1.2.6	Continue to support and provide information to members of the community seeking assistance in accessing services available.	Report on number of enquiries received and assistance provided	Community Care Coordinator
1.2.7	Investigate grant opportunities to upgrade infrastructure and equipment required for service provision.	Number of opportunities identified and applications lodged	Community Care Coordinator
1.2.8	Review and update the Disability Inclusion Action Plan.	Proportion of scheduled actions completed	Community Development Officer

# 2

## PARTNERSHIPS STRENGTHEN COMMUNITY HEALTH AND SAFETY

*(Previously - Partner with organisations to strengthen community health and safety)*

2.1 Develop and support community partnerships to increase a sense of safety and wellbeing within the community			
Measure: Increased number of opportunities to provide information to the community			
Code	Action	Measure	Responsible Officer
2.1.1	Work in partnership with TfNSW on Road Safety Campaigns to implement programs.	Report on number of campaigns implemented	Road Safety Officer
2.1.2	Provide up-to-date road safety information for display on Council's website and social media platforms.	Information disseminated	Road Safety Officer
2.1.3	Remove offensive graffiti from Council infrastructure as soon as practical dependant on location and degree of offensiveness.	Report on number of incidents reported and action taken.	Urban Coordinator
2.1.4	Provide opportunity, training and governance support to Council's Section 355 Committees	Number of programs held and number of participants	Risk & Insurance Officer



2.1.5	Support and promote young driver educational programs.	Number of programs held and number of participants	Community Development Officer
2.1.6	Undertake inspections in accordance with Food Act 2003 and Public Health Act 2010 inc: food, skin penetration and mortuary premises.	Number of inspections undertaken	Manager Development & Regulatory Services
2.1.7	Implement Council's on site waste water management systems inspection program.	Number of inspections undertaken (10 inspections/quarter)	Manager Development & Regulatory Services
2.1.8	Promote the continued use of online training program for Food Safety.	Number and nature of education/promotion of activities	Manager Development & Regulatory Services
2.1.9	Promote Health Awareness and options for training and self-education including, but not limited to, Mental Health Month, National Epilepsy Awareness Month, Coeliac Awareness Week, National Palliative Care Week, Heart Week, Kidney Health Week, World No Tobacco Day, etc.	Number of promotions held and number of participants	Community Development Officer
2.1.10	We will provide appropriate support for emergency service providers ensuring their ongoing involvement within the community is effective.	LEMC meetings held, BFMC meetings attended	Foreman Environmental Services



## COMMUNITY AND CULTURE ARE NURTURED AND ENRICHED

*(Previously - Nurture a strong sense of community and enrich the cultural life of the residents)*

3.1	Develop and support a strong sense of community, providing advice and support to community groups		
Measure:	Increase in the number of workshops, events and grant applications applied for		
Code	Action	Measure	Responsible Officer
3.1.1	Identify funding opportunities to achieve community goals and assist community groups with external grant opportunities.	Number and nature of grant opportunities identified and pursued. Number of successful applications	Media and Communications Officer
3.1.2	Recognise and celebrate volunteers for National Volunteer Week.	Detail on activities undertaken and number of volunteers acknowledged	Community Development Officer
3.1.3	Facilitate and support groups that build skills and social inclusion including workshops/presentations.	List of activities and number of attendees	Community Development Officer
3.1.4	Manage and administer Council's community related grant applications inc: Strengthening Community's Program.	Number and nature of grant opportunities identified and pursued. Number of successful applications received, number of reports submitted.	Community Development Officer
3.1.5	Report on progress of Council's externally funded programs and projects.	Number and nature of grant opportunities identified and pursued and number of successful applications	Manager Customer & Financial Services
3.2	Provide cultural activities and community programs that foster social development and community wellbeing		
Measure:	Number of residents satisfied with range and quality of cultural events		
Code	Action	Measure	Responsible Officer
3.2.1	Continue membership and participation with Eastern Riverina Arts Inc.	Detail on activities undertaken	Community Development Officer
3.2.2	Facilitate visiting artist/exhibition/performance.	Detail on activities undertaken and number of attendees at each activity	Community Development Officer
3.3	Support and strengthen our indigenous culture and history		
Measure:	Increased number of engagement opportunities		
Code	Action	Measure	Responsible Officer
3.3.1	Contribute to the positive working relationship with the Local Aboriginal Lands Council.	Number of meetings attended and outcomes of meetings	General Manager

3.4	Foster a community learning culture optimising our physical and virtual spaces		
Measure:	Increase number of community members accessing and utilising our library services		
Code	Action	Measure	Responsible Officer
3.4.1	Continue to promote the library as a community hub by fostering lifelong learning for all ages through the provision of relevant community programs.	List of activities and number of attendees. Number of registered library members by age groupings	Library Services Coordinator
3.4.2	Library content and services are available to the community in various platforms as per Riverina Regional Library service agreement.	List of items by category including number of items available by category. Report on numbers in comparison to previous years	Library Services Coordinator
3.4.3	Actively investigate Grant opportunities for the inclusion of an outdoor space for the library.	Number of opportunities identified and applications lodged	Library Services Coordinator



## SERVICES ARE ACCESSIBLE FOR ALL RESIDENTS

(UNCHANGED)

4.1	Facilitate Council events to build social capital and a sense of belonging within the community		
Measure:	All KPI's met or exceeded each year		
Code	Action	Measure	Responsible Officer
4.1.1	Coordinate Council's Civic functions inc: Citizenship Ceremonies and Australia Day.	Details of events planned/held. Report on number and nature of awards presented, number of participants at each activity	Executive Assistant
4.1.2	Coordinate Youth Week activities.	Detail on activities undertaken, number of participants (report on numbers in comparison to previous years)	Community Development Officer
4.1.3	Conduct School Holiday activities.	Detail on activities undertaken and number of participants	Community Development Officer
4.1.4	Facilitate Bland Shire Interagency meetings and networks.	Number of meetings held, number of agencies represented and number of attendees	Community Development Officer
4.1.5	Conduct Library School Holiday activities.	Detail on activities undertaken and number of participants	Library Services Coordinator
4.2	Provide quality and affordable education and care services within the Bland Shire that meets the NSW Department of Education's National Quality Standards and provide social networking opportunities and resource access to the wider community through our ITAV and Toy Library services.		
Measure:	Increase in community members who are accessing or satisfied with our education and care services and all licensing requirements met across all services		
Code	Action	Measure	Responsible Officer
4.2.1	Implement and participate with the NSW Department of Education, Assessment and Rating regulations and guidelines.	Compliance met	Children's Services Coordinator
4.2.2	Conduct an annual survey, allowing community members an opportunity to voice their visions and goals for all Children's Services.	Number of surveys distributed, number of responses received and overview of outcomes	Children's Services Coordinator
4.2.3	Review, maintain and update all service policies and procedures as required or as per regulation changes/amendments.	Report on policies finalised for the quarter	Children's Services Coordinator

4.2.4	Involve all educators in the process to implement and maintain self-assessment tools for all Services	Report on self-assessment goals completed or under assessment	Children's Services Coordinator
4.2.5	Encourage memberships from the community and actively engage current members to participate in the Toy Library service allowing access to quality and educational resources.	Report on engagement opportunities and how many users have accessed the service	Children's Services Coordinator
4.3	<b>Actively engage with the community and promote open communication</b>		
<i>Measure:</i>	<i>Increase in number of community members accessing Council information</i>		
Code	Action	Measure	Responsible Officer
4.3.1	In liaison with relevant staff, establish, maintain and regularly update relevant online presence by ensuring that Council's website is engaging, up-to-date and Council programs are promoted.	Number of page views per quarter, number of pages updated. Time since information was updated	Media and Communications Officer
4.3.2	Produce media releases and other communications in varying formats for media outlets and digital platforms across Council's business activities.	Number and nature of media releases and other communications	Media and Communications Officer
4.3.3	Engage and communicate with Shire residents to promote social inclusion and foster lifelong learning in the Library.	Implement e-newsletter for distribution quarterly. Update BSC Library Facebook account regularly.	Library Services Coordinator
4.4	<b>Actively engage with youth to build social capital and a sense of belonging</b>		
<i>Measure:</i>	<i>Increased youth participation in programs and initiatives</i>		
Code	Action	Measure	Responsible Officer
4.4.1	Partner with youth and youth service providers (including schools) to deliver programs/initiatives that improve wellbeing and build the capacity of local youth.	Number of Council-run youth events and activities and number of participants	Youth Officer
4.4.2	Attend regional youth focused meetings.	Number of meetings attended and key matters discussed	Youth Officer
4.4.3	Engage young people through local schools to jointly identify areas of need/improvement and the most effective methods for engaging with youth in the community.	Number of initiatives to engage young people, total number of participants.	Youth Officer

# OUR PLACES:

## EFFECTIVELY MANAGE THE SHIRE'S ASSETS AND INFRASTRUCTURE

*(Previously - Maintain & improve the Shire's assets & infrastructure)*

### OUR OBJECTIVES

5. Partner with stakeholders to provide access to infrastructure, services and facilities.
6. Waste and recycling are managed through improved efficiencies.
7. Manage waste and sewerage resources.
8. Public places and facilities are accessible and well maintained.
9. Council's assets and infrastructure are effectively and efficiently managed.

DRAFT

## 5

## PARTNER WITH STAKEHOLDERS TO PROVIDE ACCESS TO INFRASTRUCTURE, SERVICES AND FACILITIES

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

5.1	Facilitate the delivery of accessible services and infrastructure		
Measure:	Increase in accessible infrastructure within the Shire		
Code	Action	Measure	Responsible Officer
5.1.1	Promote Access Mobility Map.	Number and means of promotion	Community Development Officer
5.1.2	Manage and administer Council's Access Incentive Scheme to improve accessibility to local buildings and business premises across the Shire.	Number of Access Incentive Scheme, applications	Manager Development and Regulatory Services
5.1.3	Develop Council Facility Accessibility Audit and Plan	Report on progress and deliver plan	Manager Development and Regulatory Services
5.2	Work with the heavy transport industry and road related organisations to cooperatively improve access to road infrastructure		
Measure:	Improved road conditions across the Shire		
Code	Action	Measure	Responsible Officer
5.2.1	Process heavy vehicle road usage applications.	Number of applications processed. Report on number received, approved or refused	Asset & Engineering Projects Officer
5.2.2	Engage with government agencies and other networks which impact road infrastructure and services within the Bland Shire.	Number of meetings attended summary of key matters and outcomes	Director Technical Services

## 6

## WASTE AND RECYCLING ARE MANAGED THROUGH IMPROVED EFFICIENCIES

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

6.1	Consult with the community and relevant stakeholders regarding waste management options throughout the Shire		
Measure:	Increase community participation in sustainability initiatives		
Code	Action	Measure	Responsible Officer
6.1.1	Investigate, review and monitor viable recycling options in liaison with recycle organisations and other appropriate organisations.	Report on number of contacts and outcomes	Facilities Foreman
6.2	Reduce reliance on landfill by increasing resource recovery, waste minimisation and community education		
Measure:	Reduction in waste to landfill		
Code	Action	Measure	Responsible Officer
6.2.1	Provide waste management operations in line with the implementation of Council's waste strategy.	Report on tonnage	Coordinator Assets
6.2.2	Work in partnership with neighbouring councils and REROC to implement and improve waste programs.	Attendance at REROC Waste Forum, report on meetings attended and key outcomes	Facilities Foreman
6.2.3	Increase awareness of recycling and waste reduction options within the Shire through regular information programs.	Number and means of promotion of recycling options	Facilities Foreman
6.2.4	Comply with EPA requirements during operation of the landfill.	Licence requirements met and reports submitted to EPA as per reporting schedule	Facilities Foreman
6.2.5	Monitor littering and illegal dumping.	Number and nature of illegal dumping incidents reported or observed	Manager Development & Regulatory Services

## 7

## MANAGE WATER AND SEWERAGE RESOURCES

(UNCHANGED)

7.1	Provide adequate water storage and management for future use within Council's community facilities		
<i>Measure:</i>	<i>Increased usage of recycled water</i>		
Code	Action	Measure	Responsible Officer
7.1.1	Waste water system maintained and operated.	Volume of water used on recreational facilities	Urban Coordinator
7.2	Effectively manage and maintain existing stormwater and sewerage infrastructure		
<i>Measure:</i>	<i>Sewerage inspections completed</i>		
Code	Action	Measure	Responsible Officer
7.2.1	Undertake Sewerage System Inspections	Number of inspections undertaken, number of breaches recorded	Coordinator Assets

## 8

## PUBLIC PLACES AND FACILITIES ARE ACCESSIBLE AND WELL MAINTAINED

(Previously - Public places and facilities are well maintained and easily accessible)

8.1	Users of Council's facilities comply with agreements		
<i>Measure:</i>	<i>Increase in consultation with user groups and community members</i>		
Code	Action	Measure	Responsible Officer
8.1.1	Contact User Groups on receiving complaints	Completion of any actions required	Director Technical Services
8.2	In collaboration with users provide facilities that are accessible to acceptable standards		
<i>Measure:</i>	<i>Inspections undertaken and standards and community satisfaction maintained or improved</i>		
Code	Action	Measure	Responsible Officer
8.2.1	Undertake work health and safety audits including external sites and facilities with relevant staff.	Number of audits undertaken, number of risks recorded and report on remedial actions undertaken	WHS Officer
8.2.2	Develop and implement the "Signs as Remote Supervision" process.	Reviews undertaken and report damage and/or repairs required to appropriate officer	Risk & Insurance Officer
8.2.3	Work with the Risk and Insurance Officer on the implementation of Signs as Remote Supervision.	Number and location of signs installed/repared	Coordinator Assets
8.3	Collaborate with transport providers to facilitate access within the shire and regional centres		
<i>Measure:</i>	<i>Transport operators and government lobbied regarding service</i>		
Code	Action	Measure	Responsible Officer
8.3.1	Lobby Government for increased funding for road maintenance.	Number of opportunities utilised.	Director Technical Services
8.4	Use planning and heritage policies and controls to protect and improve the unique built environment		
<i>Measure:</i>	<i>Grants processed, policies reviewed, heritage buildings preserved, improved or maintained and improvement to Main Street appearance</i>		
Code	Action	Measure	Responsible Officer
8.4.1	Review Heritage items currently listed in the Bland Local Environmental Plan and investigate the inclusion of new heritage items.	Review undertaken and reported to Council	Manager Development & Regulatory Services
8.4.2	Manage and administer the Heritage Advisory Program.	Report on number and methods of promotion undertaken and number of heritage activities undertaken	Manager Development & Regulatory Services

## COUNCIL'S ASSETS AND INFRASTRUCTURE ARE EFFECTIVELY AND EFFICIENTLY MANAGED

(Previously - Appropriate programs, plans and budgets are developed, implemented and monitored for the effective and efficient management of Councils assets and infrastructure)

9.1	Responsibly manage asset renewal and maintenance for current and future generations		
<i>Measure:</i>	<i>Council's asset condition maintained or improved</i>		
<b>Code</b>	<b>Action</b>	<b>Measure</b>	<b>Responsible Officer</b>
9.1.1	Monitor and implement the Annual Capital Works Program	Report on nature and value of works undertaken	Director Technical Services
9.1.2	Develop and implement Asset Management Plans for Council assets, eg local sealed road network, stormwater drainage, footpaths etc.	Plans are developed for identified asset classes.	Director Technical Services
9.1.3	Review and implement the funded planning, development and delivery of priority transport infrastructure projects.	Percentage of works completed for program and for year; completed projects undertaken	Manager Engineering Services
9.1.4	Review Technical Services Policies and Strategies	Report on policies and strategies reviewed each quarter	Director Technical Services
9.1.5	Administer Council's plant and fleet by conducting effective light and heavy plant replacement programs.	Maintain 10 year fleet replacement program	Workshop & Plant Coordinator
9.1.6	Council's plant is repaired, maintained and serviced in accordance with maintenance schedule and manufacturer's requirements.	All repairs logged into the fleet management program	Workshop & Plant Coordinator
9.1.7	Review and monitor risks/incidents in relation to safe footpaths.	Number of incidents occurred and risks reported to Council and notify appropriate officer	Risk & Insurance Officer
9.1.8	Work with the Risk and Insurance Officer to provide safe footpaths through the implementation of a footpath maintenance program.	Number and location of maintenance requests received and works conducted	Urban Coordinator
9.2	To manage and enhance the pool facilities within the Shire		
<i>Measure:</i>	<i>Increased pool usage and maintenance program undertaken</i>		
<b>Code</b>	<b>Action</b>	<b>Measure</b>	<b>Responsible Officer</b>
9.2.1	Undertake maintenance and repairs to pool facilities within approved budget in consultation with Contractor and in accordance with the Contract.	Report on works undertaken	Urban Coordinator
9.3	Maintain Street Trees		
<i>Measure:</i>	<i>Maintain or increase number of street trees</i>		
<b>Code</b>	<b>Action</b>	<b>Measure</b>	<b>Responsible Officer</b>
9.3.1	Maintain the health of street trees by planting in appropriate locations and removing/replacing unhealthy trees, trees that are damaging infrastructure and trees planted in inappropriate locations.	Report on number of trees removed and number of trees replanted	Urban Coordinator
9.4	Maintain parks, ovals and recreational facilities to approved standards		
<i>Measure:</i>	<i>Cemeteries and open spaces utilised and maintained within standards</i>		
<b>Code</b>	<b>Action</b>	<b>Measure</b>	<b>Responsible Officer</b>
9.4.1	Inspect parks, ovals and recreational facilities.	Number and location of inspections undertaken	Urban Coordinator
9.4.2	Conduct playground inspections for all playgrounds within the Shire.	Number and location of inspections undertaken	Urban Coordinator
9.4.3	Coordinate maintenance with regard to seasonal use of sporting fields.	Report on sporting field activity by bookings. Report on number in comparison to previous years	Urban Coordinator
9.4.4	Inspect and maintain Council public cemeteries.	Number and types of requests received and purpose of requests	Urban Coordinator
9.4.5	Develop Sport and Recreation Master Plan	Report on progress and deliver plan	Director Technical Services
9.5	Identify and plan for new infrastructure		

<i>Measure:</i>	<i>New infrastructure identified and planning progressed</i>		
<b>Code</b>	<b>Action</b>	<b>Measure</b>	<b>Responsible Officer</b>
9.5.1	Develop Main Street Revitalisation Plan	Report on progress and deliver plan	General Manager

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# **OUR LEADERSHIP:**

## **A WELL RUN COUNCIL ACTING AS THE COMMUNITY'S VOICE**

### **OUR OBJECTIVES**

10. Council's leadership, governance and management facilitate strong partnerships.
11. Stakeholders contribute to council's decision making.
12. Lead the community.
13. Plans and policies provide open and transparent information.

## COUNCIL'S LEADERSHIP, GOVERNANCE AND MANAGEMENT FACILITATE STRONG PARTNERSHIPS

(Previously - To provide quality leadership, governance and management to develop strong community partnerships)

10.1	Councillors are provided with appropriate support and resources to carry out their civic duty		
<i>Measure:</i>	<i>Policies reviewed on time and budget allocation for Councillor training opportunities</i>		
Code	Action	Measure	Responsible Officer
10.1.1	Provide Councillors with professional development opportunities.	Report on number of sessions made available and Councillor attendance	Director Corporate & Community Services
10.1.2	Provide Councillors with information and resources to facilitate their role as elected representatives.	Report on Councillor access to timely and relevant information, facilities and equipment	Executive Assistant
10.2	Councillors are encouraged to take ownership and a strong leadership role		
<i>Measure:</i>	<i>Reports presented on time and increased opportunities for Councillors to connect with the community</i>		
Code	Action	Measure	Responsible Officer
10.2.1	Prepare the Annual Report.	Report prepared and presented to October meeting of Council	Executive Assistant
10.3	The General Manager takes on a high level role in implementing the Community Strategic Plan and other Council documents		
<i>Measure:</i>	<i>Reports completed and submitted on time</i>		
Code	Action	Measure	Responsible Officer
10.3.1	Develop timelines and action plans for the ongoing review of the documents.	Report on progress of preparation, including activities undertaken, number and locations of participants	Director Corporate & Community Services
10.3.2	Report to the community and Council on Integrated Planning and Reporting Progress	Reports prepared and presented to Council on a six monthly basis	Director Corporate & Community Services
10.4	The long term financial sustainability of council is supported through effective and prudent financial management		
<i>Measure:</i>	<i>Maintain compliance with the requirements of the Office of Local Government guidelines and legislation</i>		
Code	Action	Measure	Responsible Officer
10.4.1	Prepare Quarterly Budget Review Statements for analysis by Directors within two weeks of end of quarter.	QBRs to be reported to Council at the next Council meeting following the end of quarter.	Manager Customer & Financial Services
10.4.2	Effectively manage Council's financial procedures, eg investments, payments, processing and debt recovery.	Reported in the annual financial statements with the operating performance ratio against the industry benchmark	Manager Customer & Financial Services
10.4.3	Complete Annual Financial Statements and lodge in accordance with statutory requirements.	Report when statements are lodged	Manager Customer & Financial Services
10.4.4	Review Councils financial performance against the Long Term Financial Plan and report against Office of Local Government Financial Performance Ratios.	Plan is reviewed and Financial Statements finalised and audited on an annual basis and reported to Council	Manager Customer & Financial Services
10.4.5	Conduct budget briefing sessions for Councillors.	Annual briefing sessions undertaken	Manager Customer & Financial Services
10.4.6	Streamline processes to assist in accuracy of annual stocktake.	Report 6 monthly in-line with audit processes.	Workshop & Plant Coordinator
10.4.7	Significant Capital Projects are assessed and reviewed prior to lodgement of funding requests.	Report to Council	Director Corporate & Community Services
10.5	Council's workforce is provided with appropriate equipment and resources to meet the needs of Council and the community		
<i>Measure:</i>	<i>Services and equipment are available for staff across the organisation</i>		

Code	Action	Measure	Responsible Officer
10.5.1	Maintain and renew network infrastructure hardware and software for effective service delivery.	Proportion of scheduled ICT Strategy actions completed, number and nature of operational improvements achieved	Director Corporate & Community Services
10.6	Regular consultation with key industry, business and stakeholders is undertaken		
Measure:	<i>Increased communication with key business and stakeholders</i>		
Code	Action	Measure	Responsible Officer
10.6.1	Engage and advocate with NSW and Australian Government, Regional Organisations, business and industry stakeholders and communities of interest.	Number and nature of contacts undertaken and key outcomes from meetings	General Manager



## STAKEHOLDERS CONTRIBUTE TO COUNCIL'S DECISION MAKING

*(Previously - Provide opportunities for all stakeholders to contribute to Council's decision making)*

11.1	Encourage village residents to participate in community forums		
Measure:	<i>Increased community participation</i>		
Code	Action	Measure	Responsible Officer
11.1.1	Engage with communities on local priorities through community forums and other opportunities and report back on forum outcomes.	Number of events and nature of items provided, list of forums undertaken and number of attendees	Asset & Engineering Project Officer
11.1.2	Provide avenues for the community to be engaged in Council activities and give feedback including opportunities to plan and develop future infrastructure and service needs.	Report on the number and type of programs, initiatives and engagement opportunities provided	General Manager
11.2	Provide innovative and accessible communication strategies to Shire residents to encourage active participation in Council's future		
Measure:	<i>Maintain or increase community communication avenues</i>		
Code	Action	Measure	Responsible Officer
11.2.1	Deliver Council's Community Engagement Strategy.		Media and Communications Officer
11.3	Council communication branded signs and banners are provided to funding recipients		
Measure:	<i>Council branding prevalent at sponsored events</i>		
Code	Action	Measure	Responsible Officer
11.3.1	Provide Council branded signs and/or banners to funding recipients.	Number and type of Council branded collateral provided and to whom	Community Relations Officer
11.3.2	Display Council logo in all advertising and promotion of Council events/programs/workshops.	List and report on frequency of the use of logo	Community Relations Officer



## LEAD THE COMMUNITY

*(UNCHANGED)*

12.1	Monitor Council services to the community and customers to confirm they are provided in a professional, timely and friendly manner and are responsive to community needs.		
Measure:	<i>Maintain or improve service response times</i>		
Code	Action	Measure	Responsible Officer
12.1.1	Review and monitor frontline customer service practice and procedures.	Regularly review customer service processes incorporating feedback	Manager Customer & Financial Services

		from internal and external customers	
12.1.2	Manage and support responsible companion animal ownership.	Monthly reporting of impounded animals, and animal related incidents. Conduct two Companion Animal education and awareness days.	Manager Development & Regulatory Services
12.2	Promote sustainable, productive, highly skilled and committed workforce which supports current and future service delivery needs.		
<i>Measure:</i>	<i>Maintain or increase staff satisfaction</i>		
<b>Code</b>	<b>Action</b>	<b>Measure</b>	<b>Responsible Officer</b>
12.2.1	Assist in the management of workforce relations and provision of timely advice on workforce relations matters.	Report on monthly meetings with Directors and Staff	Human Resources Coordinator
12.2.2	Implement the Workforce Management Plan.	Report on implementation, include summary of activities undertaken during quarter	Human Resources Coordinator
12.2.3	Maintain register of delegations and issue authorities to relevant employees.	Delegations register report and presented to march meeting of Council annually	Executive Assistant
12.2.4	Develop, implement and monitor Learning and Development Plan.	Report on progress of planning and implementation	Human Resources Coordinator
12.2.5	Promote the Employee Assistance Program (EAP)	Number and nature of promotions undertaken	Human Resources Coordinator
12.2.6	Identify and organise training needs and mandatory training to maintain and improve skill levels.	Develop, communicate and implement annual training plan	Human Resources Coordinator
12.2.7	Maintain and promote the staff service and achievement awards program.	Report on number and nature of awards	Executive Assistant
12.3	Develop, implement and monitor HR programs to solidify council's reputation as an employer of choice		
<i>Measure:</i>	<i>Maintain Council's reputation as an employer of choice</i>		
<b>Code</b>	<b>Action</b>	<b>Measure</b>	<b>Responsible Officer</b>
12.3.1	Support the implementation and monitoring of the EEO Management Plan.	Report on the progress of tasks in the EEO Management Plan	Human Resources Coordinator
12.3.2	Implement workforce programs ensuring Council remains an employer of choice.	Report on workforce programs implemented	Human Resources Coordinator
12.3.3	Monitor the effectiveness of the LGNSW Capability Framework in the Performance and Development Review process.	Annual review	Human Resources Coordinator
12.3.4	Monitor and deliver strategies and actions contained within the Disability Inclusion Action Plan.	Report on workforce programs implemented	Human Resources Coordinator
12.3.5	Maintain relationships with LGNSW HR Network.	Report on meetings attended and overview of outcomes	Human Resources Coordinator
12.4	Review and implement Council policies and comply with WHS and Risk Management requirements		
<i>Measure:</i>	<i>Maintain Council's focus on WHS and Risk Management</i>		
<b>Code</b>	<b>Action</b>	<b>Measure</b>	<b>Responsible Officer</b>
12.4.1	WHS Committee meets in accordance with approved schedule.	Number of meetings held, report on key outcomes and recommendations	WHS Officer
12.4.2	Manage Council's Insurance Policies and claims.	Report to Audit Risk and Improvement Committee (ARIC) on summary of activities undertaken during the quarter, and number and financial impact of claims accepted by insurer (StateWide)	Risk & Insurance Officer
12.4.3	Monitor and update Council's Risk Register.	Report to ARIC on proportion of Risks as	Risk & Insurance Officer

		they relate to Risk Ratings, report on movement in risk ratings per quarter.	
12.4.4	Maintain the Contractor database.	All contractors engaged and registered in database as 100% compliant	Risk & Insurance Officer
12.4.5	Deliver Council's Enterprise Risk Management (ERM) Program.	Report to ARIC on percentage of departmental ERM reports completed in full and on time	Risk & Insurance Officer



## PLANS AND POLICIES PROVIDE OPEN AND TRANSPARENT INFORMATION

*(Previously - Develop and maintain a framework of plans and policies that provides open and transparent Council information)*

13.1	Promote and advocate improved management of, and access to, information across Council		
<i>Measure:</i>	<i>Improve access to Council's information</i>		
Code	Action	Measure	Responsible Officer
13.1.1	Provide information required in compliance with the Government Information (Public Access) Act and appropriately display on Council's website.	Report on number and nature of GIPA requests received	Governance & IP&R Officer
13.2	Develop, implement and promote best practice governance policies and procedures		
<i>Measure:</i>	<i>Review Council procedures</i>		
Code	Action	Measure	Responsible Officer
13.2.1	Facilitate the Audit, Risk and Improvement Committee and Internal Audit function within the organisation as per legislation.	Report on audits undertaken, report on number and type of recommendations; provide information on action against recommendations	Director Corporate & Community Services
13.2.2	Coordinate the review of Council's policies and procedures.	Report on policies due for renewal and updated	Governance & IP&R Officer
13.2.3	Establish a service review program in accordance with the requirements of the OLG.	Program established and commenced by June 2024.	General Manager

# **OUR PROSPERITY:**

## **GROWING OUR POPULATION AND JOBS**

### **OUR OBJECTIVES**

14. Visitors and tourists are welcomed.
15. Bland Shire is promoted as a place to do business.
16. Resources are used in a sustainable way for the future of Bland Shire.

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## VISITORS AND TOURISTS ARE WELCOMED

(UNCHANGED)

14.1	Work with the tourism industry to identify and develop products and services that appeal to visitors of the Shire		
<i>Measure:</i>	<i>Increase in tourism enterprises that encourage people to stay</i>		
Code	Action	Measure	Responsible Officer
14.1.1	Maintain relationships with NSW and Australian tourism agencies and other regional stakeholders to progress tourism initiatives within the Bland Shire.	Number and nature of meetings attended, key outcomes of meetings	Tourism & Administration Officer
14.1.2	Promote Bland Shire tourism using online and print mediums.	Number and nature of online promotional activities, number and nature of promoted publications. Report all other promotion ventures undertaken	Tourism & Administration Officer
14.1.3	Plan and deliver Shire and Town entry signage.	Report on progress and deliver signage	Tourism & Administration Officer
14.1.4	Provide and maintain a quality Visitors Information Centre which engages and supports tourism in the Bland Shire.	Provide visitor numbers and locations	Tourism & Administration Officer
14.2	Attract a diverse range of Visitors to the Shire		
<i>Measure:</i>	<i>Increase visitors to the Shire</i>		
Code	Action	Measure	Responsible Officer
14.2.1	Investigate technology and or tourism initiatives/attractions to improve the visitor experience within Bland Shire.	Quarterly monitoring and investigating of existing and new technology	Tourism & Administration Officer

## BLAND SHIRE IS PROMOTED AS A PLACE TO DO BUSINESS

(UNCHANGED)

15.1	Encourage and actively seek out businesses and industry to relocate within the Shire.		
<i>Measure:</i>	<i>Maintain or increase number of businesses and industry within the Shire</i>		
Code	Action	Measure	Responsible Officer
15.1.1	Support businesses and/or industry operators to establish within Bland Shire through programs such as the Business Development Assistance Fund.	Report on number and types of assistance provided	General Manager
15.2	Continue ongoing engagement and communication with the Shire's existing industry including support for diversification and alternate industry or business		
<i>Measure:</i>	<i>Increase support to existing businesses</i>		
Code	Action	Measure	Responsible Officer
15.2.1	Work cooperatively with the local business groups to promote programs, initiatives, services and products wherever possible and to support requests to assist business activities with long term benefits for the Bland Shire including training and employment opportunities.	Report on number and type of programs, initiatives and services undertaken	General Manager
15.3	Lobby for and work with industry, government and education providers to safeguard access to competitive telecommunication services for Bland Shire residents and businesses.		
<i>Measure:</i>	<i>Maintain or improve telecommunications and technology within the Shire</i>		
Code	Action	Measure	Responsible Officer
15.3.1	Monitor grant opportunities for communications infrastructure to address shire blackspots.	Number of opportunities identified and applications lodged	General Manager
15.3.2	Advocate for improved telecommunications access to regional areas of the Bland Shire.	As and when required	General Manager
15.3.3	Investigate suitable locations for improved telecommunications access.	Sites identified and listed	Director Technical Services

## RESOURCES ARE USED IN A SUSTAINABLE WAY FOR THE FUTURE OF BLAND SHIRE

(Previously - Work with communities and businesses to use resources in a sustainable way for the future of the Bland Shire)

16.1	Support a sustainable environment for current and future generations through effective management and planning for the long term future by ensuring appropriate land is zoned and available to support business and industry growth		
<i>Measure:</i>	<i>Maintain development in-line with legislation and guidelines</i>		
<i>Code</i>	<i>Action</i>	<i>Measure</i>	<i>Responsible Officer</i>
16.1.1	Update Development Control Plan.	Review and update	Manager Development & Regulatory Services
16.1.2	Review Local Environmental Plan.	Review, update and report to Council	Manager Development & Regulatory Services
16.1.3	Continue to assess all development applications against environmental impact and legislative requirements.	All new developments are assessed against impact on environment and increase in community satisfaction	Manager Development & Regulatory Services
16.1.4	Update a Biosecurity Control and management program in conjunction with the Riverina Strategic Management Plan.	Program updated and aligns with Riverina Strategic Management Plan	Foreman Environmental Services
16.1.5	Develop and deliver a community education and awareness program in relation to weeds management.	Report on program/s delivered and number of attendees	Foreman Environmental Services
16.2	Through partnerships with stakeholders foster our education learning and training industry and increase employment opportunities within the Shire		
<i>Measure:</i>	<i>Maintain or increase number of community members attending education opportunities</i>		
<i>Code</i>	<i>Action</i>	<i>Measure</i>	<i>Responsible Officer</i>
16.2.1	Foster partnerships with education sector.	Report on contact made with educational sector	Human Resources Coordinator
16.2.2	Work with Registered Training Organisations, business and employment agencies to support and provide apprenticeship/traineeship and work experience opportunities at Council.	Number of apprenticeships/ traineeships and work experience students placed in Council	Human Resources Coordinator
16.3	Promote agricultural practices which are leading edge and efficient		
<i>Measure:</i>	<i>Maintain or increase environmental awareness</i>		
<i>Code</i>	<i>Action</i>	<i>Measure</i>	<i>Responsible Officer</i>
16.3.1	Provide a workshop/program targeting the agricultural industry.	Number and nature of agricultural industry programs delivered, number of participants in attendance	Foreman Environmental Services
16.3.2	Educate the community on benefits of protecting our environment by engaging in annual environmental activities including, but not limited to, National Tree Day, Community Dust Monitor Program, Wild Flower Walk, Bird Watching, Worm Farms, Recycling and Mallee Fowl Group.	Report on activities delivered and number of attendees	Foreman Environmental Services
16.3.3	Develop and deliver a community education and awareness program in relation to Environmental management and sustainability.	Report on program/s delivered and number of attendees	Foreman Environmental Services
16.4	Liaise with utility providers to guarantee a quality sustainable service to the community		
<i>Measure:</i>	<i>Maintain or improve access to reliable and efficient utilities and services</i>		
<i>Code</i>	<i>Action</i>	<i>Measure</i>	<i>Responsible Officer</i>
16.4.1	Engage and advocate on behalf of the Bland community with NSW and Australian Government, Regional Organisations, and industry stakeholders for reliable and efficient utilities and services.	Report on number and nature of activities undertaken	General Manager
16.5	The availability of commercial and industrial land, coupled with our geographic location, will be maximised and marketed to boost economic growth		
<i>Measure:</i>	<i>Maintain or improve availability of industrial land</i>		



Code	Action	Measure	Responsible Officer
16.5.1	Identify and act on avenues for improving and promoting the Shire's (commercial) industrial land.	Report on strategic property acquisition opportunities, report on development of business park	General Manager

# OPERATIONAL BUDGET SUMMARY

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Budget 23/24

PRINCIPAL ACTIVITY

INCOME

EXPENDITURE

PRINCIPAL ACTIVITY	INCOME	EXPENDITURE	
<b>EXECUTIVE</b>			
Governance	-277,360	894,840	617,480
Democracy	0	214,500	214,500
Land Development	-2,295,000	2,295,000	0
Economic Development	0	77,200	77,200
Tourism	-3,650	204,000	200,350
Human Resources	-5,000	371,450	366,450
WHS & Risk Management	-36,000	1,286,906	1,250,906
Media & Community Relations	0	174,550	174,550
<b>Executive Total Outcome</b>	<b>-2,617,010</b>	<b>5,518,446</b>	<b>2,901,436</b>
<b>CORPORATE SERVICES</b>			
General Revenue	-7,518,532	1,363,180	-6,155,352
Financial Assistance & investments	-5,929,703	132,884	-5,796,819
Corporate Support	-791,100	2,039,750	1,248,650
<b>Corporate Services Total</b>	<b>-14,239,335</b>	<b>3,535,814</b>	<b>-10,703,521</b>
<b>COMMUNITY SERVICES</b>			
Aged Care	-467,400	664,750	197,350
Children's Services	-1,730,096	1,730,096	0
Library	-94,000	509,810	415,810
Community Development	-69,000	152,500	83,500
<b>Community Services Total</b>	<b>-2,360,496</b>	<b>3,057,156</b>	<b>696,660</b>
<b>DEVELOPMENT &amp; REGULATORY SERVICES</b>			
Regulatory Services	-6,600	194,900	188,300
Developmental Control	-76,000	807,950	731,950
Environmental Planning	-5,500	239,000	233,500
Health & Environment	-2,000	2,700	700
Property Maintenance	-173,552	701,750	528,198
<b>Development &amp; Regulatory Services Total</b>	<b>-263,652</b>	<b>1,946,300</b>	<b>1,682,648</b>
<b>TECHNICAL SERVICES</b>			
Works Administration	-1,236,500	3,817,885	2,581,385
Plant Running	-4,542,500	4,542,500	0
Roads, Works & Transport	-6,376,660	10,403,891	4,027,231
Public Services	-425,650	4,701,892	4,276,242
Pools	-20,000	439,695	419,695
Council Property Maintenance	-157,000	81,450	-75,550
Waste management	-1,870,468	1,870,468	0
Sewerage Disposal Services	-1,988,885	1,988,885	0
<b>Technical Services Total</b>	<b>-16,617,663</b>	<b>27,846,666</b>	<b>11,229,003</b>
<b>GENERAL FUND TOTAL</b>	<b>RESULT/Surplus(-) Deficit (+)</b>		<b>5,806,226</b>
	Less Depreciation Expenses		-7,664,330
	<b>RESULT/Surplus(-) Deficit (+)</b>		<b>-1,858,104</b>



**DELIVERY PROGRAM &  
DRAFT OPERATIONAL PLAN  
2023-2024**

Reviewed: April 2023

Adopted: xxxx



# DRAFT REVENUE POLICY 2023/24



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# Proposed Rates and Charges

## Statement with respect to each Ordinary Rate to be Levied

Bland Shire Council will, under Section 497 of the NSW Local Government Act 1993, levy Ordinary Rates on all rateable properties within its area. The rates that are proposed to be levied are set out hereunder. All Council rates and charges are exempt from goods and services tax (GST).

The rate pegging limit for Ordinary Rates, as advised by The Minister for Local Government, was set at 3.7% for the 2023/2024 rating year. The table below has been calculated on a 3.7% rate increase.

The following population centres have been identified within Council's borders:

- West Wyalong
- Wyalong
- Ungarie
- Barmedman
- Other Villages

Ordinary rates will be levied as per the schedule below. Updated land values, effective 1<sup>st</sup> July 2023,

were released by the Valuer General in November, 2022. The components of the various levies are:

**Base Amount:** An established charge applicable to an individual rating category. All properties attaching to any particular category pay the base rate amount allocated to that category. Base rates vary, or can vary, over categories.

**Ad Valorem:** The calculation of an amount for rates by multiplying the assessed land value of the property by a "cents in the dollar" amount.

**Minimum Rate:** No minimum rate is applicable to properties within the Shire boundaries. Discount on rates and charges will be available to eligible pensioners upon the completion of appropriate forms available from Council.

**Mining Rate:** The Council will levy a mining rate – (Ordinary) and a mining rate (Gold) in the 2023/2024 year.

Rate Type	Category	Sub Category	Minimum Rate	Ad Valorem Amount	Base Amount \$	Rate Yield \$	% Total
Ordinary	Farmland		N/A	0.001612	95.00	4,491,284.36	60.21
Ordinary	Residential		N/A	0.003638	95.00	132,892.35	1.78
Ordinary	Business		N/A	0.006422	173.00	67,415.91	0.90
Ordinary	Mining (Excluding Gold)	Ordinary	N/A	0.002546	201.00	2,793.97	0.04
Ordinary	Mining (Gold)		N/A	0.021602	201.00	1,058,699.00	14.19
Ordinary	Residential	W/Wyalong	N/A	0.005634	173.00	1,136,329.90	15.23
Ordinary	Business	W/Wyalong	N/A	0.014735	201.00	449,069.33	6.02
Ordinary	Residential	Ungarie	N/A	0.009021	95.00	54,571.43	0.73
Ordinary	Business	Ungarie	N/A	0.015417	95.00	15,877.09	0.21
Ordinary	Residential	Barmedman	N/A	0.004230	95.00	41,026.27	0.55
Ordinary	Business	Barmedman	N/A	0.004873	95.00	8,969.47	0.12

# Land Categories

Land throughout the Shire has been categorised for rating purposes in accordance with the requirements of the Local Government Act 1993. New parcels of land are categorised when supplementary or new rate notices are issued. Strata lots and Company titles are taken to be separate parcels of land for the purpose of categorisation.

## **Farmland (Section 515: Local Government Act 1993)**

Rateable land is categorised as farmland if valued as one assessment and its dominant use is for farming or an agricultural purpose. In addition, it must have a significant and substantial commercial purpose and character and is engaged in the purpose of profit on a continuous or repetitive basis (whether or not a profit is actually made).

## **Residential (Section 516: Local Government Act 1993)**

Rateable land is categorised as residential if valued as one assessment and its main dominant use is for residential accommodation or if it is vacant land and is zoned or designated under an environmental planning instrument for residential purposes. The council has not classified any land as Rural Residential for rating purposes.

## **Mining (Section 517: Local Government Act 1993)**

Land is to be categorised as mining if it is a parcel or rateable land valued as one assessment its dominant use is for coal mine or metalliferous mine.

## **Business (Section 518: Local Government Act 1993)**

Rateable land is categorised as Business if it cannot be categorised as Farmland, Residential or Mining.

Mixed development land must be categorised if so determined in accord with the Valuation of Land Act 1916 whereby the non-residential part of the land is categorised as Business with the balance being categorised as Residential.



# Pricing Policy Statement

The Council will ensure that all rates, fees and charges are equitable. The Council supports the 'user pays' concept in assessing fees and charges, whilst considering its community service obligations and the general level of fees and charges for similar services by the Local Government Industry.

The Council will pursue cost effective opportunities in order to maximise its revenue base and currently proposes to raise revenue from the following sources:

- Rates
- Annual Trade Waste Service Charges
- Sewer Special Rates
- Stormwater Levy
- Plant Hire
- Borrowings
- Miscellaneous Charges
- Annual Domestic Waste Services Charges
- Interest on Overdue Balances
- Charges for non-Council works
- Grants
- Investments
- All Sporting Fields Users

**Note:** A Goods and Services Tax (GST) is applicable in respect to some Council goods and services. Prices of goods and services subject to GST have been identified in the attached Schedule of Fees & Charges as GST inclusive, in accordance with taxation legislation.

Some goods and services supplied by Council are "GST Free" or are exempt from GST under Division 81 of the legislation. Any goods and services that

fall within either category are so identified in this Policy.



## Pensioner Rebates

A rebate on rates and charges is provided to eligible pensioners in accordance with Section 575 of the Local Government Act 1993.

Pensioner concessions available include:

- All ordinary rates and charges for domestic waste management services on the land up to \$250.00.
- Sewerage rates and charges up to \$87.50.

The estimated amount of pensioner rebates for 2023/2024 is \$75,000



# Waste Management

## Domestic Waste Management Charges (DWMC)

The DWMC will be levied upon all domestically occupied properties in West Wyalong, Wyalong, Ungarie, Barmedman and Weethalle where the service is available. The service comprises a weekly collection of one 240 litre bin or an option of a 120 litre bin, provided by Council. Multiple service charges will apply to those properties where a multiple service is requested.

The annual DWMC for 2023/2024 is \$488.00 per 240 litre service or \$386.00 per 120 litre service with estimated revenue being \$1,051,029.88 (with an adjustment for pensioner rebates of \$44,000).

In addition, Section 496 of the Local Government Act 1993 requires Council to levy a charge on all rateable land for which a domestic waste management service is available. Accordingly, a charge of \$42.00 will be levied in 2023/2024 on all vacant land for which a domestic waste management service is available.

## Annual Waste Management Charge

A charge of \$42.00 per property, will apply to all properties not within a serviced area for the DWMS, under Section 501 of the Local Government Act.

## Trade Waste Charges

A similar service to the DWMC is available to all non-residential properties in the serviced areas and is levied upon all occupied properties that are not eligible for the DWMS service. Similarly, the service comprises a weekly collection of one 240 litre bin, provided by the Council. Multiple service charges will apply to those properties where a multiple service is requested.

The annual charge proposed is \$524.00 per 240 litre service or \$421.00 per 120 litre service with a similar amount levied for each additional service. Estimated revenue is \$313,523.



# Sewer

## Special Rates – Sewer

For sewer rates and charges, the Council proposes to levy sewerage rates on all lands for which the services are available. Allowance will be made if there is no sewer connection or if the service cannot be provided to the whole of a property. The purpose of the sewer rate is to meet the costs of operating the West Wyalong/Wyalong, Ungarie and Barmedman sewer schemes.

Council will levy a sewer rate on all land within its area except:

1. Land which is more than 75 metres from a Council sewer and is not connected to the sewer;
2. Land from which sewerage could not be discharged into any sewer of the Council.

Sewer rates will be levied as per the schedule below:

Rate	Category	Minimum \$	Base Amount	Rate Yield \$
Sewer Special Rate	Built upon	1,018.00	N/A	1,910,384
Sewer Special rate	Not built upon	245.00	N/A	31,608
Connected Sewer	Rec. Grounds	886.00	N/A	7,081

Fees and charges for non-rateable properties, head works and other items are outlined in the fees and charges section of the policy.

## Interest

In accordance with the Local Government Act 1993, Council is entitled to levy interest for outstanding rates and charges not received by the due date. The maximum rate of interest that can be levied is set annually by the Minister for Local Government. Council proposes to apply the maximum interest rate for outstanding rates and charges as set by the Minister for Local Government in 2023/2024.

## Stormwater Levy

In accordance with the Local Government Act 1993, Sect 496A, Council has adopted an annual charge for the provision of stormwater management services.

A charge of \$25 per residential property, \$12.50 for strata titles, \$25 for business properties up to 350 square metres, and \$50 for business properties over 350 square metres will be levied. The charge will only apply to properties within Bland Shire's towns. Rural and farming properties will not receive the levy.

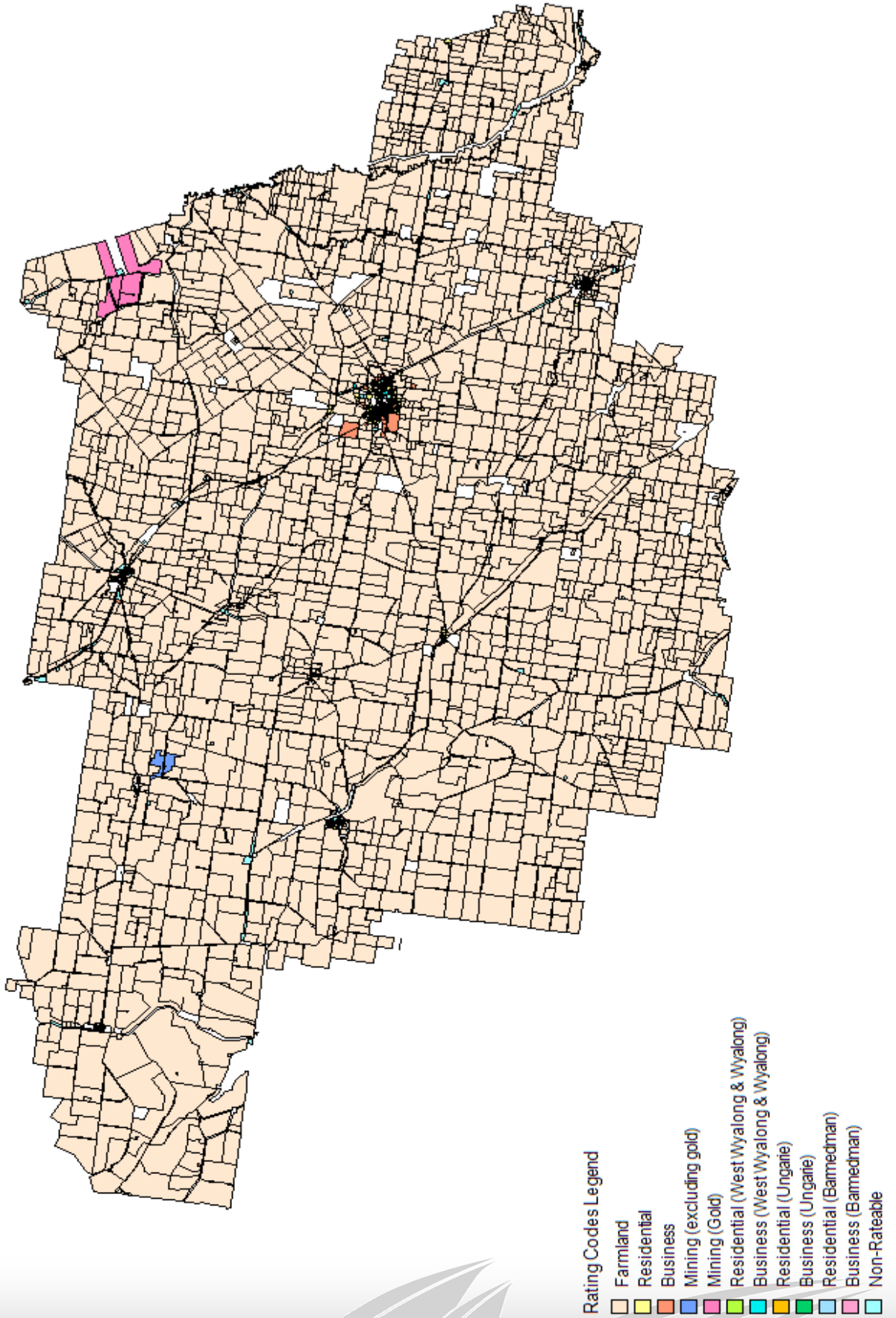
## Donations Policy

Council has adopted a Community Grants and Donations Policy that applies to all grants and donations available to the Bland Shire Community. The 2023/2024 budget for contributions payable under Section 356 of the Local Government Act 1993 is \$224,950 including Heritage, Access and Strengthening Communities grants.

## Fees and Charges

Fees and charges proposed to be levied by the Council for 2023/2024 for the broad range of services and activities provided are listed in Schedule No1. Whether goods and services tax is payable and included is indicated against each fee or charge in the schedule. In addition, the schedule advises of the status under the Council's pricing policy, whether or not there is any community service obligation associated with the charge and an estimate of projected revenue.

# Bland Shire Council Rating Categories





# **Fees & Charges Schedule**

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ACTIVITY	DRAFT FEE/CHARGE 2023/24	GST STATUS	COSTING METHOD	COMMENT
<b>ACCESS TO PUBLIC INFORMATION</b>				
GIPA Application Fee	\$30.00	Exempt	Legislative	Includes first hour processing time, no charge where application is not decided in time.
Processing Time	\$30.00 per hour	Exempt	Legislative	
Discount	50% of processing charges on application	Exempt	Legislative	Refer to s65 & s66 of GIPA Act
Advance Deposit	50% of processing charges	Exempt	Legislative	Refer to s50 of GIPA Act
Internal Review Processing Fee	\$40.00	Exempt	Legislative	Refer to s83(1) & s85(1) of GIPA Act
Informal Access Application	\$0.00 (copying fees apply)	Exempt		Copying charges may apply in accordance with Revenue Policy Charges
Personal Information	See comment	Exempt	Legislative	Up to 20 hours without additional charge.
<b>ABANDONED ARTICLES</b>				
<b>Impounding Fees - Vehicles/Articles</b>				
Abandoned Article - small	\$280.00	Exempt	Full Cost	per article
Abandoned Article - large	\$385.00	Exempt	Full Cost	per article
Abandoned Vehicle	\$540.00	Exempt	Full Cost	Cost recovery
Release Fee	\$55.00	Exempt	Full Cost	
Impounded Vehicle Storage Fee	\$27.00 per day	Inclusive	Full Cost	
Disposal Fee	Actual Costs plus 10%	Exempt	Full Cost	
<b>AERODROME</b>				
<b>General</b>				
All aircraft with MTOW equal or less then 1,450kg	NIL	Inclusive	Partial	MTOW - Maximum take off weight
All other aircraft including Helicopters, day rate	\$14 per tonne	Inclusive	Partial	Day 0700 to 1900
All other aircraft including Helicopters, night rate	\$27 per tonne	Inclusive	Partial	Night after 1900 to before 0700
Multiple Daily users such as "Crop Dusters" and "Glider Tow Planes"	NIL			
Training usage ('Stop and Go' & 'Touch & Go')	NIL	Inclusive	Partial	
Fine for not closing gates to airport facilities	\$100.00	Inclusive		
Fine for using runway without radio call	\$270.00	Inclusive		CASA informed of breach
<b>Commercial</b>				
Airport Landing Fees	\$13 per passenger	Inclusive	Partial	Government use such as RFS are exempt. Regular Service - on negotiation with DTS
Commercial Charter Service	\$18.00 per passenger	Inclusive	Partial	
Landing of Commercial aircraft dispensation from CASA - CASA charge reimbursement	\$720.00	Inclusive	Partial	
Terminal - Commercial terminal fee	\$755.00 per annum, per licence	Inclusive	Partial	Part year may be negotiated with DTS
Terminal - One off use - commercial	\$215.00 per day	Inclusive	Partial	Aviation purposes only. Weekly use can be negotiated with DTS
Closure and Use of Aerodrome for Commercial Organisation	\$970.00 per day	Inclusive	Partial	Weekly use can be negotiated

ACTIVITY	2023/24	GST STATUS	COSTING METHOD	COMMENT
<b>AERODROME CONTINUED</b>				
<b>Recreation and Sporting Organisations</b>				
Terminal - One off use	\$50.00 per day	Inclusive	Partial	
Use of Aerodrome without closure	\$85.00 per day	Inclusive	Partial	
Closure and use of Aerodrome for Recreational and Sporting Organisations	\$125.00 per day	Inclusive	Partial	
Use of Aerodrome without closure plus the hire of the terminal	\$400.00 per week	Inclusive	Partial	Additional Continuous Weeks – Cost on application
Closure and use of Aerodrome plus the hire of the terminal	\$500.00 per week	Inclusive	Partial	Additional Continuous Weeks – Cost on application
<b>Other</b>				
Closure and use of Aerodrome for Volunteer Organisations	\$0.00	Inclusive	Partial	Donations Accepted
Privately owned airport hangars	\$325.00 per annum	Inclusive	Full Cost	
Council owned airport hangars	Market cost	Inclusive	Full Cost	Commercial Lease
Hire of airport building other than for aviation purposes	\$235.00 per day	Free	Partial	Weekly use can be negotiated
<b>ANIMAL CONTROL</b>				
<b>Companion Animals Registration</b>				
Dog - Desexed (by relevant age)	As per legislation	Free	Legislative	Current fee \$69.00
Dog - Desexed (by relevant age eligible pensioner)	As per legislation	Free	Legislative	Current fee \$29.00
Dog - Desexed (sold by pound/shelter)	As per legislation	Free	Legislative	Current fee \$0.00
Dog - Not Desexed or Desexed (after relevant age)	As per legislation	Free	Legislative	Current fee \$234.00
Dog - Not Desexed (not recommended)	As per legislation	Free	Legislative	Current fee \$69.00
Dog - Not Desexed (recognised breeder)	As per legislation	Free	Legislative	Current fee \$69.00
Dog - Not Desexed (not recommended - pensioner)	As per legislation	Free	Legislative	Current fee \$29.00
Dog - Working	As per legislation	Free	Legislative	Current fee \$0.00
Dog - Service of the State	As per legislation	Free	Legislative	Current fee \$0.00
Assistance Animal	As per legislation	Free	Legislative	Current fee \$0.00
Cat - Desexed or Not Desexed	As per legislation	Free	Legislative	Current fee \$59.00
Cat - Desexed (eligible pensioner)	As per legislation	Free	Legislative	Current fee \$29.00
Cat - Desexed (sold by pound/shelter)	As per legislation	Free	Legislative	Current fee \$0.00
Cat - Not Desexed (not recommended)	As per legislation	Free	Legislative	Current fee \$59.00
Cat - Not Desexed (recognised breeder)	As per legislation	Free	Legislative	Current fee \$59.00
Cat - Not Desexed (not recommended - pensioner)	As per legislation	Free	Legislative	Current fee \$29.00
Registration Late Fee	As per legislation	Free	Legislative	Current fee \$19.00
<b>Annual Permits</b>				
Cat not desexed by four months of age	As per legislation	Free	Legislative	Current fee \$85.00
Dangerous dog	As per legislation	Free	Legislative	Current fee \$206.00
Restricted dog	As per legislation	Free	Legislative	Current fee \$206.00
Permit late fee	As per legislation	Free	Le	Current fee \$19.00
<b>Impounding Fees - Companion Animals</b>				
Maintenance Fee - Cat (per day)	\$10.00	Exempt	Full Cost	
Maintenance Fee - Dog (per day)	\$15.00			

ACTIVITY	2023/24	GST STATUS	COSTING METHOD	COMMENT
<b>ANIMAL CONTROL CONTINUED</b>				
<b>Impounding Fees - Companion Animals Continued</b>				
Release Fee (per animal)	\$50.00	Exempt	Full Cost	
Surrender of Impounded animal Fee (per animal)	\$10.00	Exempt	Full Cost	
Microchipping (per animal)	\$75.00	Inclusive	Full Cost	Cost Recovery
Euthanasia - Cat	\$30.00	Exempt	Full Cost	
Euthanasia - Dog	\$40.00	Exempt	Full Cost	Cost Recovery
Sale of Female Dog	\$270.00	Inclusive	Full Cost	Includes desexing, microchipping and registration.
Sale of Male Dog	\$215.00	Inclusive	Full Cost	Includes desexing, microchipping and registration.
Sale of Female Cat	\$160.00	Inclusive	Full Cost	Includes desexing, microchipping and registration.
Sale of Male Cat	\$105.00	Inclusive	Full Cost	Includes desexing, microchipping and registration.
Cat trap hire deposit	\$65.00	Exempt	Full Cost	Refundable
Cat trap weekly hire fee	\$15.00	Exempt	Full Cost	
Destruction of trapped animals	\$30.00	Exempt	Full Cost	Per animal
<b>Impounding Fees - Livestock</b>				
Maintenance	Actual Cost plus 10%	Exempt	Full Cost	
Transportation Fee	Actual Costs plus 10%	Exempt	Full Cost	
Sale of Livestock - by tender	Actual Costs plus 10%	Inclusive	Full Cost	
Sale of Livestock - by auction	Actual Costs plus 10%	Inclusive	Full Cost	
Euthanasia	Actual Costs plus 10%	Exempt	Full Cost	
<b>ARCHIVED RECORDS</b>				
<b>Archived Documents</b>				
Copies of archived documents	Photocopying Charge			
A2 - A0 - building plans	\$20.00	Exempt	Full Cost	
<b>Document/File Preparation for Court</b>				
Bulk copying of files	POA	Exempt	Full Cost	
Courier Fees	Actual Costs	Exempt	Full Cost	
<b>BLAND COMMUNITY CARE</b>				
<b>Room Hire</b>				
Office Hire	\$55.00	Inclusive		
<b>Non-Government funded/subsidised Direct Support Services</b>				
Weekday 6am to 7pm	\$55.00 per hour	Exempt		Personal Care and Respite (including mobility support) are GST exempt. Domestic Assistance, Yard Maintenance, Meal Preparation, Shopping, Transport, Social Support are not GST exempt. GST free rates are only applicable to brokerage (subcontracted) arrangements between BCCS and individuals in receipt of the care, or Insurers, Compensation Operators or Government Agencies.
Weekday 7pm to 6am	\$65.00 per hour	Exempt		
Saturday	\$75.00 per hour	Exempt		
Sunday	\$95.00 per hour	Exempt		
Public Holiday	\$110.00 per hour	Exempt		
<b>Non-Government funded/subsidised Domestic Assistance</b>				
Weekdays Only 6am to 6pm	\$60.00 per hour	Inclusive		
<b>Non-Government funded/subsidised Yard Maintenance</b>				
Weekdays Only 6am to 6pm	\$65.00 per hour	Inclusive		



ACTIVITY	2023/24	GST STATUS	COSTING METHOD	COMMENT
<b>BLAND COMMUNITY CARE CONTINUED</b>				
<b>Non-Government funded/subsidised Social Support (Inc. Shopping and transport)</b>				
Weekdays Only 6am to 6pm	\$55.00 per hour	Inclusive		
<b>Travel</b>				
Travel charge to visit you	\$0.78 per kilometre	Exempt		Travel charges are only applicable for service provision/visits further than 5kms outside of West Wyalong. In service travel is applicable for any service requiring the provision of transport - such as taking you to an appointment or shopping. Transport requiring the use of a wheelchair accessible vehicle incurs a
In service travel charge in a non-modified vehicle	\$0.85 per kilometre	Exempt		
In service travel charge in a modified vehicle	\$1.00 per kilometre	Exempt		
<b>Group Social Activities</b>				
Wednesday Activity Day	\$75.00 per session	Inclusive		Brokered client charge
Wednesday Activity Day	\$45.00 per session	Inclusive		Private client charge
Exercises	\$11.00 per session	Inclusive		Private and brokered client charge
<b>CHSP Client Contributions</b>				
For all CHSP services except for Social Support Group and Goods, Equipment & Assistive Technologies	\$10.00 per hour	Exempt		Applicable to those within a 5km radius of West Wyalong township. Rates can be negotiated for those experiencing financial hardship.
For all CHSP services except for Social Support Group and Goods, Equipment & Assistive Technologies	\$15.00 per hour	Exempt		5kms or more outside of the west Wyalong township. Rates can be negotiated for those experiencing financial hardship.
Wednesday Activity Day	\$15.00 per session	Exempt		
Exercises	\$3.00 per session	Exempt		
Bland Blokes	\$3.00 per session	Exempt		
<b>BUILDING AND PROPERTY INFORMATION - EXCLUDES PLANS</b>				
Building information (search & supply copy)	\$160.00	Exclusive		Fee required per approval issued against property. Excludes Drainage Diagrams.
Email and postage of building information	\$15.00	Exclusive		
<b>CEMETERIES</b>				
<b>Memorial Cemetery Fees</b>				
Land for grave (1.2m x 2.4m) plus first interment.	\$1,660.00	Inclusive	Partial	Minimum of a plaque and vases must be erected
Saturday and Public Holidays additional	\$335.00	Inclusive	Full Cost	Surcharge
Administration Fee - Burials on Private Land	\$180.00	Exempt	Full Cost	
Land for Vault (2.4m x 3.6m)	\$975.00	Inclusive	Full Cost	
Land for Vault (3.6m x 3.7m)	\$1,545.00	Inclusive	Full Cost	
Land for Vault (3.6m x 4.8m)	\$2,005.00	Inclusive	Full Cost	
Interment (Stillborn)	\$0.00	Inclusive	Partial	
Permission to erect stone or concrete slab	\$80.00	Exempt	Full Cost	
Permission to erect head or foot stone	\$80.00	Exempt	Full Cost	
Permission to erect slab over grave	\$80.00	Exempt	Full Cost	
Permission to erect tomb or monument	\$145.00	Exempt	Full Cost	
Plaques and vases	Cost + GST + 10%	Inclusive	Full Cost	
Second Interment	\$855.00	Inclusive	Full Cost	At the same time as first interment - \$300.00
Remove and replace monumental slab	Cost + GST + 10%		Full Cost	Quote given by Council. Can be done by owner of perpetual interment rights with Council approval.
Plaque cleaning - general	Cost + 20% + GST	Inclusive	Full Cost	
Plaque cleaning - niche wall	Cost + 20% + GST	Inclusive	Full Cost	

ACTIVITY	2023/24	GST STATUS	COSTING METHOD	COMMENT
<b>CEMETERIES CONTINUED</b>				
<b>Memorial Cemetery Fees Continued</b>				
Plaque cleaning kit	\$135.00	Inclusive	Full Cost	
Coloured Plaque	\$135.00 extra cost	Inclusive	Full Cost	
<b>Lawn Cemetery Fees</b>				
Land for graves, first interment, including supply and fixing plaque, perpetual maintenance and two vases	\$2,165.00	Inclusive	Full Cost	
Second Interment	\$855.00	Inclusive	Full Cost	At the same time as first interment - \$300.00
Interment (Stillborn)	\$0.00	Inclusive	Partial	Includes cost of land for a 1.2m x 2.4m plot
Saturday and Public Holidays additional	\$330.00	Inclusive	Full Cost	Surcharge
Wyalong Niche Wall Interment of ashes including tablet	\$485.00	Inclusive	Full Cost	
Barnedman, Ungarie and Weethalle Niche Wall Interment of ashes including tablet	\$185.00	Inclusive	Full Cost	
Interment of ashes in existing grave in the lawn or memorial cemetery	\$185.00	Inclusive	Full Cost	
Cemetery Reservation Deposit (all cemeteries)	\$550.00	Inclusive	Full Cost	The balance of the fees are to be paid at the time of Interment. Reservation of a site does not protect against future prices increases. The fee payable at the time of Interment will be the fee adopted by Council in the current Revenue Policy, less any deposit or prepayment made. Second Interment will be at the current rate set in the Revenue Policy.
Niche Wall reservation deposits	\$275.00	Inclusive	Full Cost	As per above Cemetery Reservation Deposit
First Interment of ashes in lawn cemetery including plaque	\$1,875.00	Inclusive	Full Cost	
Monumental & Lawn Cemeteries - Exhumation	Cost + GST + 10%	Inclusive	Full Cost	
<b>CERTIFICATES</b>				
Certificate Urgency fee	\$65.00	Exempt	Partial	Processed within 24 hours (in addition to Certificate Fee)
Section 603	\$90.00	Exempt	Legislative	ZS603 - Rates Certificate
Outstanding Notices Certificate Section 735A	\$90.00	Exempt	Partial	Certificate for orders in force and outstanding notices under <i>Local Government Act 1979</i>
Outstanding Notices Certificate Section 121ZP	\$90.00			Certificate for orders in force and outstanding notices under <i>Environmental Planning and Assessment Act 1979</i>
Outstanding Notices Certificate - 725A & 121ZP	\$170.00			Certificate for orders in force and outstanding notices under <i>Local Government Act 1979</i> and <i>Environmental Planning and Assessment Act 1979</i>
Outstanding Notices Certificate - All Acts	\$270.00	Exempt	Partial	Certificate for orders in force and outstanding notices under <i>Local Government Act 1979</i> , <i>Environmental Planning and Assessment Act 1979</i> , <i>Protection of the Environment Operations Act 1997</i> , <i>Food Act 1989</i> , <i>Public Health Act 1991</i> , <i>Roads Act 1993</i> and <i>Swimming Pools Act 1992</i> .
Biosecurity Act Certificate	\$55.00	Exempt	Partial	

ACTIVITY	2023/24	GST STATUS	COSTING METHOD	COMMENT
<b>CERTIFICATES CONTINUED</b>				
Section 10.7 (2)	\$62.00	Exempt	Legislative	
Section 10.7 (2 & 5)	\$156.00	Exempt	Legislative	
<b>CHILDREN'S SERVICES UNIT</b>				
<b>Family Day Care</b>				
Costs & Charges	See FDC Schedule	Exempt	Full Cost	Fees are paid directly to Educators. Council receives funding to assist in operating this service. CCS applies to FDC services.
<b>Mobile Resource Unit/Playgroup/LDC</b>				
Playgroup User Fees & Charges	\$5 per child per session. Maximum of \$10 per family per session	Exempt	Subsidised	Charges are applied to children over the age of 12 months. Fee to apply in January 2020 to June 2021.
Long Day Care	See MRU/LDC schedule	Exempt		CCS applies to LDC services.
<b>Bland Pre-School</b>				
	See Preschool Schedule			
<b>Toy Library</b>				
Annual Membership	\$20.00	Exempt	Partial	Fee includes contributions towards maintenance
Quarterly Membership	\$5 per quarter	Exempt	Partial	Fee includes contributions towards maintenance
<b>COMPLYING DEVELOPMENT CERTIFICATE (COUNCIL ASSESSMENT)</b>				
Bed & Breakfast (Existing approved dwelling)	\$400.00	Inclusive	Partial	
CDC – estimated value up to \$5,000.00	\$200.00 plus an additional \$5 per \$1000 of the estimated cost	Inclusive	Partial	Estimated cost is calculated using the costs in Construction Proposals Schedule
CDC – estimated value between \$5,001.00 and \$100,000.00	\$200.00 plus an additional \$3.00 per \$1000 of the estimated cost	Inclusive	Partial	Estimated cost is calculated using the costs in Construction Proposals Schedule
CDC – estimated value between \$100,001.00 and \$250,000.00	\$600.00 plus an additional \$2.00 per \$1000 of the estimated cost	Inclusive	Partial	Estimated cost is calculated using the costs in Construction Proposals Schedule
CDC – estimated value between \$250,001 and \$1,000,000.00	\$1,100 plus an additional \$1.00 per \$1000 of the estimated cost	Inclusive	Partial	Estimated cost is calculated using the costs in Construction Proposals Schedule
CDC – estimated value exceeding \$1,000,000.00	\$1,950.00 plus an additional \$0.50 per \$1000 of the estimated cost	Inclusive	Partial	Estimated cost is calculated using the costs in Construction Proposals Schedule
Complying Development Certificate - Demolition of Dwelling House	\$400.00	Inclusive	Partial	
BAL Risk Assessment Fee (Complying Development Assessment)	\$600.00	Inclusive	Partial	
<b>CONSTRUCTION CERTIFICATE FEES</b>				
<b>Modification of Complying Development Certificate</b>				
Modification of Complying Development Certificate	50% of original fee	Inclusive	Partial	
<b>Lodgement of Certificate by Private Certifiers</b>				
Per Certificate lodged	\$36.00	Exempt	Legislation	
<b>Construction Certificate Fees - Buildings</b>				
Residential - estimated value up to \$5,000	\$150.00 plus an additional \$5 per \$1000 of the estimated cost	Inclusive	Partial	Estimated cost is calculated using the costs in Construction Proposals Schedule

ACTIVITY	2023/24	GST STATUS	COSTING METHOD	COMMENT
<b>CONSTRUCTION CERTIFICATE FEES CONTINUED</b>				
<b>Construction Certificate Fees - Buildings Continued</b>				
Residential - estimated value between \$5,001 to \$100,000	\$150.00 plus an additional \$3.00 per \$1000 of the estimated cost			Estimated cost is calculated using the costs in Construction Proposals Schedule
Residential - estimated value between \$100,001 to \$250,000	\$500.00 plus an additional \$2.00 per \$1000 of the estimated cost			Estimated cost is calculated using the costs in Construction Proposals Schedule
Residential - estimated value between \$250,001 to \$1,000,000	\$915 plus an additional \$1.00 per \$1000 of the estimated cost			Estimated cost is calculated using the costs in Construction Proposals Schedule
Residential - estimated value over \$1,000,000	\$1,750.00 plus an additional \$0.50 per \$1000 of the estimated cost			Estimated cost is calculated using the costs in Construction Proposals Schedule
Farm Buildings	\$450.00			Silos, Sheds and the like
Industrial/Commercial - Estimated value up to \$15,000	\$420,450.00	Inclusive	Full Cost	Estimated cost is calculated using the costs in Construction Proposals Schedule
Industrial/Commercial - Estimated value between \$15,001 and \$100,000	\$475.00 plus \$3.00 per \$1,000 (or part of \$1,000) of estimated cost	Inclusive	Full Cost	Estimated cost is calculated using the costs in Construction Proposals Schedule
Industrial/Commercial - Estimated value between \$100,001 and \$250,000	\$750.00 plus \$2.50 per \$1,000 (or part of \$1,000) of estimated cost	Inclusive	Full Cost	Estimated cost is calculated using the costs in Construction Proposals Schedule
Industrial/Commercial - Estimated value exceeding \$250,001	\$1,200.00 plus an additional \$2.00 per \$1,000 (or part of \$1,000) of estimated cost	Inclusive	Full Cost	Estimated cost is calculated using the costs in Construction Proposals Schedule
Assessment outside Council's accreditation	Actual Cost plus 10%	Inclusive	Full Cost	Estimated cost is calculated using the costs in Construction Proposals Schedule
<b>Construction Certificates - Subdivisions</b>				
Subdivision	\$170.00 per allotment	Inclusive	Partial	
<b>Modification of Construction Certificate</b>				
Class 1 and 10	\$215.00	Inclusive	Full Cost	
Class 2 and 9	50% of original fee	Inclusive	Full Cost	
Subdivision	30% of original fees	Inclusive	Full Cost	
All Classes - correction of typographical error on submitted plans	\$30.00	Inclusive	Full Cost	
<b>Certificates</b>				
Copy of Certificate		Exempt	Full Cost	
<b>COUNCIL DOCUMENTS</b>				
<b>Information Management</b>				
Council Plans/Policies	Photocopying Charge	Exempt	Partial	Available on Council's website
Annual Report	Photocopying Charge	Exempt	Partial	Available on Council's website
Local Environmental Plan - document	Photocopying Charge	Exempt	Partial	Available on NSW Legislation website
Development Control Plans	Photocopying Charge	Exempt	Partial	Available on Council's website
Bland LEP 2011	Photocopying Charge	Exempt	Zero	Available on Council's website
Business Paper	Free	Exempt	Zero	Available on Council's website
Community Plan	Photocopying Charge	Exempt	Partial	Available on Council's website
Community Strategic Plan	Photocopying Charge	Exempt	Partial	Available on Council's website
Council Policies	Photocopying Charge	Exempt	Partial	Available on Council's website
Revenue Policy	Photocopying Charge	Exempt	Partial	Available on Council's website
Developer Contribution Plans	Photocopying Charge	Exempt	Partial	Available on Council's website

ACTIVITY	2023/24	GST STATUS	COSTING METHOD	COMMENT
<b>COUNCIL DOCUMENTS CONTINUED</b>				
<b>Rating Information Charges</b>				
Rates Status Report	\$40.00	Exempt	Full Cost	
Rates inquiry (verbal)	\$7.00	Exempt	Full Cost	
Rates inquiry (written)	\$20.00	Exempt	Full Cost	
<b>Shire Maps</b>				
Shire (A3)	Photocopying Charge	Exempt	Full Cost	
Shire (A1 or larger)	\$20.00	Exempt	Full Cost	
<b>DEVELOPMENT APPLICATIONS</b>				
<b>Advertising Signs</b>				
Advertising Signs (one or more)	\$333.00 plus \$93.00 for each advertisement in excess of one	Exempt	Legislative	Maximum fee that can be applied for the erection or display of advertisements. Alternatively fee based on value of works may be applied
<b>No Building, Works, Demolition or Subdivision</b>				
Not involving the erection of a building, the carrying out of a work, the subdivision of land or the demolition of a building	\$333.00	Exempt	Legislative	Development applications NOT involving the erection of a building, carrying out work, subdivision of land, or demolition
Tree Removal	\$30.00 per tree to be removed, \$15.00 per tree to be lopped	Inclusive	Council	Development applications for tree removal or lopping of trees
<b>Fee for Development Application</b>				
Estimated Cost up to \$5,000	\$129.00	Exempt	Legislative	Estimated cost is calculated using the costs in Construction Proposals Schedule
Estimated Cost of \$5,001 to \$50,000	\$198.00 plus an additional \$3.00 per \$1,000 (or part of \$1,000) of the estimated cost	Exempt	Legislative	Estimated cost is calculated using the costs in Construction Proposals Schedule
Estimated Cost of \$50,001 to \$250,000	\$412.00 plus an additional \$3.64 per \$1,000 (or part of \$1,000) of the estimated cost exceeds \$50,000	Exempt	Legislative	Estimated cost is calculated using the costs in Construction Proposals Schedule
Estimated Cost of \$250,001 to \$500,000	\$1,356.00 plus an additional \$2.34 per \$1,000 (or part of \$1,000) of the estimated cost exceeds \$250,000	Exempt	Legislative	Estimated cost is calculated using the costs in Construction Proposals Schedule
Estimated Cost of \$500,001 to \$1,000,000	\$2,041.00 plus an additional \$1.64 per \$1,000 (or part of \$1,000) of the estimated cost exceeds \$500,000	Exempt	Legislative	Estimated cost is calculated using the costs in Construction Proposals Schedule
Estimated Cost of \$1,000,001 to \$10,000,000	\$3,058.00 plus an additional \$1.44 per \$1,000 (or part of \$1,000) of the estimated cost exceeds \$1,000,000	Exempt	Legislative	Estimated cost is calculated using the costs in Construction Proposals Schedule
Estimated Cost more than \$10,000,001	\$18,565 plus an additional \$1.19 per \$1,000 (or part of \$1,000) of the estimated cost exceeds \$10,000,000	Exempt	Legislative	Estimated cost is calculated using the costs in Construction Proposals Schedule

ACTIVITY	2023/24	GST STATUS	COSTING METHOD	COMMENT
<b>DEVELOPMENT APPLICATIONS CONTINUED</b>				
<b>Fee for Development Application Continued</b>				
Development involving the erection of a dwelling house with an estimated cost of \$100,000 or less	\$532.00	Exempt	Legislative	Estimated cost is calculated using the costs in Construction Proposals Schedule
<b>Subdivision</b>				
Involving the opening of a public road	\$777.00 plus \$65.00 for each additional lot created by the subdivision	Exempt	Legislative	Clause 249 - EPA Regulations 2000
Not involving the opening of a public road	\$386.00 plus \$53.00 for each additional lot created by the subdivision	Exempt	Legislative	Clause 249 - EPA Regulations 2000
Strata Title	\$386.00 plus \$53.00 for each additional lot created by the subdivision	Exempt	Legislative	Clause 249 - EPA Regulations 2000
Subdivision Certificate	\$240 plus \$50 per lot created	Exempt	Full Cost	Clause 249 - EPA Regulations 2000
<b>Other</b>				
Temporary Structures	\$333.00	Exempt	Partial	
Demolition of Residential Dwelling	\$300.00	Exempt		
Demolition of Commercial/Industrial Building	\$350.00	Exempt		
<b>Integrated Development and Concurrence Applications (additional to development application fees)</b>				
Concurrence Processing Fee	\$164.00	Exempt		
Integrated Development processing fee	\$164.00	Exempt		
Concurrence Fee	\$374.00	Exempt		A fee is payable to each concurrency authority for development that requires concurrence
Integrated Development Fee	\$374.00	Exempt		A fee is payable to each approved body in respect to integrated development
<b>Advertisement of Development Applications</b>				
Giving of notice for designated development	\$2,596.00	Exempt	Legislative	
Giving of notice for nominated integrated development, threatened species development or Class 1 aquaculture development	\$1,292.00	Exempt	Legislative	
Giving of notice for prohibited development	\$1,292.00	Exempt	Legislative	
Giving of notice for other development for which a community participation plan requires notice to be given.	\$1,292.00	Exempt	Legislative	
<b>Designated Development</b>				
Designated Development (fee payable in addition to any other fees)	\$1,076.00	Exempt	Legislative	As defined and scheduled by Environmental Planning and Assessment Act 1979
<b>Modification Consent</b>				
Section 4.55(1)	\$83.00	Exempt	Legislative	Modifications involving minor error, misdescription or miscalculation
Section 4.55(1A)	\$754.00 or 50% of original fee, whichever is the lesser	Exempt	Legislative	
<b>Section 4.55(2)</b>				
If the fee for the original application was less than \$100.00	50% of original fee			
In the case of an application that does not involve the erection of a building, the carrying out of a work or the demolition of a building	50% of original fee	Exempt	Legislative	

ACTIVITY	2023/24	GST STATUS	COSTING METHOD	COMMENT
<b>DEVELOPMENT APPLICATIONS CONTINUED</b>				
<b>Section 4.55(2) Continued</b>				
In the case of an application that involves the erection of a dwelling house with an estimated cost of \$100,000 or less	\$222.00	Exempt	Legislative	Estimated cost is calculated using the costs in Construction Proposals Schedule
Estimated cost up to \$5,000	\$64.00	Exempt	Legislative	
Estimated cost \$5,001 to \$250,000	\$99.00 plus an additional \$1.50 per \$1,000 (or part of \$1,000) of estimated cost	Exempt	Legislative	
<b>Modification in the case of any other Development Application</b>				
Estimated cost \$250,001 to \$500,000	\$585.00 plus an additional \$0.85 per \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000	Exempt	Legislative	
Estimated cost \$500,001 to \$1,000,000	\$833.00 plus an additional \$0.50 per \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000	Exempt	Legislative	
Estimated cost \$1,000,001 to \$10,000,000	\$1,154.00 plus an additional \$0.40 per \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000	Exempt	Legislative	
Estimated cost over \$10,000,000	\$5,540.00 plus an additional \$0.27 per \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000	Exempt	Legislative	
Advertising Fee (if applicable)	\$778.00	Exempt	Legislative	
<b>Review of Determination of Consent</b>				
In the case of an application not involving the erection of a building, the carrying out of a work, the subdivision of land or demolition of a building or work	50% of original application fee	Exempt	Legislative	
In the case of an application that involves the erection of a dwelling house with an estimated cost of \$100,000 or less	\$222.00	Exempt	Legislative	
<b>Review of Any Other Development Application</b>				
Estimated cost up to \$5,000	\$64.00	Exempt	Legislative	
Estimated cost \$5,001 to \$250,000	\$100.00 plus an additional \$1.50 per \$1,000 (or part of \$1,000) of estimated cost	Exempt	Legislative	
Estimated cost \$250,001 to \$500,000	\$585.00 plus an additional \$0.85 per \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000	Exempt	Legislative	

ACTIVITY	2023/24	GST STATUS	COSTING METHOD	COMMENT
<b>DEVELOPMENT APPLICATIONS CONTINUED</b>				
<b>Review of Any Other Development Application Continued</b>				
Estimated cost \$500,001 to \$1,000,000	\$833.00 plus and additional \$0.50 per \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000	Exempt	Legislative	
Estimated cost \$1,000,001 to \$10,000,000	\$1,154.00 plus an additional \$0.40 per \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000	Exempt	Legislative	
Estimated cost over \$10,000,000	\$5,540.00 plus an additional \$0.27 per \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000	Exempt	Legislative	
If notice of application is required to be given under section 82A of the Act (fee payable in addition to any other charges)	\$725.00	Exempt	Legislative	
<b>Review of Decision to Reject</b>				
Estimated cost up to \$100,000	\$64.00	Exempt	Legislative	
Estimated costs \$100,001 to \$1,000,000	\$175.00	Exempt	Legislative	
Estimated costs greater than \$1,000,001	\$292.00	Exempt	Legislative	
<b>Extension of a Development Application Consent</b>				
Per application (applicable only where original consent was for less than 5 years)	\$100.00	Exempt	Legislative	
<b>Other - Use of Footpath</b>				
Use of Footpath "A" Frame (1 year)	\$35.00	Exempt		
Use of Footpath - "A" Frame (3 years)	\$80.00	Exempt		
Use of Footpath - Display of Goods (1 year)	\$80.00 admin fee plus \$5.00 per linear metre	Exempt		
Use of Footpath - Display of Goods (3 years)	\$55.00 admin fee plus \$5.00 per linear metre per year	Exempt		
Use of Footpath - Dining (1 year)	\$80.00 admin fee plus \$5.00 per chair	Exempt		
Use of Footpath - Dining (3 years)	\$55.00 admin fee plus \$5.00 per chair per year	Exempt		
<b>Relocated Dwellings</b>				
Security bond (per application)	\$10,000.00	Exempt	Security Deposit	Security Deposit payable with development application fees for the relocation of existing dwelling
Inspection before Relocation - where Manager Development Services determines inspection required outside shire boundary, up to 80km	\$430.00	Exempt	Full Cost	
Inspection before Relocation - where Manager Development Services determines inspection required outside shire boundary, between 81 to 250km	\$860.00	Exempt	Full Cost	



ACTIVITY	2023/24	GST STATUS	COSTING METHOD	COMMENT
<b>DEVELOPMENT APPLICATIONS CONTINUED</b>				
<b>Relocated Dwellings Continued</b>				
Inspection before Relocation - where Manager Development Services determines inspection required outside shire boundary, greater than 250km	\$1,290.00	Exempt	Full Cost	
<b>Building Certificates</b>				
Class 1 building (together with any class 10 buildings on the site) or a Class 10 building	\$250.00 plus an additional \$0.50 per square metre over 200 square metres	Exempt	Legislative	
Class 2 - 9 buildings (not exceeding 200 square metres)	\$250.00	Exempt	Legislative	
Class 2 - 9 buildings (exceeding 200 square metres but not exceeding 2,000 square metres)	\$250.00 plus an additional \$0.50 per square metre over 200 square metres	Exempt	Legislative	
Class 2 - 9 buildings (exceeding 2,000 square metres)	\$1,165.00 plus an additional \$0.075 per square metre over 2,000 square metres	Exempt	Legislative	
Where application relates to part of a building that consists of external wall only or does not otherwise have a floor area	\$250.00	Exempt	Legislative	
Additional inspections	\$90.00	Exempt	Partial	
Copy of building certificate	\$13.00	Exempt	Legislative	
<b>Drainage Diagrams</b>				
Copy of drainage diagrams	\$15.00	Exempt	Partial	
New/alteration to drainage diagram	\$50.00	Exempt	Full Cost	
<b>Assessment of Alternative Solutions</b>				
Fire Safety - per application (in addition to any other fee)	Actual Cost plus 10%	Inclusive	Partial	
Non-Fire Safety - per application (in addition to any other fee)	Actual Cost plus 10%	Inclusive	Partial	
Fire Safety Certification	Actual Cost plus 10%	Exempt	Full Cost	
<b>Searches</b>				
A search of all recorded consents/approvals	As per GIPA Fees	Exempt	Full Cost	
Per Subpoena	As per GIPA Fees	Exempt	Full Cost	
Dwelling Entitlement Search	\$150.00	Exempt	Full Cost	To cover the cost to Council of undertaking research into dwelling entitlement potential including fees incurred from external sources (LPI).
<b>Miscellaneous</b>				
Stamping of additional set of plans (1-10 plans)	\$40.00	Exempt	Partial	
Stamping of additional set of plans greater than 10 plans	\$60.00	Exempt	Partial	
Premises Inspection and Report (BCA/Fire upgrades/Public Health Compliance etc.)	\$215.00 per hour (for first hour or part thereof), then \$100.00 per hour (for each subsequent hour)	Inclusive	Partial	
Certified copies of documents, maps or plan (Sec 150(2)) - additional to any copy and/or printing charges	\$62.00	Exempt	Legislative	

ACTIVITY	2023/24	GST STATUS	COSTING METHOD	COMMENT
<b>FOOTPATHS</b>				
Footpath - new	10% of cost plus GST	Inclusive	Full Cost	
<b>Reinstatement Charges</b>				
Concrete footpaths	\$250.00/square metre	Exempt	Full Cost	Minimum one square metre
Asphalt footpath	\$160.00/square metre	Exempt	Full Cost	Minimum one square metre
Pavers	\$320.00/square metre	Exempt	Full Cost	Minimum one square metre
Grassed/earth footpath	\$60.00/square metre	Exempt	Full Cost	Minimum one square metre
<b>INSPECTIONS</b>				
Critical Stage Inspection - Class 1 and 10	\$110.00	Inclusive	Full Cost	
Plumbing and Drainage Inspection	\$110.00			
Reinspection Fee	\$150.00	Inclusive	Full Cost	
<b>Inspection Fees - Subdivisions (Council as the PCA)</b>				
Per inspection	\$200.00	Exempt	Full Cost	
<b>Occupation Certificate</b>				
Application for Occupation Certificate	\$110.00			
Copy of Occupational Certificate	\$40.00	Exclusive	Full Cost	
<b>INTEREST</b>				
<b>Interest Charges</b>				
Interest Charges	TBA	Exempt	Legislative	Applied on simple interest basis
<b>KERB &amp; GUTTER</b>				
Kerb & Gutter - new	Cost + GST + 10%	Inclusive	Full Cost	
<b>Reinstatement Charges</b>				
Kerb & Gutter - 5 linear metres or less	\$300.00/m	Exempt	Full Cost	Minimum one lineal metre
Kerb & Gutter - more than 5 linear metres	100% of cost quoted amount (or actual cost) plus GST	Exempt	Full Cost	
<b>LEGAL ACTION</b>				
<b>Legal Fees</b>				
Legal Action	Costs	Inclusive	Full Cost	
Dishonoured Cheque/payment	Cost plus \$30.00	Exempt	Full Cost	
Stop Cheque Fee	\$30.00	Exempt	Full Cost	
Subpoena	\$100.00 processing fee plus \$100.00 per hour after the first hour	Exempt	Full Cost	
<b>LIBRARY</b>				
Costs & Charges				
Book purchasing		Inclusive	Full Cost	
<b>LIQUID TRADE WASTE</b>				
<b>Application Fees</b>				
<i>Council recovers the cost of administration and technical services provided in processing applications</i>				
<b>A1 - Application Fees</b>				
Category 1 Discharger	\$222.00	Exempt	Legislative	per item. Unless exempt. See Waste Exempt Schedule
Category 2 Discharger	\$222.00	Exempt	Legislative	per item
Category 3 - Large Discharger	\$222.00	Exempt	Legislative	per item
Category 3 - Industrial Discharger	\$292.00	Exempt	Legislative	per item
<b>A2 - Renewal of Existing Approval (dependent on level of assessment required)</b>				
Category 1 Discharger	\$222.00	Exempt	Legislative	per item

ACTIVITY	2023/24	GST STATUS	COSTING METHOD	COMMENT
<b>LIQUID TRADE WASTE CONTINUED</b>				
<b>A2 - Renewal of Existing Approval (dependent on level of assessment required) Continued</b>				
Category 2 Discharger	\$222.00	Exempt	Legislative	per item
Category 3 - Large Discharger	\$222.00	Exempt	Legislative	per item
Category 3 - Industrial Discharger	\$292.00	Exempt	Legislative	per item
<b>A3 - Change of Ownership, no Change in Conditions</b>				
Category 1 Discharger	\$222.00	Exempt	Legislative	per item
Category 2 Discharger	\$222.00	Exempt	Legislative	per item
Category 3 - Large Discharger	\$222.00	Exempt	Legislative	per item
Category 3 - Industrial Discharger	\$222.00	Exempt	Legislative	per item
<b>Annual Trade Waste Fee</b>				
Category 1 Discharger	\$121.00	Exempt	Legislative	per item
Category 2 Discharger	\$202.00	Exempt	Legislative	per item
Category 3 - Large Discharger	\$353.00	Exempt	Legislative	per item. Includes category 2S large discharger
Category 3 - Industrial Discharger	\$554.00	Exempt	Legislative	per item
<b>Re-Inspection</b>				
Re-Inspection Fee	\$100.00	Exempt		per item
<b>D1 - Trade Waste Usage Charges Sewer Non-Residential (excluding category 2S)</b>				
Category 1 Discharger with appropriate equipment	\$907.00	Exempt	Legislative	per annum. Guide - usage less than 5kl/d. Council will determine on submission
Category 1 Discharger without appropriate equipment	\$3,625.00	Exempt	Legislative	per annum. Guide - usage less than 5kl/d. Council will determine on submission
Category 2 Discharger with appropriate pre-treatment	\$3,307.00	Exempt	Legislative	per annum. Guide - usage from 5kl/d to 20kl/d. Council will determine on submission
Category 2 Discharger without appropriate pre-treatment	\$13,230.00	Exempt	Legislative	per annum. Guide - usage from 5kl/d to 20kl/d. Council will determine on submission
Category 3 - Large Discharger	\$13,230.00	Exempt	Legislative	per annum. Guide - usage over 20kl/d. Council will determine on submission
Category 3 - Industrial Discharger	\$20,140.00	Exempt	Legislative	per annum. Guide - usage over 20kl/d. Council will determine on submission
<b>D2 - Food Waste Disposal</b>				
Food waste disposal charge	\$40.00	Exempt	Legislative	
<b>Excess Mass Charges</b>				
Aluminium	\$0.92	Exempt	Legislative	per kg
Ammonia (as N)	\$2.94	Exempt	Legislative	per kg
Arsenic	\$81.60	Exempt	Legislative	per kg
Barium	\$40.80	Exempt	Legislative	per kg
Biomechanical oxygen demand (BOD) up to 600mg/L	\$0.86	Exempt	Legislative	per kg
Biomechanical oxygen demand (BOD) 601 - 1200mg/L	\$2.58	Exempt	Legislative	per kg
Biomechanical oxygen demand (BOD) 1201 - 2400mg/L	\$6.60	Exempt	Legislative	per kg
Boron	\$0.85	Exempt	Legislative	per kg
Bromine	\$16.32	Exempt	Legislative	per kg
Cadmium	\$376.96	Exempt	Legislative	per kg
Chloride	\$0.00	Exempt	Legislative	per kg
Chlorinated hydrocarbons	\$40.80	Exempt	Legislative	per kg
Chlorinated phenolics	\$1,643.00	Exempt	Legislative	per kg
Chlorine	\$1.67	Exempt	Legislative	per kg

ACTIVITY	2023/24	GST STATUS	COSTING METHOD	COMMENT
<b>LIQUID TRADE WASTE CONTINUED</b>				
<b>Excess Mass Charges Continued</b>				
Chromium	\$27.23	Exempt	Legislative	per kg
Cobalt	\$16.65	Exempt	Legislative	per kg
Copper	\$16.65	Exempt	Legislative	per kg
Cyanide	\$81.60	Exempt	Legislative	per kg
Fluoride	\$4.08	Exempt	Legislative	per kg
Formaldehyde	\$1.67	Exempt	Legislative	per kg
Oil and Grease (Total O&G)	\$1.67	Exempt	Legislative	per kg
Herbicides/defoliant	\$822.00	Exempt	Legislative	per kg
Iron	\$1.67	Exempt	Legislative	per kg
Lead	\$40.80	Exempt	Legislative	per kg
Lithium	\$8.16	Exempt	Legislative	per kg
Manganese	\$8.16	Exempt	Legislative	per kg
Mercaptans	\$81.60	Exempt	Legislative	per kg
Mercury	\$2,540.00	Exempt	Legislative	per kg
Methylene blue active substances (MBAS)	\$0.83	Exempt	Legislative	per kg
Molybdenum	\$0.83	Exempt	Legislative	per kg
Nickel	\$25.07	Exempt	Legislative	per kg
Nitrogen (Total kjeldahl - Ammonia) as N	\$0.23	Exempt	Legislative	per kg
Organoarsenic compounds	\$822.00	Exempt	Legislative	per kg
Pesticides general (excludes organochlorins and organophosphates)	\$822.00	Exempt	Legislative	per kg
Petroleum hydrocarbons (non-flammable)	\$2.72	Exempt	Legislative	per kg
Phenolic compounds (non chlorinated)	\$822.00	Exempt	Legislative	per kg
Phosphorous (Total)	\$1.67	Exempt	Legislative	per kg
Polynuclear aromatic hydrocarbons	\$16.65	Exempt	Legislative	per kg
Selenium	\$57.45	Exempt	Legislative	per kg
Silver	\$1.50	Exempt	Legislative	per kg
Sulphate (SO4)	\$1.71	Exempt	Legislative	per kg
Sulphide	\$1.67	Exempt	Legislative	per kg
Sulphite	\$1.82	Exempt	Legislative	per kg
Suspended Solids (SS)	\$1.05	Exempt	Legislative	per kg
Thiosulphate	\$0.30	Exempt	Legislative	per kg
Tin	\$8.17	Exempt	Legislative	per kg
Total dissolved solids (TDS)	\$0.11	Exempt	Legislative	per kg
Uranium	\$8.17	Exempt	Legislative	per kg
Zinc	\$16.65	Exempt	Legislative	per kg
<b>Non-Compliance Charges (Category 3 Discharger)</b>				
Non-compliance PH Charge	\$0.91	Exempt	Legislative	per kg
Non-compliance excess mass charge	\$0.91	Exempt	Legislative	per kg
<b>Non-Compliance Penalty</b>				
Non-compliance penalty	\$2.65	Exempt	Legislative	
<b>NOXIOUS WEEDS</b>				
<b>Noxious Weeds</b>				
Contract Spraying	As quoted	Inclusive	Full Cost	If regulatory not GST exempt
Property inspection - per hour	\$130.00	Exempt	Full Cost	

ACTIVITY	2023/24	GST STATUS	COSTING METHOD	COMMENT
<b>PLANNING</b>				
<b>Planning Proposals</b>				
Minor Proposal	\$4,850.00	Exempt	Full Cost	
Major Proposal	\$10,240.00	Exempt	Full Cost	
Professional Reports as required	Cost + GST		Full Cost	
Costs associated with Public Hearing	Cost + GST		Full Cost	
<b>Development Contributions</b>				
Section 94 Developer Contributions	<i>Refer to Council's S94 &amp; S94A Plan</i>	Exempt	Full Cost	
<b>Maps, Printing and Copying</b>				
A4 - Basic	\$3.00	Exempt	Full Cost	
A3 - Basic	\$4.00	Exempt	Full Cost	
A2 - Basic	\$8.00	Exempt	Full Cost	
A1 - Basic	\$15.00	Exempt	Full Cost	
A0 - Basic	\$16.00	Exempt	Full Cost	
A4 - Complex	\$5.00	Exempt	Full Cost	
A3 - Complex	\$8.00	Exempt	Full Cost	
A2 - Complex	\$16.00	Exempt	Full Cost	
A1 - Complex	\$27.00	Exempt	Full Cost	
A0 - Complex	\$32.00	Exempt	Full Cost	
Map Creation	\$45/ hour	Inclusive	Full Cost	Requires creation of new GIS layers. Will be exempt if regulatory function
<b>PLANT HIRE/PRIVATE WORKS</b>				
Grader	\$187.00	Inclusive		Minimum hire 2 hours
Backhoe	\$161.00	Inclusive		Minimum hire 2 hours
Loader (rubber)	\$174.00	Inclusive		Minimum hire 2 hours
Loader (track)	\$232.00	Inclusive		Minimum hire 2 hours
Bobcat, Truck & Trailer as Unit Inc. 1 Operator	\$228.00	Inclusive		Minimum hire 2 hours
Self Propelled flat drum roller	\$180.00	Inclusive		Minimum hire 2 hours
Grid Roller*	\$78.00	Inclusive		Minimum hire 2 hours
Water Pump on trailer*	\$52.00	Inclusive		Per day + fuel
Float	\$240.00	Inclusive		Minimum hire 2 hours
Gravel Truck 6x4	\$190.00	Inclusive		Minimum hire 2 hours
Dog Trailer (no operator)	\$45.00	Inclusive		Minimum hire 2 hours
Water Trucks 8x4	\$165.00	Inclusive		Minimum hire 2 hours
Truck 4x2 4t to 8t GVM	\$93.00	Inclusive		Minimum hire 2 hours
Truck 4x2 8t to 14t GVM	\$107.00	Inclusive		Minimum hire 2 hours
Trucks 4x2 >14t GVM	\$137.00	Inclusive		Minimum hire 2 hours
Jetpatcher	\$179.00	Inclusive		Must add consumables: Emulsion \$1.20 per litre and Aggregate \$57 p/t
Street sweeper	\$194.00	Inclusive		Minimum hire 2 hours
Road sweeper (towed)	\$52.00	Inclusive		Minimum hire 2 hours
JCB, Truck & Trailer as unit	\$250.00	Inclusive		1 operator
Tractor <70hp	\$97.00	Inclusive		Minimum hire 2 hours
Tractor 70hp to 140hp	\$122.00	Inclusive		Minimum hire 2 hours
Tractor >140hp	\$130.00	Inclusive		Minimum hire 2 hours
Kirpy Rock Crusher	\$250.00	Inclusive		Including tractor & operator
Combination Roller	\$109.00	Inclusive		Including tractor & operator
Ride on Mower 10hp to 50hp	\$84.00	Inclusive		Minimum hire 2 hours

ACTIVITY	2023/24	GST STATUS	COSTING METHOD	COMMENT
<b>PLANT HIRE/PRIVATE WORKS CONTINUED</b>				
Wide area mower >50hp	\$132.00	Inclusive		Minimum hire 2 hours
Aerovator	\$83.00	Inclusive		Including tractor & operator
Slasher	\$130.00	Inclusive		Including tractor & operator
28 kva generator on trailer*	\$39.00	Inclusive		Minimum hire 2 hours
Traffic Lights*	\$104.00	Inclusive		per day
Mobile toilet*	\$51.00	Inclusive		per day
Line Trike	\$173.00	Inclusive		Including ute, trailer & operator
Dingo	\$192.00	Inclusive		including trailer, ute & operator
Wacker Packer*	\$74.00	Inclusive		per day
Concrete Saw - small	\$82.00	Inclusive		including operator & ute
Concrete Saw - large	\$87.00	Inclusive		including operator & ute
<b>PRICES QUOTED PER HOUR UNLESS OTHERWISE STATED</b>				
<i>*only items available for dry hire, minimum hire is 2 hours, hire rates include GST</i>				
<i>Hire rates are inclusive of labour and charged from the time staff leave their existing job, or depot, to the time they return, or finish of the day</i>				
<i>Final approval of plant hire at discretion of the Director Technical Services</i>				
<b>PRINTING/PHOTOCOPYING</b>				
<b>Printing/Photocopying Charges</b>				
A3 black & white	\$0.60	Inclusive	Market	Per sheet
A3 more than 20	\$0.50	Inclusive	Market	Per sheet
A4 black & white	\$0.30	Inclusive	Market	Per sheet
A4 more than 20 - black & white	\$0.25	Inclusive	Market	Per sheet
A4 colour	\$0.50	Inclusive	Market	Per sheet
Bulk copying	POA	Inclusive	Market	
<b>Binding</b>				
Up to 50 pages	\$4.50	Inclusive	Market	
Greater than 50 pages	\$8.00	Inclusive	Market	
<b>Community Groups</b>				
A4 colour photocopying	\$0.50	Inclusive	Market	
A3 colour photocopying	\$1.00	Inclusive	Market	
<b>Scanning</b>				
Document Scanning	\$1.70 unassisted, \$2.20 if staff assistance required	Inclusive	Market	Per sheet
<b>Laminating</b>				
A4	\$2.50	Inclusive	Market	Per sheet
A3	\$3.50	Inclusive	Market	Per sheet
<b>PUBLIC HEALTH APPROVALS/APPLICATIONS</b>				
<b>Food Premises</b>				
High & Medium Risk Food Premises	\$100.00	Exempt	Full Cost	
Low Priority Food Premises Inspection Fee (per inspection)	\$60.00	Exempt	Full Cost	
Registration - Food/Public health Premises	\$35.00	Exempt	Full Cost	
Annual Administrative Charge (>50 FTE food handlers)	\$100.00	Exempt	Full Cost	Clause 15 Food Regulation 2015
Annual Administrative Charge (5 to 50 FTE food handlers)	\$85.00	Exempt	Full Cost	Clause 15 Food Regulation 2015
Annual Administrative Charge (Up to 5 FTE food handlers)	\$50.00	Exempt	Full Cost	Clause 15 Food Regulation 2015
Reinspection Fee	\$80.00			

ACTIVITY	2023/24	GST STATUS	COSTING METHOD	COMMENT
<b>PUBLIC HEALTH APPROVALS/APPLICATIONS CONTINUED</b>				
<b>Food Premises Continued</b>				
Improvement Notice	\$330.00	Exempt	Legislative	Section 66AA of Food Act 2003
<b>Public Health</b>				
Public Health Inspection Fee	\$100.00	Exempt	Full Cost	Mortuaries, skin penetration premises routine inspection etc.
Mortuaries Approval	\$280.00	Exempt	Legislative	
<b>Swimming Pools</b>				
First Inspection for Certificate of Compliance	\$150.00	Inclusive	Legislative	
Second Inspection	\$100.00	Inclusive	Legislative	
Online registration of pool on the NSW Swimming Pool Register	\$10.00	Inclusive	Legislative	
Application for Swimming Pool Exemption	\$250.00	Exempt	Legislative	
Resuscitation Charts	\$25.00	Exempt	Cost recovery	
<b>PUBLIC ROADS</b>				
Public Gate Application Fee	\$65.00	Exempt	Full Cost	
Road opening permits	\$85.00	Exempt	Full Cost	
Contract Services	Quoted amount plus GST 10% plus 10% contingency	Inclusive	Full Cost	
<b>Preparation of Traffic Management Plans for Works on Roads</b>				
<i>Does not include Charity or Community Organisations</i>				
Standard	Quoted amount plus GST 10% plus 10% contingency	Inclusive	Full Cost	Does not include Charity or Community Organisations
Measure and Design	Quoted amount plus GST 10% plus 10% contingency	Inclusive	Full Cost	
Supply, erection and dismantle of road works signs and provision of Traffic Controller	Quoted amount plus GST 10% plus 10% contingency	Inclusive	Full Cost	
Supply and erect private direction sign	Quoted amount plus GST 10% plus 10% contingency	Inclusive	Full Cost	
<b>Activity Approval for one off Special Vehicles (restricted access) such as cranes (28 days notice)</b>				
Within Bland Shire where no onsite inspection is required	\$75.00	Exempt		NHVR as per NHVR rules
Within Bland Shire where an onsite inspection is required	\$190.00	Exempt		NHVR as per NHVR rules
Reconsideration	\$75.00	Exempt		NHVR as per NHVR rules
Urgent Processing	Additional \$80.00 to standard charge	Exempt		Request to complete quicker than 28 days or current council processing time. NHVR as per NHVR rules. Only if time can be made available.
Leasing of Grade 5/6 roads	Rural: \$200.00, Urban: \$800.00 per annum per 80,000 square metres	Inclusive		Minimum Rural: \$200, Urban: \$800. For standard width road with general use. Can be charged to suit use, different layout and total length required.

ACTIVITY	2023/24	GST STATUS	COSTING METHOD	COMMENT
<b>RECREATION FACILITIES (EXCLUDING POOLS)</b>				
<b>All organisations or bodies booking a sporting amenity must have a signed MOU in place prior to booking confirmation. Rates include Governing Bodies training days.</b>				
<b>Perseverance West No 1 Oval (Ron Crowe)</b>				
West Wyalong Rugby League Club	\$4,730.00 per season	Inclusive		League: Use of Perseverance No 1 oval (Ron Crowe) including matches and training on No 2 Oval. (This price is also applicable to any other senior organisation which may use the Oval for games and training during the season).
West Wyalong Junior Rugby League Club	\$2,365.00 per season	Inclusive		Includes function room use on game days and other times with prior council approval - NB Function room can not be sub-let.
Training use only by other organisation (ground and toilets) if available	\$2,365.00 per season	Inclusive		
Casual use by any organisation (if available) - excluding function room	\$300.00 per day	Inclusive		Or \$150 for 4 hours or less on approval of DTS
Ron Crowe Function Room	\$300.00 per day	Inclusive		Or \$150 for 4 hours or less on approval of DTS
<b>Perseverance West No 2 Oval</b>				
Use including training and matches for organisations (if available)	\$1,085.00 per season	Inclusive		
Use including training only for organisations (if available)	\$690.00 per season	Inclusive		
Casual use by any organisation (if available)	\$160.00 per day	Inclusive		Or \$80 for 4 hours or less on approval of DTS
<b>Perseverance South No 3 Oval</b>				
Use including training and/or matches for organisations (if available)	\$685.00 per season	Inclusive		
Casual use by any organisation (if available)	\$150.00 per season	Inclusive		Or \$75 for 4 hours or less on approval of DTS
<b>Touch Football</b>				
Use of all three Perseverance Ovals - Summer Only	\$750.00 per annum	Inclusive		
<b>Park Street Recreational Ground (McAlister Oval)</b>				
West Wyalong Girral Australian Rules and Netball Club use of McAlister Oval and Netball Courts including matches and training	\$3,840.00 per season	Inclusive		Including netball courts
Park Street Netball Courts (including canteen)	\$1,100.00 per season	Inclusive		Use by West Wyalong Netball Association or similar
Use of McAlister Oval by West Wyalong and District Cricket Association (incl. over 35s cricket assoc)	\$1,430.00 per season	Inclusive		Includes up to 6 games at Perseverance 3 and/or 3 games at Redman Oval
Use of McAlister Oval by West Wyalong Junior Cricket	\$1,010.00 per season	Inclusive		
Use including training matches or other organisations (if available)	\$1,100.00 per season	Inclusive		
Use including training only for organisations (if available)	\$685.00 per season	Inclusive		
Casual use by any group (if available)	\$220.00 per day	Inclusive		Or \$110 for 4 hours or less on approval of DTS
<b>Other Grounds</b>				
Including matches and training (other than Perseverance st sporting complex and McAlister Oval)	\$900.00 per season	Inclusive		



ACTIVITY	2023/24	GST STATUS	COSTING METHOD	COMMENT
<b>RECREATION FACILITIES (EXCLUDING POOLS) CONTINUED</b>				
<b>Other Grounds Continued</b>				
Training or Games only (other than Perseverance St sporting complex and McAlister Oval)	\$450.00 per season	Inclusive		
Casual ground use (other than Perseverance St sporting complex and McAlister Oval)	\$160.00 per day	Inclusive		Or \$80 for 4 hours or less on approval of DTS
<b>Energy (Full use will be charged)</b>				
Energy Use	Actual cost + 7%	Inclusive		Electricity (cost will be adjusted pro-rata to match any electricity price increase during the year)
Gas	To be paid directly by user.	Inclusive	Full Cost	
<b>Schools</b>				
Except for Perseverance 1 Oval (Ron Crowe) partial use of a playing field, no more than 4 hours in a day per week, for general use irregularly	\$185.00 per annum or \$45.00 per day, which ever is more applicable	Inclusive		Can only be used if the grounds are not pre-booked or used by any other organisation.
Athletics Carnival - Ground use fee	\$165.00	Inclusive		Per school, per carnival
<b>Special Events (except Pools and Parks)</b>				
Regional finals, representative games and carnivals	\$465.00 per event	Inclusive		Includes all Junior events
Netball Carnivals additional cost - line marking	\$75.00 per court	Inclusive		
Storage Hire - Sporting Grounds	\$60.00 per day or \$240.00 per season	Inclusive		
Except for Perseverance 1 Oval (Ron Crowe) use of sporting ground for non-ball sports (if available)	\$205.00 per day			Weekly rate can be negotiated.
<b>Fitness Services</b>				
Individual or organisation providing personal training or group fitness or similar on a commercial basis or as a sporting club. All facilities including Parks (except Pools) if available.	\$175.00 per annum	Inclusive		
<b>WEST WYALONG STADIUM</b>				
<b>Domestic Competitions</b>				
Basketball - Junior (including Aussie Hoops)	\$410.00 per session	Inclusive	Partial	Fees payable at time of booking.
Basketball - Senior	\$410.00 per session	Inclusive	Partial	Fees payable at time of booking.
Basketball - Ladies Day	\$255.00 per session	Inclusive	Partial	Fees payable at time of booking.
<b>Stadium - Regular Casual Users</b>				
Lifeball	\$5.00 per person per session	Inclusive	Partial	Fees payable at least monthly
Indoor Tennis	\$5.00 per person per session	Inclusive	Partial	Fees payable at least monthly
<b>Stadium - Casual Hire</b>				
Casual Stadium hire including private events & functions	\$150 per hour up to a maximum of \$450.00 per day	Inclusive	Partial	Fees payable at time of booking.
Casual Stadium hire - schools	\$70.00 per hour, maximum charge of \$250.00 per day	Inclusive	Partial	Fees payable at time of booking
Casual hire of meeting rooms/foyer area	\$40.00 per booking	Inclusive	Partial	Fees payable at time of booking. Basketball, Lifeball and Tennis exempt
Training - Basketball team	\$285.00 per team per season	Inclusive	Partial	Fees payable at time of booking. Maybe more than one season per year.
Training - AFL, Soccer, Netball, etc.	\$145.00 per booking	Inclusive	Partial	Fees payable at time of booking
Daily or weekly hire by non-ball sports	POA			Will depend on bookings at the time and the amount of notice given.

ACTIVITY	2023/24	GST STATUS	COSTING METHOD	COMMENT
<b>RECREATION FACILITIES (EXCLUDING POOLS) CONTINUED</b>				
<b>Parks</b>				
Casual park booking for family party, etc. - greater than 20 people	\$140.00	Inclusive		No longer than a day
Casual park booking for organised event such as weddings etc.	\$215.00	Inclusive		No longer than a day
Casual Park Booking for Commercial events	\$540.00 per event	Inclusive		No longer than a day
Use of McCann Park Fountain	\$75.00 per usage	Inclusive		
<i>Consideration given for paying capacity of groups and for relative damage caused by use</i>				
<b>RECYCLED WATER CHARGES</b>				
Supply Recycled Water	\$330 per Mgl or part thereof.	Inclusive		Golf Course - First 63 Mgl (per annum from supply date) free before charge is applied. (Only if supply is available and the decision of DTS on this matter is final)
<b>ROADS REINSTATEMENT CHARGES</b>				
<b>Rural and Urban Roads under 10 square metres</b>				
Asphalt concrete with cement concrete base	\$560.00/square metre	Exempt	Full Cost	Minimum one square metre
Cement Concrete	\$560.00/square metre	Exempt	Full Cost	Minimum one square metre
AC or bituminous / aggregate surface on all classes other than cement concrete	\$365.00/square metre	Exempt	Full Cost	Minimum one square metre
Greater than 10 square metres	Quoted amount plus 10% GST plus 10% administration	Exempt	Full Cost	
<b>RURAL ADDRESSING</b>				
Rural addressing charge	\$55.00 per property	Inclusive	Full Cost	
<b>SALEYARDS</b>				
<b>Yard Dues</b>				
Truck wash	\$1.20 per minute (\$15 minimum)	Inclusive	Partial	
Hire of parking area for un-coupling trailers	\$110.00 per annum	Inclusive		Except for stock sales vehicles
Leased Areas	As per lease agreement			
<b>SECTION 68 - LOCAL GOVERNMENT ACT 1993</b>				
<b>Part A - Structures or Places of Public Entertainment</b>				
Install a manufactured home, moveable dwelling or associated structure on land (includes 3 inspections)	\$650.00	Exempt	Full Cost	
Install moveable commercial building on land	\$450.00			
<b>Part B - Water Supply, Sewerage and Stormwater Drainage Work</b>				
Carry out water supply work	\$100.00	Exempt	Full Cost	
Carry out Sewerage work	\$100.00	Exempt	Full Cost	
Carry out stormwater work	\$100.00	Exempt	Full Cost	
Carry out sewerage, stormwater and drainage work package	\$200.00	Exempt	Full Cost	Charge applicable to new dwellings, major alterations and additions and commercial/industrial developments
Connect a private drain or sewer with a public drain or sewer under the control of Council or with a drain or sewer which connects with such a public drain or sewer, new premises	\$250.00	Exempt	Full Cost	Pump station, collection well etc.
<b>Part C - Management of Waste</b>				
For fee or reward, transport waste over or under a public place	\$195.00	Exempt	Full Cost	Charge applicable where non-compliance with Local Approvals Policy
Place waste in a public place	\$150.00	Exempt	Full Cost	Charge applicable where non-compliance with Local Approvals Policy

ACTIVITY	2023/24	GST STATUS	COSTING METHOD	COMMENT
<b>SECTION 68 - LOCAL GOVERNMENT ACT 1993 CONTINUED</b>				
<b>Part C - Management of Waste Continued</b>				
Place waste storage container in a public place	\$150.00 plus \$5.00 per bin or container	Exempt	Full Cost	
<b>Operate a system of sewerage management (within the meaning of section 68A)</b>				
Application to install or construct an Onsite Sewerage Management Facility	\$170.00	Exempt	Full Cost	
Application to alter or add on to an existing Onsite Management Facility	\$95.00	Exempt	Full Cost	
Inspection Fee - Class 1 & 10 buildings	\$110.00	Exempt	Full Cost	
Inspection Fee - Class 2 to 9 buildings	\$130.00	Exempt	Full Cost	
Reinspection fee - All buildings	\$110.00	Exempt	Full Cost	
Approval to Operate an Onsite Sewerage Management Facility - New facility only or where no inspection is required	\$65.00			
Approval to Operate an Onsite Sewerage Management Facility (existing)	\$65.00	Exempt	Full Cost	
Approval to Operate an Onsite Sewerage Management Facility (existing) - change of ownership (no inspection)	\$45.00	Exempt	Full Cost	
Approval to Operate Renewal Reinspection	\$95.00			
<b>Part D - Community Land</b>				
Engage in trade or business	\$200.00	Exempt	Full Cost	Charge applicable where non-compliance with Local Approvals Policy
Direct or procure a theatrical, musical or other entertainment for public	\$200.00	Exempt	Full Cost	Charge applicable where non-compliance with Local Approvals Policy
Construct a temporary enclosure for the purpose of entertainment	\$350.00	Exempt	Full Cost	
For fee or reward, play a musical instrument or sing	\$150.00	Exempt	Full Cost	Charge applicable where non-compliance with Local Approvals Policy
Set up, operate or use a loud speaker or sound amplifying device	\$200.00	Exempt	Full Cost	Charge applicable where non-compliance with Local Approvals Policy
Deliver a public address or hold a religious service or public meeting	\$200.00	Exempt	Full Cost	
Community group	\$150.00	Exempt	Full Cost	
<b>Part E - Public Roads</b>				
Swing or hoist goods across or over any part of a public road by means of a lift, hoist or tackle projecting over the footway	\$300.00	Exempt	Full Cost	
Expose or allow to be exposed (whether for sale or otherwise) any article on or so as to overhang any part of the road or outside a shop window or doorway abutting the road, or hang an article beneath an awning over the road	\$400.00 per year	Exempt	Full Cost	
Banner - Approval and Erection	\$650.00	Exempt		
Banner - Approval only	\$250.00	Exempt		
Banner - Approval only full year	\$550.00	Exempt		
<b>Part F - Other Activities</b>				
Operate a public car park	\$250.00	Exempt	Legislative	Charge applicable where non-compliance with Local Approvals Policy
Operate a caravan park or camping ground	\$350.00	Exempt	Legislative	

ACTIVITY	2023/24	GST STATUS	COSTING METHOD	COMMENT
<b>SECTION 68 - LOCAL GOVERNMENT ACT 1993 CONTINUED</b>				
<b>Part F - Other Activities Continued</b>				
Operate a manufactured home estate	\$350.00	Exempt	Full Cost	
Install a domestic oil or solid fuel heating appliance, other than a portable appliance	\$300.00	Exempt	Full Cost	
Install or operate amusement devices	\$50.00 per application plus \$15 per device	Exempt	Full Cost	Events/once off by prior arrangement
Carry out an activity prescribed by the regulations or an activity of a class or description prescribed by the regulations	\$250.00	Exempt	Full Cost	
<b>SEWER SERVICES</b>				
Connected sewer charge for recreational grounds	\$1,025.00	Exempt	Full Cost	
Sewer tank liquid disposal (per litre) into sewer system via authorised road connection point (including chemical toilets) NB Caravan official dump points free for caravans and motor homes.	\$0.05 per litre plus \$75.00 charge per visit	Exempt		Includes both residential and Category 2S Liquid Trade Waste. Applies to Business hours 8am-3pm, if services are required outside business hours, then an extra \$220.00 will be charged per use.
<b>Sewer Head Works</b>				
Sewer head works charge	\$5,000.00	Exempt	Full Cost	New subdivisions on a per block basis. Existing private house blocks that need a main extension (as long as an extension is viable) and /or needs a new sewer trap constructed. Connection included.
Sewer business unit (or authority operating the sewer system at the time) to Council for grey water removal	\$50,000.00	Exempt		As per agreement
<b>STORMWATER LEVY</b>				
Stormwater annual charge for the provision of stormwater management services for each parcel of rateable land for which the service is available.	\$25.00		Partial	\$25 for urban residential land, and \$25 per 350m <sup>2</sup> , or part thereof, for urban business land.
<b>SWIMMING POOL CHARGES</b>				
<b>Holland Park Olympic Pool and Ungarie Swimming Pool Maximum Fee</b>				
Admission - adult	\$5.00	Inclusive	Partial	One off visit
Admission - child/pensioner / concession	\$4.00	Inclusive	Partial	One off visit
Admission - non swimmer	\$2.00	Inclusive	Partial	One off visit
Admission - School Groups	\$2.00 per person	Inclusive	Partial	One off visit
Admission - Swimming Club	\$2.00	Inclusive	Partial	One off visit
Admission - Swimming Carnivals - Schools	\$2.00 per person	Inclusive	Partial	One off visit
Season Ticket - Adult	\$170.00 full season, \$140.00 from 1 January	Inclusive	Partial	
Season Ticket - Child	\$130.00 full season, \$95.00 from 1 January	Inclusive	Partial	
Season Ticket - Family	\$300.00 full season, \$220.00 from 1 January	Inclusive	Partial	
Season Ticket - Aged Pensioner	\$130.00 full season, \$95.00 from 1 January	Inclusive	Partial	Valid aged pensioner card must be presented
December & January 2 week pass	\$80.00	Inclusive	Partial	Includes 2 Adults and 2 Children or 1 Adult and 3 Children (as per Medicare Card)
Water Slide - per session	\$4.00	Inclusive	Partial	Unlimited

ACTIVITY	2023/24	GST STATUS	COSTING METHOD	COMMENT
<b>SWIMMING POOL CHARGES CONTINUED</b>				
<b>Holland Park Olympic Pool and Ungarie Swimming Pool Maximum Fee Continued</b>				
Lane hire - per lane, per hour	\$40.00	Inclusive	Partial	charge is applied for the exclusive use of lanes or sectioned off area at the swimming pool facility for the purpose of private lessons / training
Lane hire - per month	\$140.00			
Exercise Classes & Activities	POA	Inclusive	Partial	Includes pool entry
Out of Open Hours Booking Fee per hour	\$60.00	Inclusive	Partial	
Children 4 years and under and special needs carer with approved ID	Free			
<b>TOURISM</b>				
<b>Tourism Documents</b>				
Souvenirs	As marked	Inclusive	Full Cost	Prices as marked
Local Information Point Approval	\$55.00	Inclusive	Full Cost	Large amounts to be negotiated
<b>TRANSPORT AND ROAD SYSTEMS</b>				
<b>Gravel (If available)</b>				
Gravel uncrushed	\$35.00 per cubic metre	Inclusive	Full Cost	Large amounts to be negotiated
Gravel primary crushed to 100-150mm	\$45.00 per cubic metre	Inclusive	Full Cost	Large amounts to be negotiated
Gravel secondary crushed to 25-50mm	\$60.00 per cubic metre	Inclusive	Full Cost	Large amounts to be negotiated
Supply to ratepayer4 farmer - Gravel Secondasry crushed	\$26.00 per cubic metre	Inclusive	Full Cost	Small amounts only for private usage within 10km of gravel pit. Prior approval has to be gained from DTS.
<b>Gravel Royalty (RCTI)</b>				
Landowner	0.54696c (22/23 amt + CPI)	Inclusive	Full Cost	Recipient Created Tax Invoice
<b>VEHICULAR CROSSINGS</b>				
<b>Vehicular Crossings Charges</b>				
Vehicular Crossings	Application processing charge \$75 plus, if Council constructs, 100% of cost quoted amount plus GST plus 10%	Exempt	Full Cost	
<b>WASTE MANAGEMENT</b>				
<b>Waste (Garbage) Collections</b>				
Special Collections	\$130.00 plus \$10.00 per bin	Exempt	Full Cost	e.g.. Special events
<b>West Wyalong Waste Depot</b>				
Car boot or wagon	\$20.00	Inclusive	Full Cost	
Utility/small trailer	\$25.00	Inclusive	Full Cost	Load up to two cubic metres
Any load over two cubic metres (or part thereof)	\$35.00	Inclusive	Full Cost	
Car bodies	Free	Inclusive	Full Cost	To be determined by Supervisor depending upon state of materials
Metal Waste	Free	Inclusive	Full Cost	To be determined by Supervisor depending upon state of materials
White goods (de-gassed)	\$25.00	Inclusive	Full Cost	
Green Waste - Boot and/or small trailer	\$5.00	Inclusive	Full Cost	No charge if only green waste. Can be determined by Supervisor
Green Waste - Large trailer up to 1 Tonne	\$10.00	Inclusive	Full Cost	
Green Waste - Over 1 Tonne Truck	\$15.00	Inclusive	Full Cost	

ACTIVITY	2023/24	GST STATUS	COSTING METHOD	COMMENT
<b>WASTE MANAGEMENT CONTINUED</b>				
<b>West Wyalong Waste Depot Continued</b>				
Paper and cardboard Car Boot	\$20.00	Inclusive	Full Cost	To encourage residents to recycle with Kurrajong Waratah. Free if collection available at Village landfills.
Paper and cardboard Utility/Trailer	\$25.00	Inclusive	Full Cost	
Matress/Non recyclable furniture	\$25.00	Inclusive	Full Cost	
Recyclables - Glass, Cans, Plastic Bottles	No	Inclusive	Full Cost	
Clean Fill	No	Inclusive	Full Cost	To be determined by Supervisor (required to cover existing waste)
Drum/Muster containers (only if no other alternative is available)	Free	Inclusive	Partial	By appointment
Asbestos (Originating from Bland Shire Only)	235 per cubic metre plus burial fee	Inclusive	Full Cost	
Asbestos burial fee (originating from Bland Shire Only)	\$215.00	Inclusive	Full Cost	
Polystyrene and other lightweight material	\$160.00	Inclusive	Full Cost	
Tyres - Car	\$25.00	Inclusive	Full Cost	each
Tyres - Other	\$55.00	Inclusive	Full Cost	each
<b>Dead Animals</b>				
Small (dog, cat)	\$20.00	Inclusive	Full Cost	By appointment
Medium (sheep, goats)	\$50.00	Inclusive	Full Cost	By appointment
Large (Cattle, horse)	\$75 + applicable plant hire	Inclusive	Full Cost	By appointment
<b>Other</b>				
All other waste		Inclusive	Full Cost	
<b>Rubbish Collection Service</b>				
240 litre bin replacement	\$180.00	Exempt		Based on costs plus administration fee
120 litre bin replacement	\$150.00	Exempt		Based on costs plus administration fee
<b>Regional un-manned closed free tips</b>				
Key	\$10 + \$25 deposit			
<b>WORK, HEALTH AND SAFETY</b>				
<b>Inductions - General</b>				
Primary Inductee	\$50	Inclusive	Full Cost	The Primary Inductee is the main person of a "one person" operation or the lead person of a group being inducted from a section of an organisation. Charge can be exempt by DTS
Secondary Inductee	\$10	Inclusive	Full Cost	The Secondary Inductees are the remaining people from a group being inducted from a section of an organisation after the Primary Inductee. Charge can be exempt by DTS
<b>Initial On-Site Induction</b>				
Conducting an initial onsite induction	\$100	Inclusive	Full Cost	Any number of people attending. Charge can be exempt by DTS

ESTIMATED COST OF WORKS FOR DEVELOPMENT AND CONSTRUCTION PROPOSALS SCHEDULE		
DEVELOPMENT	TYPE	RATE BY M <sup>2</sup>
Dwelling		\$2,075.00
Units		\$1,500.00
Deck	Unroofed	\$355.00
Deck	Roofed	\$565.00
Pergola		\$450.00
Additions to dwelling		\$1,900.00
Garage/Shed	Metal (kit)	\$400.00
Garage/Shed	Cladded timber frame	\$800.00
Garage/Shed	Brick	\$900.00
Carport	No new slab	\$200.00
Carport	New Slab	\$350.00
Fence	Facebrick with inserted panels	\$700.00
Brushwood Fence	1.8m high	\$200.00
Pool Fence	1.5m high	\$250.00
Colourbond Fence	1.8 m high	\$200.00
Industrial buildings	Precast concrete < 1000m <sup>2</sup>	\$1,500.00
Industrial buildings	Precast concrete > 1000m <sup>2</sup>	\$1,400.00
Industrial buildings	Metal walls < 1000m <sup>2</sup>	\$1,000.00
Industrial buildings	Metal walls > 100 m <sup>2</sup>	\$950.00

**LIQUID WASTE EXEMPTION SCHEDULE**

<b>Process</b>	<b>Requirements</b>
Beautician	NIL
Bed and Breakfast (not more than 10 persons including proprietors)	Sink strainers in food preparation areas. Housekeeping practices (see note 4)
Day care Centre (no hot food prepared)	Sink strainers in food preparation areas. Housekeeping practices (see note 4) Nappies are not to be flushed into the toilet
Delicatessen (no hot food prepared)	Sink strainers in food preparation areas. Housekeeping practices (see note 4)
Dental technician (no x-ray)	Plaster arrestor required.
Doctor's surgery (plaster casts, no x-ray)	Plaster arrestor required.
Dog/cat groomer/salon	Floor waste basket & sink strainer required (see note 3) Animal litter and any waste disposal products may not be discharged to sewer. No organophosphorus pesticides may be discharged to sewer.
Florist	Floor waste basket & sink strainer required. No herbicides/pesticides may be discharged to sewer.
Fruit and Vegetable (retail)	Floor waste basket & sink strainer required (see note 3).
Hairdresser	Floor waste basket & sink strainer (where available)
Jewellery Shop	
Miniplater	Miniplater vessel to contain no more than 1.5L of precious metal solution
Ultrasonic washing	NIL
Precious stone cutting	If: <1000L/d plaster arrestor required >1000 L/d general purpose pit required
Mixed business (minimal hot food)	Floor waste basket & sink strainer required (see note 3) Housekeeping practices (see note 4)
Motel (No hot food prepared and no laundry facility)	Floor waste basket & sink strainer required (see note 3) Housekeeping practices (see note 4)
Nutshop	Floor waste basket & sink strainer required (see note 3)
Optical service - retail	Solids settlement tank/pit required.
Petshop - retail	Floor waste basket & sink strainer required (see note 2)
Pizza reheating for home delivery	Housekeeping practices (see note 4)
Venetian blind cleaning	NIL (see note 2)

**Notes:**

1. Where 'required' is used it means as required by Council
2. If activity is conducted outdoors, the work area is to be roofed and bunded to prevent stormwater ingress into the sewerage system.
3. All drainage from floors in process areas is required to pass through a dry basket arrestor
4. Food preparation activities need to comply with the housekeeping practices including:
  - a) Floor must be swept before washing
  - b) Pre-wiping of all utensils, plates, bowls etc. to the scrap bin before washing up
  - c) use of food waste disposal units is not permitted.



LIBRARY SCHEDULE				
ACTIVITY	FEE/CHARGE 2023/24	GST STATUS	COSTING METHOD	COMMENT
<b>Public Library</b>				
Inter Library Loan search fee	\$4.40	Inclusive	Full Cost	
Inter Library Loan - fee for loan requests from non-reciprocal libraries	\$28.50	Inclusive	Full Cost	
Inter Library Loan - Overseas	Cost recovery			
Inter Library Loan - Rush fee	\$52.00	Inclusive	Full Cost	Each
Inter Library Loan - Express fee	\$70.50	Inclusive	Full Cost	Each
Reservation fee	\$1.00	Inclusive		
<i>An exception applies to reservations placed under the following member categories: Class Cards, Book Clubs, Branch Libraries, Housebound, Home Library, Hospitals &amp; Nursing Homes, Inter Library Loans, Wagga \$0.00</i>				
Replace member card	\$2.00	Inclusive		
Replacement charge (lost/damaged collection item under \$10 purchase cost)	\$15.00 plus replacement cost	Exclusive		Flat fee plus replacement cost
Replacement charge (lost/damaged collection item over \$10 purchase cost)	\$5.00 plus replacement cost	Exclusive		Flat fee plus replacement cost
Lost or damaged CD/DVD Cases (One-time CD/DVD/MP3 cases)	\$3.30	Inclusive		
Lost or damaged CD/DVD Cases (multi CD sound recording cases)	\$11.00	Inclusive		
Overdue items fines		Exempt		Flat fee per item plus charge per work day
Periods of amnesty apply when no overdue fines are charged for specified periods				Specified days to be announced
<i>An exception applies to fines on overdue items borrowed under the following member categories: Class Cards, Book Clubs, Branch Libraries, Housebound, Home Library, Hospitals &amp; Nursing Homes, Inter Library Loans, Wagga Community Links \$0.00. This exception does not extend to lost or damaged items</i>				
Library Bags	\$2.00	Inclusive		
Library Backpacks	\$5.00	Inclusive		
Mobile Library - A4 printing/ photocopying (black & white)	\$0.20	Inclusive		Per Page
Mobile Library - A4 printing/ photocopying (colour)	\$0.55	Inclusive		Per Page
Public Library Programs		N/A		Each
Professional Research Fee	\$66.00	Inclusive		Per hour includes photocopying and postage
Visitor's Fee (non-refundable) - 1 month	\$33.00	Inclusive		
Visitor's Fee (non-refundable) - 3 months	\$88.00	Inclusive		
<b>Public Library</b>				
RRL Membership Fee for non-residents (excluding eligible reciprocal members and residents of Wahguna and Yarrowonga) - 12 months	\$110.00	N/A		

ACTIVITY	FEE/CHARGE 2022/23	GST STATUS	COSTING METHOD	COMMENT
RRL Membership Fee for Victorian residents of Wahguna and Yarrawonga - limited membership no charge (a limit of 4 physical loans at any one time and no access to any other physical or electronic collections, programs or services)	Nil	Inclusive		12 months
RRL Membership Fee for Victorian residents of Wahguna and Yarrawonga - full membership - 12 months	\$55.00	Inclusive		12 months
RRL Book Club membership (per club of 10 members)	\$400.00	Inclusive		Per Book Club
Replacement charge for lost or damaged book club collection items	\$40.00	Inclusive		Per Item
Additional storytime pack	\$44.00	Inclusive		
Additional holiday program	\$242.00	Inclusive		
Processing/cataloguing fee for additional items - processed book item with cataloguing	\$7.50	Inclusive		Per Item
Processing/cataloguing fee for additional items - processed non-book item with cataloguing (includes One-Time CD/DVD/MP3 cases)	\$11.00	Inclusive		Each
Processing/cataloguing fee for additional items - processed non-book item with cataloguing (includes multi-CD sound recording cases)	\$16.50	Inclusive		Each
Additional computer terminal and associated peripherals	\$3,025.00	Inclusive		Each
Replacement charge for e-Readers that are lost or damaged beyond reasonable repair (repair cost more than \$75)	\$165.00	Inclusive		
Replacement cost for lost or damaged e-Reader charging cords	\$36.30	Inclusive		
Additional Libero Licenses	\$1,001.00	Inclusive		Each

<b>FDC SCHEDULE</b>		
<b>Care Cost per Child</b>		
	<b>FEE/CHARGE 2023/24</b>	<b>NOTES</b>
Within care hours (8am-6pm, Monday - Friday)	As per educator schedule	
Casual or out of core hour care	As per educator schedule	
Weekends/Public Holidays/Overnight	As per educator schedule	<i>Overnight care is only permitted on special cases and must be pre-approved by Family Day Care Nominated Supervisor/Coordinator</i>
<b>Note:</b> The CCS Cap rates contained in the FDC Schedule have been advised by the department in alignment with the new Child Care Subsidy effective July 1 2018.		
<b>Scheme Levy</b>		
Parent Administration	An administration fee of \$1.30 per child per hour is charged	An administration fee of \$1.30 per child per hour is charged
Educator Administration	An equipment and administration fee of \$13.50 per week is charged. This includes the Harmony for Educators web module.	An equipment and administration fee of \$13.50 per week is charged. This includes the Harmony for Educators web module.
<b>Allowances</b>		
Travel - Educator transport fee	Per educators schedule	Per educators schedule
<b>Allowable Absences</b>		<b>Entitlement</b>
Parents are allowed to claim a maximum of 42 care days per child per year. Absences taken after the 42 days limit will not attract Child Care Subsidy and are payable at full fee.	Price per individual educators schedule. Child Care Subsidy will not be paid for absences where fees are charged to reserve a place for a child who has not yet started care. Child Care Subsidy will not be paid for absences once a child has ceased care.	Price per individual educators schedule. Child Care Subsidy will not be paid for absences where fees are charged to reserve a place for a child who has not yet started care. Child Care Subsidy will not be paid for absences once a child has ceased care.
<b>Holding Fees</b>	Price per individual educators schedule (where relevant)	Price per individual educators schedule (where relevant)
<b>Rostered Days Off and Shift Work</b>	These are considered separately and must be supported with a letter from the parent and/or employer.	These are considered separately and must be supported with a letter from the parent and/or employer.
<b>Overtime/Penalty Rate</b>	At the educators discretion or per the educators individual schedule, to be charged where the parents are late picking up children	At the educators discretion or per the educators individual schedule, to be charged where the parents are late picking up children
<i>Note: Overtime/Penalty rate is fully payable by parents (it is not covered by the Child Care Subsidy)</i>		
<b>24 Hour Care</b>	14 periods of 24 hour care are available per financial year per child. The service must gain approval from the Department of Education in writing beforehand.	14 periods of 24 hour care are available per financial year per child. The service must gain approval from the Department of Education in writing beforehand.
<b>Termination of Care</b>	Parents are required to give at least 14 days notice to the educator of ceasing care arrangements otherwise full fees will be charged. Child Care Subsidy will not be paid for absences once a child has ceased care.	Parents are required to give at least 14 days notice to the educator of ceasing care arrangements otherwise full fees will be charged. Child Care Subsidy will not be paid for absences once a child has ceased care.
<i>Note: Family Day Care educators set their own individual fee schedules, which may include costs that are higher than the base fees schedule rates, with the exception of the Parent administration levy and the Educator administration levy.</i>		

PRESCHOOL SCHEDULE		
Care Cost per Child	FULL FEE/CHARGE 2023	SUBSIDISED FEES 2023 (where applicable)
<b>Please note: these fees are charged per calendar year and will be effective January 2023 - December 2023</b>		
Within care hours - 4 year olds (8.30am-4.00pm, Monday - Thursday)	<b>Mon - Thurs (4 year olds)- Full fee per child per day- maximum \$80</b>	<b>Mon - Thurs (4 year olds)- 2 days/15 hour session per week - \$55</b> (Please note: this is a government subsidised fee for four year old children in the year before attending school. Child must enrol and attend 15 hours per week to access subsidy) - <b>1/2 day fee/ - \$15.00</b> (The half day fee applies on show day public holiday) NSW Government Start Strong Affordable Preschool Fee relief funding is offered to families. Those families that elect to participate will receive free Preschool during the calendar year of 2023.
Health Care Card Holders (HCC)		Health Care Card holders - HCC - \$15 per day (Mon - Thurs)
Aboriginal and Torres Strait Islanders (ATSI)		Aboriginal and Torres Strait Islanders - (ATSI) - \$15 per day (Mon - Thurs)
<b>NB: For 3 year old sessions please refer to the MRU schedule</b>		
Excursions/Incursions	Excursions/Incursions are charged to families on their fee statements each term and will vary depending on cost. Some of these excursions may be subsidised by the service where applicable.	
<b>Allowances</b>		
<b>Overtime/Penalty Rate</b>	\$10 flat rate after 10 minutes from end of day session then \$5 for each 5 minute increment after. <i>Penalty rate is fully payable by parents. It is not covered by funding or child care subsidy.</i>	
<b>Cancellation of Care</b>	2 weeks notice required to receive refund of paid fees	

MRU (LDC) SCHEDULE		
Care Cost per Child	FEE/CHARGE 2022/23	
<b>UNGARIE CENTRE-BASED CARE</b>		
Within care hours (9.00am-3pm, Wednesday, Thursday) 6 hours	\$12 per hour - daily fee of \$72.00	Note: 2022 - 2023 CCS Cap of \$12.74 /hour. This will change (increase) as of July 1 2023
<b>BLAND CENTRE-BASED CARE</b>		
Within care hours (8.30am-3pm, Friday) 6.5 hours	\$11 per hour - daily fee of \$71.50	Note: 2022 - 2023 CCS Cap of \$12.74 /hour. This will change (increase) as of July 1 2023
<b>Allowable Absences</b>		
Parents are allowed to claim a maximum of 42 care days per child per year. Absences taken after the 42 days limit will not attract Child Care Benefit and are payable at full fee.	Child Care Subsidy will not be paid for absences where fees are charged to reserve a place for a child who has not yet started care. Child Care Subsidy will not be paid for absences once a child has ceased care.	<b>Entitlement</b>
<b>Overtime/Penalty Rate</b>	\$10 flat rate after 10 minutes then \$5 for each 5 minute increment	
<i>Note: Overtime/Penalty rate is fully payable by parents (it is not covered by the Child Care Subsidy)</i>		
<b>Termination of Care</b>	2 weeks notice required to receive refund of paid fees. Child Care Subsidy will not be paid for absences once a child has ceased care.	

<b>VACATION CARE SCHEDULE</b>		
<b>Care Cost per Child</b>	<b>FEE/CHARGE 2022/23</b>	<b>Notes:</b>
Within care hours (8.30am-5pm, Monday - Friday) 8.5 hours/day	Daily fee charged \$40 per day. Family of 3 or more children, maximum \$80 per day.	
Excursions/Incursions	Excursions/Incursions are charged to families depending on advertised programmed activities. Fee will vary depending on cost; some of these excursions may be subsidised.	
<b>Overtime/Penalty Rate</b>	To be charged where the parents are late picking up children. \$10 per child if collection after 5.10pm. Then \$1 per minute for each 1 minute interval thereafter.	
<b>Cancellation of Care</b>	Parents are required to give at least 24 hours notice to the service of cancellation of care arrangements/bookings otherwise full fees will be charged.	Please note: bookings cannot be transferred to another child.



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## Draft Revenue Policy 2023/24



Bland Shire Council  
Draft Revenue Policy 2023/24



BLAND SHIRE COUNCIL  
*west wyalong*

**RESOURCING  
STRATEGY  
PART A: OVERVIEW**







# OUR VISION, MISSION & VALUES

*Working together*



 <b>COMMUNITY</b> <i>Put the community first</i>	 <b>TEAM WORK</b> <i>Work together as a committed team</i>	 <b>RESPECT</b> <i>Respect &amp; value each other</i>	 <b>COMMUNICATION</b> <i>Open &amp; honest communication</i>	 <b>INTEGRITY</b> <i>Act with integrity &amp; honesty</i>	 <b>SERVICES</b> <i>Continuously improve our services</i>	 <b>SAFETY</b> <i>Keep ourselves &amp; others safe</i>
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*to improve our quality of life*

A PLACE WHERE PEOPLE ARE **VALUED**, AN ENVIRONMENT THAT IS **RESPECTED**, A FUTURE THAT IS **BRIGHT**, A COMMUNITY THAT IS **PROUD**.

## ACKNOWLEDGEMENT OF COUNTRY

Bland Shire Council acknowledges the Wiradjuri people who are the Traditional Custodians of the land on which our communities are located and pays respect to all Elders past, present and emerging.

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# INTRODUCTION

The Integrated Planning and Reporting (IP&R) framework recognises that most communities share similar aspirations: to provide safe, healthy and vibrant places to live, a sustainable environment, a caring and engaged community, opportunities for employment, reliable infrastructure.

The difference lies in how each community responds to these needs. This is what shapes the character of individual cities, towns and villages. IP&R also recognises that council plans and policies should not exist in isolation and are connected on many levels.

The IP&R framework allows NSW councils to draw their various plans together, to understand how they interact and inform each other, and to get the maximum benefit from their efforts by planning holistically for the future.

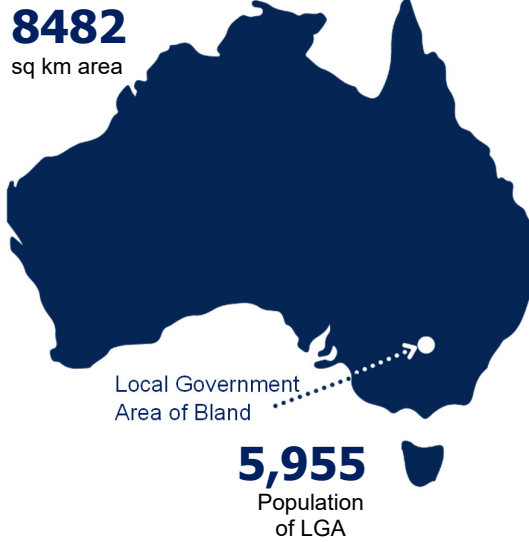
All councils in NSW use the IP&R framework to guide their planning and reporting activities in accordance with requirements set out in the *Local Government Act 1993* (the Act) and the *Local Government (General) Regulation 2021* (the Regulation).

This document is the Resourcing Strategy which will assist Council to achieve the goals and strategies outlined in the Community Strategic Plan, Delivery Program and Operational Plan.

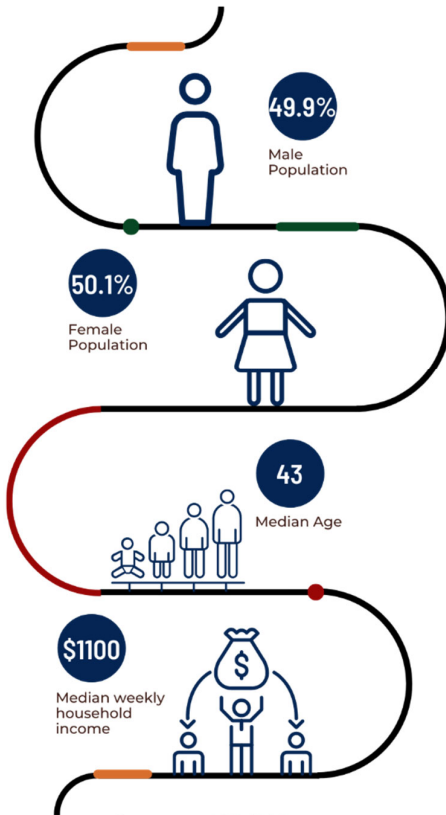
The Resourcing Strategy comprises of the Long Term Financial Plan, Asset Management Strategy and the Workforce Management Plan. Each of these strategies have been developed through consultation with the elected Council and Council's dedicated staff who are committed to delivering cutting edge services to the communities with Bland Shire Local Government Area.

# BLAND SHIRE PROFILE

Located on the northern fringes of the Riverina in New South Wales. The twin townships of West Wyalong and Wyalong serve the role of the major service centre for the Shire. West Wyalong is located on the junction of the Newell and Mid-Western Highways and within a 160 kilometre radius of Wagga Wagga, Griffith, Forbes, Parkes and Cowra and within 300 kilometres of Canberra, providing an authentic rural lifestyle with the convenience of the city well within reach.



## BLAND LGA SNAPSHOT



Other communities located within the Shire include Barmedman, Tallimba, Ungarie, Weethalle, Kikoira, Mirrool and Naradhan.

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

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

Evolution Mining purchased the Cowal Gold Project in 2015. The operation is an open cut mine with approvals to process 9.8 million tonnes of ore per annum. In 2021, Evolution received regulatory approval to develop a \$380 million underground mining project which will extend the permitted mine life to 2040.

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

The Shire is also home to Eucalyptus oil production, which commenced in 1907 and has resulted in the West Wyalong region becoming one of the major world exporters of Eucalyptus oil in Australia.

The community is proud of the facilities and services across the shire, but our greatest asset is our people where new residents are embraced and valued.

# MESSAGE FROM THE MAYOR AND GENERAL MANAGER

It is with pleasure we present to you the Bland Shire Council Resourcing Strategy. This Strategy supports and underpins the Community Strategic Plan *Your Vision, Our Future 2017-2027*.

Local Government service provision has changed over recent years and Councils have moved beyond the traditional narrow emphasis of roads, rates and rubbish towards broader objectives to promote the social, economic, environmental and cultural wellbeing of communities.

Community expectations of local government have also increased while other levels of government have devolved various functions to Councils. The outcome of this is that councils now provide a broader range of services and facilities.

These challenges have become increasingly difficult due to the financial pressures placed on councils and the fact that costs have been increasing at a far greater rate than generated income. The Resourcing Strategy will assist Council to achieve the goals and strategies outlined in the Community Strategic Plan, Delivery Program and Operational Plan.

The Resourcing Strategy comprises of the Long Term Financial Plan, Asset Management Strategy and the Workforce Management Plan.

The Long Term Financial Plan is designed as a high level document forecasting the financial capacity of the Bland Shire Council to meet the long term objectives adopted in the Community Strategic Plan.

Projections, assumptions and estimates have been used to develop an overview of how Council's finances will progress over the next ten years. Key components that have been considered include, but are not limited to, rate pegging, service levels to our community, major infrastructure asset replacement and renewals, new infrastructure, as well as borrowings and cash reserves. The plan is a decision making tool. It is not intended to be a document that specifically indicates what services or which proposals funds are to be allocated to, rather it addresses areas that impact on Council's ability to fund its services and capital works, whilst living within its means and ensuring financial sustainability.

The Asset Management Strategy provides an overall guide to future renewal/replacement and maintenance of assets. The majority of Council's assets are comprised of major community infrastructure assets such as roads, footpaths, stormwater drainage and sewer management systems, therefore it is imperative that there is an appropriate link and consistency between the Asset Management Strategy and supporting plans and the Long Term Financial Plan ensures the necessary capital outlays (as per the asset management plans) are identified for the renewal and replacement of existing community assets, as well as earmarking funding for new community assets that are essential to the overall development of the shire.

The third linking document that has informed the Resourcing Strategy is the Workforce Management Plan. This document has assisted with long term planning around staffing and future works balanced with achieving the objectives of the Community Strategic Plan.

Council continues to strive for maximum efficiency and effectiveness and has implemented a range of valuable initiatives. Studies show Bland Shire is already an outstanding performer in this area. Council staff are committed to continuous improvement and continue to embrace new technology, new ideas and new initiatives for the betterment of not only the organisation but the wider community.

Council's activities are guided by the Councillors and a team of committed and dedicated staff with a real passion for Bland Shire Council, its community and its future. It is this passion and dedication which drives Council's performance and helps deliver cutting edge in service delivery.

The Bland Shire is proud that it has a workforce dedicated to self-improvement and the acquisition of additional skills and knowledge so it can provide the most efficient and cost effective delivery of services across a very wide and diverse range of activities.

Brian Monaghan  
**Mayor**

Ray Smith PSM  
**General Manager**

# INTEGRATED PLANNING & REPORTING FRAMEWORK

The Integrated Planning and Reporting framework opens the way for Council and the community to have important discussions about funding priorities and service levels, how these shape local identity and how all can work together to create a more sustainable future.

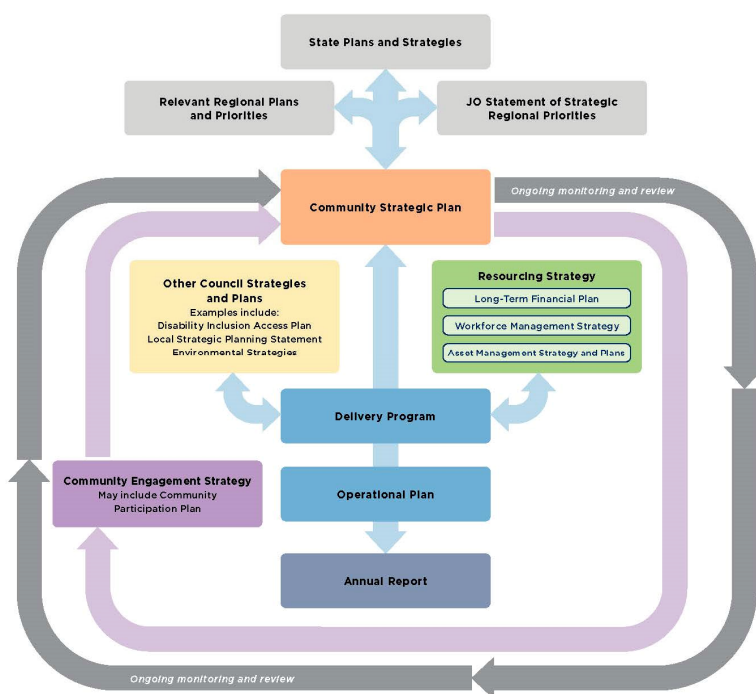
The IP&R diagram following has been updated to reflect the 2016 amendment to the Local Government Act. The Resourcing Strategy has been moved closer to emphasise the important role that resource planning must play in delivering the council's strategic objectives.

While there is a direct link from the Community Strategic Plan to the Delivery Program and Operational Plan, this must be informed and supported by the financial, asset and workforce planning undertaken by Council as part of the Resourcing Strategy.

Any community endorsed changes to council's strategic direction and priorities should be reflected in resource planning and allocation.

Community engagement has been expanded to encompass the entire IP&R process. This reflects new requirements, extending the Community Engagement Strategy to all aspects of council engagement, not just the Community Strategic Plan.

Additional requirements under the *Environmental Planning and Assessment Act 1979* to prepare a Community Participation Plan can also be incorporated into a council's wider Community Engagement Strategy.



Source: Office of Local Government Integrated Planning & Reporting Handbook for Local Councils in NSW



The main components of the framework are summarised below:

### **Community Strategic Plan**

The highest level of strategic planning undertaken by Council, with a ten-year plus timeframe. All other plans must support achievement of the Community Strategic Plan objectives.

### **Resourcing Strategy**

Shows how Council will resource its strategic priorities, identified through IP&R. The Resourcing Strategy includes three inter-related elements:

- Long-Term Financial Planning
- Workforce Management Planning
- Asset Management Planning.

### **Delivery Program**

The elected Council's commitment to the community about what it will deliver during its term in office to achieve the Community Strategic Plan objectives.

### **Operational Plan**

Shows the individual projects and activities Council will undertake in a specific year. It includes the Council's annual budget and Statement of Revenue Policy.

### **Annual Report**

Is a report back to the community on the work undertaken by Council in a given year to deliver on the commitments of the Delivery Program via that year's Operational Plan. Council also reports on its financial and asset performance against the annual budget and longer-term plans.

When Bland Shire Council developed the ten-year Community Strategic Plan in 2017 on behalf of the community, the themes identified were:

**Our People** – A strong, healthy, connected and inclusive community

**Our Places** – Maintain & improve the shire's assets & infrastructure

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

**Our Prosperity** – Growing our population and jobs.

# SUPPORTING DOCUMENTS

- Resourcing Strategy Part B: Asset Management Plan
- Resourcing Strategy Part C: Long-Term Financial Plan
- Resourcing Strategy Part D: Workforce Management Plan



## **RESOURCING STRATEGY PART A: OVERVIEW**

Endorsed for Public Exhibition: 17 May 2022  
Adopted: 28 June 2022



BLAND SHIRE COUNCIL  
*west wyalong*



# RESOURCING STRATEGY

## PART B: ASSET MANAGEMENT PLAN



# OUR VISION, MISSION & VALUES

*Working together*



<p><b>COMMUNITY</b> <i>Put the community first</i></p>	<p><b>TEAM WORK</b> <i>Work together as a committed team</i></p>	<p><b>RESPECT</b> <i>Respect &amp; value each other</i></p>	<p><b>COMMUNICATION</b> <i>Open &amp; honest communication</i></p>	<p><b>INTEGRITY</b> <i>Act with integrity &amp; honesty</i></p>	<p><b>SERVICES</b> <i>Continuously improve our services</i></p>	<p><b>SAFETY</b> <i>Keep ourselves &amp; others safe</i></p>
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*to improve our quality of life*

A PLACE WHERE PEOPLE ARE **VALUED**, AN ENVIRONMENT THAT IS **RESPECTED**, A FUTURE THAT IS **BRIGHT**, A COMMUNITY THAT IS **PROUD**.

## ACKNOWLEDGEMENT OF COUNTRY

Bland Shire Council acknowledges the Wiradjuri people who are the Traditional Custodians of the land on which our communities are located and pays respect to all Elders past, present and emerging.

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# INTRODUCTION

To support the community, Council maintains a network of physical infrastructure within the Bland Local Government Area. This infrastructure provides a platform for economic and social development, strengthens the link between the community and the natural environment and creates a sense of place for the local community and its visitors. This infrastructure is integral to the community's wellbeing and their quality of life.

This strategy is formulated to best achieve this under the Asset Management Policy.

## WHAT IS ASSET MANAGEMENT?

Asset management is the process of logic used to guide the planning, acquisition, operation and maintenance, renewal and disposal of assets. Strategic Asset management is the way in which Council looks after its assets on both a day-to-day basis (maintenance and operations) and in the medium to long-term basis (strategic and forward planning).

## ASSET MANAGEMENT OBJECTIVES

The infrastructure assets managed by Council include formed roads, bridges and culverts, footpaths, kerb and gutter, stormwater and sewer infrastructure, recreational assets, open spaces, landfills, Council businesses and community buildings.

Council's primary objectives in managing its assets are to:

- Manage all assets in a sustainable and cost effective manner
- Review and reassess service levels so service provision is within desirable levels for future and existing community members.

To assist with making optimal decisions relating to our assets, Council uses the Assetic system to create strategic asset development within Council. By applying analytics to lifecycle and maintenance data, Assetic enables visualisation of strategy and service level scenarios to manage and maintain assets, improve service levels and reduce capital and maintenance spending. The scenarios produced work hand in hand with the Long-Term Financial Plan to achieve optimum asset management. Work is still being undertaken linking the resultant asset management plans to the Long-Term Financial Plan, but when finished will give a complete picture of how Bland Shire will deliver on its objectives.

## ASSET MANAGEMENT – NOW AND THE FUTURE

The assets in the Bland Local Government Area are audited under Council's inspection regime, rated against the condition rating sheets, and captured in Council's assets registers. This process allocates a condition rating to each individual asset, or section of asset. This condition rating scale ranges from 1-5. A condition rating of average (condition 3) is considered to be a satisfactory level of service or condition. The condition of the assets is captured within Council's asset management software and GIS system with a direct relationship to the service levels agreed to as part of the Integrated Planning and Reporting process.

Using this data, the Gross Current Replacement value of the existing network can be calculated and the cost of returning all infrastructure identified as being in unsatisfactory condition to a condition deemed satisfactory which is at the least a condition 3, can be calculated.

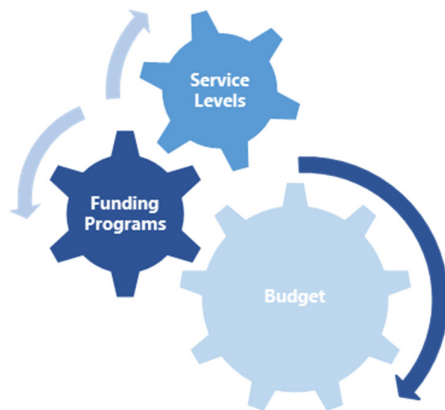
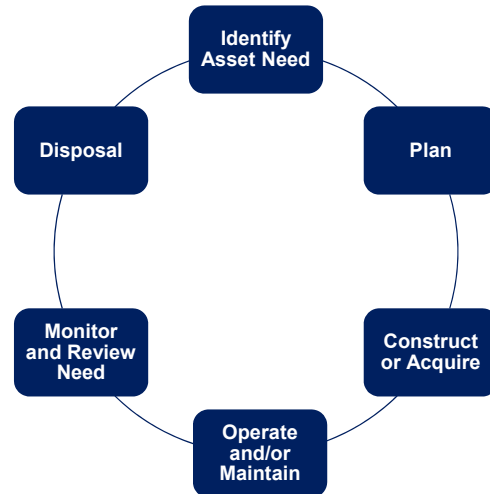


Utilising this information, along with Assetic Predictor allows Council to model scenarios providing support tools for long-term planning of infrastructure assets while optimising service level outcomes and capital and maintenance expenditure. The software assists to predict the future behaviour of assets given available funding levels and enable scenario comparison to aid decision making.

## LIFECYCLE MANAGEMENT

Lifecycle management details how Council plans to manage and operate the asset category at the agreed level of service while minimising lifecycle costs throughout the useful life of the asset.

The traditional approach of “last year plus 5%” resulted in budget driven asset management. Bland Shire is currently undertaking extensive work across all assets and has recognised that this approach leads to a lack of organisation and communication between the service delivery and financial planning. As a result Strategic Asset Management (SAM) has been implemented along with asset management software (Assetic) to deliver a long-term approach to asset management delivering informed predictions that will result in a service centric outcome.



The diagram to the left illustrates the three aspects that are required to work together and are dependent upon each other to achieve maximum outcome, value and efficiency across the asset management system.

## LIFECYCLE COSTS

The lifecycle costs (whole of life costs) are the average costs that are required to sustain the service levels over the longest asset life. Lifecycle costs include operating and maintenance expenditure and asset consumption (depreciation) expense.

This value must be used in the development of estimates for the delivery of new assets for Council. The introduction of lifecycle costing dramatically changes the forecast capital expenditure. Capital costs will no longer reflect just ‘build’ cost but will include whole of life.

# OUR ASSETS

## INTRODUCTION

Council's goal in managing infrastructure assets is to meet the required level of service for each asset category in the most cost effective manner, within available funds, for present and future consumers. The key elements of Council's infrastructure asset management are:

- Taking a lifecycle approach
- Utilising cost effective management strategies for the long-term
- Reviewing defined levels of service and monitoring performance
- Understanding and meeting the demands of growth through demand management and infrastructure investment
- Managing community expectations
- Managing risks associated with asset failures
- Sustainable use of physical resources
- Continuous improvement in asset management practices.

To achieve these goals, Bland Shire is currently building one existing systems and implementing new strategic asset management software to allow for:

- Accurate inventory and condition information
- Facilitate efficient day-to-day management of assets
- Enable objective long-term asset planning based on informed knowledge across all asset classes.

The chosen system – Assetic, is used with Technology One financial system and Mapinfo GIS system to provide a comprehensive insight to the current condition and future needs of Council's assets.

## WHAT WE HAVE

Council's mission "Working together to improve our quality of life" guides staff in the way the assets are managed.

This strategy is designed to include all of council's assets, which encompasses a broad range grouped into key asset categories as tabled below.

Asset Category	Assets Included
Transport Infrastructure	Sealed Roads, Unsealed Roads, Kerbing, Stormwater Drainage, Bridges, Culverts, Footpaths, Car Parks, Signs and Roadside Infrastructure.
Parks and Open Spaces	Sporting Fields, Parks and Gardens, Courts, Playgrounds, Irrigation, Park Furniture, Shelters, BBQ's, Public Reserves, Skate Park.
Buildings and Land	Civic Buildings, Community Buildings, Land
Plant and Equipment	Light Plant, Heavy Plant, Motor Vehicles, Ancillary Plant and Equipment.
Sewer	Sewerage Pipes and Pits, Sewerage Treatment Plants, Pump Stations, Manholes
Administration Assets	

## CONDITION ASSESSMENT

The condition assessment specifies the technical tools used to assess the condition of each asset.

# SERVICE LEVELS

## CURRENT LEVELS OF SERVICE

“An objective of Asset Management Planning is to match the level of service provided by the asset with the expectations of the customer and available budget. Asset management planning will enable the relationship between level of service and cost of service (the price/quality relationship) to be determined. This relationship can then be evaluated in consultation with customers to determine the optimum level of service that the community is prepared to pay for”. International Infrastructure Management Manual (IMM) 2015).

Council has characterised service levels in two definitions aligned with the IMM. These two levels of service are a community level of service and a technical level of service.

Community levels of service relate to how the community receives or derives benefit from the service of each asset in terms of safety, quality, quantity, reliability and responsiveness.

Supporting the community service levels are operational or technical measures of service developed to ensure that the minimum community levels of service are met. These technical levels of service may relate to cost/efficiency and legislative compliance.

Council’s assets team continues to use a ‘satisfactory’ condition (condition 3) as a desired level of service for all asset categories covered by this Strategy. The use of ‘condition 3’ as the desired service level allows Council to develop projections of asset renewal funding requirements for the future in support of the Long-Term Financial Plan, providing estimates of the funding required for each category to be remediated or renewed so the majority of Council’s infrastructure asset is condition 3 or above.

Supporting the service levels are operational or technical measures of performance developed to ensure that the minimum community levels of service are met, as long as it is within the available budget.

Technical measures relate to service criteria such as:

Service Criteria	Technical measures may relate to
Quality	Component deterioration
Quantity	Area of parks per resident
Availability	Number of users versus need
Safety	Pavement width and condition

## DESIRED LEVELS OF SERVICE

Community engagement has assisted Council to determine levels of service which the community expects or would like.

The community engagement takes several forms and was based on the simple principle of Council going into the community to meet with people to:

- Gather information from the community regarding the condition of assets that is satisfactory to them
- Gather information from key stakeholder groups and Government departments about satisfactory levels of asset condition

- Gather information from Councillors and council staff about satisfactory levels of asset condition.

In addition to this, information is also gathered from the Customer Satisfaction Surveys, Integrated Planning and Reporting Community Consultation process and ongoing residents' feedback to councillors and staff through service requests and correspondence and community forums undertaken across the villages within the shire.

From the information gathered, a base line for the community's minimum standard requirement is derived along with what are the most important factors and which are the least.

The information obtained from the community, balanced with reducing budgets, frozen funding streams and limited income sources has resulted in the need to reduce service levels in some areas, while ensuring a cost effective, reliable and safe asset based on future budget forecasts.

For example, traditionally, Council provided a "one size fits all" approach to its assets, particularly roads. The road hierarchy as shown in Attachment 1, considers the functionality of the asset including, user rates, type of users, community benefit, whole of life cost of providing the asset, risk and safety to the community.

Road infrastructure service levels have been developed based on the adopted road hierarchy, (see Attachment 2). Service levels and condition assessment ratings have been developed for all asset classes.

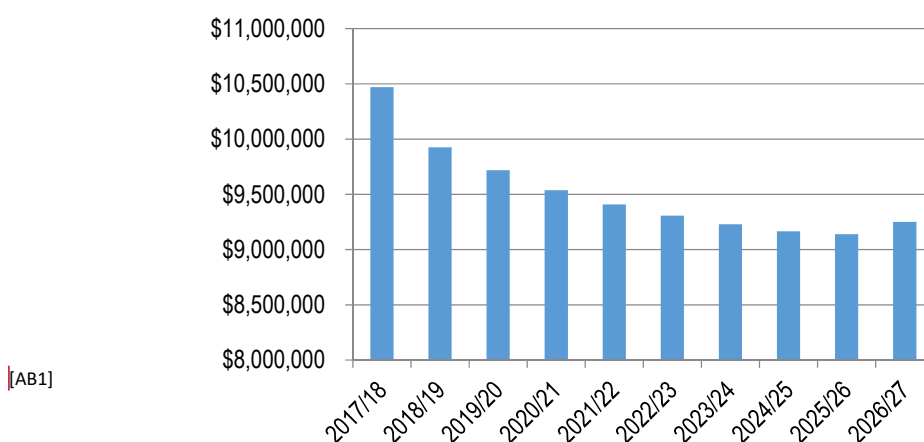
Council regularly reviews the operational process and an independent review in 2015 found the changes previously identified and implemented from the original asset management planning process had ensured Bland Shire Council is equal to or better than like sized Council's with regards to processes and value for money.

# FINANCIAL SUSTAINABILITY

## FINANCIAL STATEMENTS & PROJECTIONS

The financial projections are shown in the following graph for projected operation expenditure (renewal, maintenance and depreciation). Major capital works will be funded from reserves and additional grant funding.

**Long Term Financial Plan Renewal and Maintenance Expenditure -2017-2027**



## DEPRECIATION METHODOLOGY

Council adopted a depreciation methodology used to develop the fair value of its assets as required by the Office of Local Government.

The current depreciation methodology adopted is a Straight Line Depreciation Method.

## AUSTRALIAN ACCOUNTING STANDARDS

The following Australian Accounting Standards apply to Local Government:

**AASB13 – Fair Value Measurement:** A market-based measurement to estimate the price at which the asset would be sold or transferred.

**AASB116 – Property, Plant and Equipment:** Prescribes the requirements for the recognition and depreciation of property, plant and equipment assets.

**AASB136 – Impairment of Assets:** Aims to ensure that the assets are carried at amounts that are not in excess of their recoverable amounts.

**AASB138 – Intangible Assets:** Prescribes the accounting treatment for intangible assets not dealt with in another standard.

**AASB1021 – Depreciation on Non-Current Assets:** Specifies how depreciation is to be calculated.

AASB1001 – Specifies the policies that Council is to have for recognition of assets and depreciation.

AASB1015 – Account for the acquisition of assets: Method of allocating the value of new assets on acquisition; and

AASB27 – Financial Reporting by Local Government.

There is a plethora of other legislative requirements that need to be considered, including, but not limited to:

- Disability Discrimination Act 1894
- Building Code of Australia
- Work Health and Safety
- EP&A Act.

# ASSET MANAGEMENT GOALS

Council's goal in managing infrastructure assets is to meet the required level of service for each asset category in the most cost effective manner for present and future consumers. The key elements of Council's infrastructure asset management are:

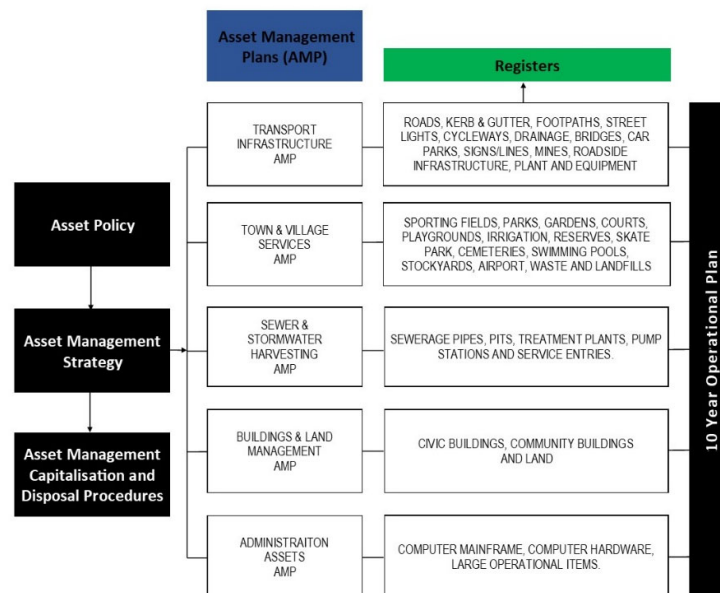
- Taking a lifecycle approach
- Developing cost effective management strategies for the long-term
- Providing a defined level of service and monitoring performance
- Understanding and meeting the demands of growth through demand management and infrastructure investment
- Managing risks associated with asset failures
- Sustainable use of physical resources
- Continuous improvement in asset management practices.

The Asset Management Plans and supporting sections are fundamental to the achievement of these key elements of asset management. The cornerstones of the plans are:

- Condition assessment – specifies the technical tools used to assess the condition of each asset
- Lifecycle management – how Council will manage its existing and future assets to provide the required services
- Financial summary – what funds are required to provide the required services
- Monitoring – how the plans will be monitored to ensure it is meeting Council's objectives
- Asset management improvement plan.

The flow chart showing the relationships of the Asset Management Plans to the Asset Management Policy, Asset Management Strategy, and its supporting plans is as follows.

## ASSET MANAGEMENT FLOW CHART



# FUTURE DEMAND

## DEMAND FORECAST

Factors affecting demand include population change, changes in demographics, seasonal factors, vehicle ownership, consumer preferences and expectations, economic factors, agricultural practices, environmental awareness and increased Government pressure for heavy vehicle loads for example.

Demand for infrastructure is generated predominantly through either:

- An increased utilisation of existing infrastructure brought about by the factors above; or
- The requirement for new infrastructure to meet the needs of growth in new development.

The demand created by these two circumstances requires analysis to consider the ramifications to existing infrastructure networks and the ability of these networks to cope. This analysis applies in all cases ranging from new subdivisions creating an increased load on an existing sewer network and treatment plant, to that same subdivision increasing traffic across existing road networks potentially creating the need to upgrade that existing infrastructure to cope with the increased utilisation and demand.

## DEMAND MANAGEMENT PLAN

Demand for new services will be managed through a combination of managing and maintaining existing assets, upgrading of existing assets and providing new assets to meet this demand. Demand management practices include non-asset solutions, insuring against risk and managing failures.

The planning for infrastructure due to demand is a constant process of review and assessment of existing infrastructure and its ability to cope with increasing demand, versus the need to augment with new infrastructure.

Council develops strategies for demand management on single or groups of affected assets and continues to manage the relationship between existing and new asset requirements in the context of asset management. This demand management also includes asset rationalisation as discussed in this plan.

The demand forecasting and analysis is based on Australian Bureau of Statistics data and the NSW Department of Planning projections. The outcomes of these plans form elements of future capital works programs captured in Council's Long-Term Financial Plan.

One of the main elements that is required to be taken into consideration is the ageing population. This has been addressed within the Community Strategic Plan. The theme, "Our People", gives particular emphasis on the ageing and the provision of services to that demographic.



# NSW PLANNING AND ENVIRONMENTAL POPULATION PROJECTIONS <sup>[AB3]</sup>

	2011	2016	2021	2026	2031	2036
Total Population	6050	5950	5650	5350	5100	4850
Total Households	2450	2350	2300	2200	2100	2050
Demographics – 65+ years	1200	1250	1250	1250	1250	1200
Demographics – 50-65 years	1200	1200	1050	950	1200	900

## SCENARIOS

	2011	2016	2021	2026	2031	2036
DoP Projections	6050	5950	5650	5350	5100	4850
Current Trend	6021	5870	5723	5580	5440	5304
Low Growth	6150	6304	6562	6624	6790	6960
High Growth	6300	6615	6946	7294	7659	8042

## CHANGES IN TECHNOLOGY

Technology changes are forecast to have little effect on the delivery of services covered by this strategy at the present time.

Changes in technology will however impact on the decision making processes employed. Utilisation of Assetic Projector will assist staff to develop work plans through prediction modelling and support tools for long-term planning of infrastructure assets. Predictor will assist Council to optimise service level outcomes and capital and maintenance expenditure, giving best value outcome for each dollar spent.

## NEW ASSETS FOR DECLINING GROWTH

Population forecasts indicate that there will be very few new assets required to meet growth as this data indicates that Council has a negative growth of -0.75%.

The demographics specify Bland Shire has an ageing population. In the future capital items required will be funded from the Council's general income. With decreasing revenue streams from a declining population and increasing demands from an ageing population upgrading or renewal of existing infrastructure, will need to be reviewed with this in mind.

# LIFECYCLE MANAGEMENT

Lifecycle management details how Council plans to manage and operate the asset category at the agreed level of service while minimising lifecycle costs throughout the useful life of the asset.

## ACQUISITION

There are six elements of the asset acquisition phase of the cycle. They are:

1. Planning
2. Assessment of requirements
3. Feasibility study
4. Acquire (procure or construct)
5. Asset identification, recognition and recording
6. Recording and accounting.

These elements are not carried out in an entirely sequential manner; some elements overlap and the planning element should be evident in all other elements.

Congruence of the asset management process with all stages of planning is vital to ensure the process adds value to an organisation. Ad hoc assessment processes are unlikely to result in optimum asset management, for example to have assets acquired, maintained or disposed of in accordance with the organisation's goals and objectives. It can have serious consequences for Council, particularly in longer term sustainability. Sound and effective use of planning in all phases of the asset management cycle will assist Council in:

- Setting levels of service delivery
- Assessing the functional adequacy of existing assets
- Identifying surplus or under performing assets
- Assessing the assets required for new policy initiatives
- Evaluating options for asset provision (for example, private versus public investment)
- Evaluating options for funding asset acquisition
- Confirming funds are available when required
- Warranting assets are maintained and disposed of in an optimum manner
- Evaluating asset management performance, with the goal of continuous improvement.

The development of Asset Management Plans as part of Council's planning processes provides the best means of delivering value added asset management. The plan must cover the complete asset management cycle and be integrated with Council's strategic and other planning documents.

## ASSESSMENT OF REQUIREMENTS

Assessing Council's requirements for assets is a major and evolving challenge. It involves making judgements on future services and organisational direction and the making of predictions that may change at the next election. Appropriate and effective asset planning, however, is driven by the Longer Term Financial Plan requirements that must transcend the impacts of elections. Council should deliberately apply strategic thinking in making predictions to minimise risk and uncertainty.

Questions that must be satisfactorily answered are:

- What alternatives are available for service delivery?
- What changes can be expected to service demand over the planning time frame?

- What is the condition of existing asset holdings?
- What are the short term asset requirements?
- What are the long term asset requirements?
- What existing assets meet the requirements?
- What further assets are required?
- Does Council need to acquire further assets or can the service be met by a service provider?
- What assets are no longer viable to retain?
- What alternatives are available for asset provision (public or private)?
- What alternatives are available for asset acquisition (purchase or construct)?
- What new skills will be needed to operate new assets?

Requirements need to be regularly reviewed, particularly as circumstances change. Such reviews should be part of the ongoing planning processes of Council. Once requirements have been defined and the options costed, a decision on the best option can be made. This decision will be the beginning of further planning – the plan to acquire the asset.

A purchasing/design and/or construction specification and a budget for the asset should be developed as well as a time frame for its acquisition and obtaining the necessary funding. A realistic budget, cash flow and timetable must be set as insufficient funds or project management might seriously jeopardise the asset acquisition process. This must include whole of life costing for the new asset including acquisition, maintenance, renewal and disposal.

The key to adding value to the organisation in the asset acquisition element is project management. Once the broad asset requirements are known, the process should be managed through Council's Project Management Framework utilising a project team that has the necessary skills and experience to ensure all aspects of the acquisition process are completed in a way that meets the service delivery and economic objectives of Council.

## **ASSET IDENTIFICATION AND RECORDING**

Australian Accounting Standards (AAS) require Local Government to identify value and record all of the assets it controls.

The revaluation of Council's asset base has been met on a rolling basis. Council is continuing this major assets project and has verified and updated the assets register, undertaken an asset condition assessment for all classes as well as completing revaluations of asset classes. This project is still being undertaken with the raw data collection phase complete, the cleansing, development and GIS work still being undertaken with assistance from Assetic. When complete, this will place Council in an extremely good position in relation to knowing its assets and being able to maintain, renew and manage the same. With regard to ongoing funding to deduce the infrastructure backlog, the asset team (including assets, engineering and finance staff) is working together to ascertain the best way forward.

There is much information that can be recorded about assets. Council needs to be diligent and apply a strategically driven approach to the data held and used. Data held needs to be regularly subject to executive management scrutiny so that information can be reliably provided without the unnecessary overhead of gathering, storing and cleansing data that is not explicitly used by Council and is not required for decision making or reporting purposes.

Councils are custodians of a significant portfolio of community assets for which they are held accountable. Councils therefore need information about the portfolio to fulfil this reporting duty and also to enable them to manage the assets effectively. In order for this information to be provided efficiently and effectively it is kept in one integrated data set.

Whilst recording or accounting for assets may be regarded by some as an issue for accountants, it is important to recognise that engineers and asset managers utilise the same information. It is important, therefore, that the professions work together to establish accepted methodologies and approaches. Bland Shire Council has developed an asset management team including staff from assets, engineering and finance to achieve the best outcome for the Council and community as a whole.

On acquisition, an asset is usually valued at its purchase price. The purchase price includes any costs necessary to place the asset into service. It is important that a value is placed on all assets, as the value and its diminution over time, provide information for decisions made about the contribution, or otherwise, by assets to an organisation's goals and objectives from an economic perspective.

Most public sector assets, particularly long lived assets such as buildings, roads and footpaths require maintenance over their lives. There are basically four matters for asset maintenance consideration. They are:

1. Planned maintenance
2. Unplanned maintenance
3. Maintenance of asset records
4. Revaluation and reassessment.

Planning is an important part of the maintenance phase. The time frame over which some assets are to be maintained adds a degree of complexity to the planning involved. The development of planned maintenance schedules should involve a multidisciplinary approach. It is critical that the planning is undertaken as the resources required to maintain the assets in optimum condition for the least cost will require the evaluation of a range of factors for different assets.

The selection of appropriate maintenance schedules is crucial to minimise asset maintenance costs while prolonging the service effectiveness of assets. It may appear to be a paradox to plan for unplanned maintenance, but unplanned maintenance consumes resources. It is essential that provision be made for time, money and skills to be available to quickly restore assets that fail in service to their operating effectiveness. Alternatively, contingency plans (business continuity planning/disaster recovery planning) should be made where catastrophic failure of major infrastructure assets has the potential to severely disrupt the provision of services to the community.

## **ASSET CREATION AND ACQUISITION**

New works are those works that create a new asset that did not previously exist, or works which upgrades or improves an existing asset beyond its existing capacity. They may result from growth, social or environmental needs. Assets may also be acquired at no cost to the Council from land development.

## **SELECTION CRITERIA**

New assets and upgrade/expansion of existing assets are identified from various sources such as the Community Strategic Plan, Development Control Plans and other planning documents and proposals identified by partnerships with other organisations. Proposals are inspected to verify need and to develop a preliminary renewal estimate. Verified proposals are ranked by priority and available funds and scheduled in future works programmes. New assets and services are funded from Council's capital works program and grants when available.

At present Council has no definitive plans relating to new infrastructure.

## **CAPITAL RENEWAL**

When an asset reaches a very poor condition, Council may choose to complete an asset renewal on the asset. This would mean rather than maintaining the asset at the very poor state, the asset is renewed from the very poor state to an average or even to an excellent state. An example of this is a gravel re-sheet on a rural road.

In general Council's annual Operating Program would have a mixture of maintenance and capital renewal.

## **ROUTINE MAINTENANCE PLAN**

Routine maintenance is the regular ongoing work that is necessary to keep assets operating, including instances where portions of the asset fail and need immediate repair to make the asset operational again. Maintenance includes reactive, planned and cyclic maintenance work activities.

Reactive maintenance is unplanned repair work carried out in response to customer or service requests and management/supervisory directions. Assessment and prioritisation of reactive maintenance is undertaken by Council staff using experience and judgement.

Planned maintenance is work identified and recorded. The implementation of Assetic Predictor will assist Council to develop planned maintenance work schedules and in turn achieve greater value for money. The schedule is developed following inspections, assessing the condition, prioritising, scheduling, actioning the work and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.

Cyclic maintenance is the replacement of higher value components or sub components of assets that is undertaken on a regular cycle, for example repainting and building roof replacement. This work generally falls below the capital threshold.

Maintenance expenditure trends are reported in Council's annual financial statements.

## **MAINTENANCE OF ASSET RECORDS**

Generally, maintenance expenditure levels are considered to be inadequate to meet required service levels.

The implementation of Assetic is assisting Council to assess the state of the assets and develop work plans and scenarios to achieve required outcomes. When complete, these individual plans will support this document.

In addition to the financial and technical information requirements for statutory reporting and to enable effective management, asset records must be kept. Maintenance of asset records adds value to the asset management process. Appropriate asset records that record relevant acquisition, operation maintenance, renewal and disposal information can be invaluable sources of information throughout the asset management process. The benefits of comprehensive asset records include:

- A record for each asset containing information such as condition, fair value, location, materials and so on

- Recording maintenance performed ensure that it is not done twice and enables a review to confirm that it has been carried out, the expenditure of that maintenance and the subsequent change to the asset value.

Australian Accounting Standards require assets to be re-valued on a regular basis. This requirement ensures that assets are recorded at a value that reflects what the market would pay to acquire the asset or what it might cost to replace the asset in its present form. The Integrated Planning Reporting Bill (2009) requires assets to be re-valued annually on a class cycle. This can only be achieved with high quality asset data.

The value of asset holdings recorded provides an indication of the level of resources that might be required to replace those assets in their current form.

# RISK MANAGEMENT

Council has adopted an enterprise-wide process for risk management. 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 processes.

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.

## CATEGORIES OF RISK

Risk categories are used by Council to classify risk events as a basis for risk management including risk reporting and risk management decision making.

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.

## **1. OPPORTUNITY BASED RISK**

There are two main aspects of opportunity based risks: risks associated with not taking an opportunity and those associated with taking an opportunity.

Opportunity based risk may or may not be visible or physically apparent, it is often financial, it can have a positive or negative outcome, and it can have both short term and longer term outcomes. It can be managed by assessing the upside and downside of the risk. The use of cost benefit analysis will make the nature of the risks clearer.

An example of an opportunity based risk in Council is the acquisition of new financial software. Should the software meet expectations then productivity is likely to be increased, along with staff morale. However, should the software prove difficult to implement or unable to meet Council's expectations, then both productivity and staff morale will fall and stakeholder confidence will be lost.

## **2. UNCERTAINTY BASED RISK**

Uncertainty based risk is the risk associated with unknown and unexpected events. Uncertainty based risks are: unknown or extremely difficult to quantify, catastrophic or disastrous in nature, associated with negative outcomes, and not possible to control or influence.

Examples of uncertainty based risks for Council include: physical damage or damage to buildings by fire or flood, and loss of a vital supplier.

## **3. HAZARD BASED RISK**

Hazard based risk is the risk associated with a source of potential harm or a situation with the potential to cause harm. This is the most common risk associated with Council, as addressed by work health and safety programs. Hazard based risks include:

- Physical hazards – including noise, temperature or other environmental factors
- Chemical hazards – including storage and/or use of flammable, poisonous, toxic or carcinogenic chemicals
- Biological hazards – that may result in physical or psychological harm, including bullying, sexual discrimination, workload or mismatch of job specification to employee capability. Council generally addresses hazard based risks through its WHS program.



# AREAS OF RISK

Council faces two main risk areas, strategic risk and operational risk:

## STRATEGIC RISK

Strategic risk is managed through Council’s enterprise risk management processes due to the potential affect a failure in this area can have on Council’s continuing operations.

## OPERATIONAL RISK

These are risks that relate to the day to day operations of Council. They result from inadequate or failed internal processes, people and systems. The two main interdependent components are operational integrity and service delivery.

Operational risk arises from inadequate internal controls, inadequate or no documentation, poor planning and implementation, or inadequate supervision.

An assessment of risks associated with service delivery from infrastructure assets has identified critical risks to Council in both categories of risk. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risk.

Critical risks, being those assessed as ‘High’ – requiring immediate corrective action and ‘Significant’ – requiring prioritised corrective action identified in the Risk Management Framework are summarised in the following table.

Risk Level	Insignificant	Minor	Moderate	Major	Critical
Almost Certain	Moderate	High	High	Extreme	Extreme
Likely	Moderate	Moderate	High	High	Extreme
Possible	Low	Moderate	Moderate	High	High
Unlikely	Low	Low	Moderate	Moderate	High
Rare	Low	Low	Low	Moderate	Moderate

# ASSET RENEWAL

Renewal is the periodic replacement of assets or asset components. It is the renewal of existing assets that returns the service potential or the life of the asset to that which it had originally. Work over and above restoring an asset to original capacity is upgrade/expansion or new works expenditure.

In the asset operation and maintenance phase, there will have been assessment of the asset on a regular basis. This history of assessment provides valuable information as the asset nears the end of its useful life, and during its useful life at times when major expenditures are approaching.

The usage of the asset, the regularity of its maintenance, the extent of unplanned maintenance and any associated downtime, can help to determine the retirement or disposal date of the asset. The current value of the asset is also a factor that should be considered. Its value may be such that an earlier or later disposal date is indicated. Two other factors that must be carefully considered in assessing the condition of an asset are the technical and commercial obsolescence aspects of an asset's condition.

In developing an asset renewal profile, there are a number of concepts to consider:

- Asset age – the elapsed time since the asset was constructed or acquired and brought into service
- Current replacement cost as new – the cost to reconstruct/renew the asset. This cost is calculated on a full-cost attribution basis. In the case of major infrastructure assets, the cost will include the cost of design and construction and the indirect cost of the construction/acquisition
- Useful life of the asset – generally, there are two approaches typically used to develop the asset renewal profile. One uses the age of the asset, in conjunction with its useful life and current replacement cost as new, to develop the profile. The other uses the current replacement cost of the remaining asset and its remaining useful life in lieu of asset age. Once the renewal profile is created, consideration can be given to strategies to deal with expenditure peaks and troughs.

Typically, the strategies may include:

- Extending the life of existing assets by specific maintenance strategies
- Renewing some assets earlier than planned
- Where the increase in expenditure appears to be of a permanent nature, planning for the transfer of funds from other areas or additional rate revenue.

## ASSET RENEWAL PLAN

Assets requiring renewal are identified from condition data obtained from the asset register. Assets are inspected to verify accuracy of condition and to develop a preliminary renewal estimate based on adopted unit rates. Assets identified for renewal are ranked by priority and available funds and scheduled in future works programs. As part of this process, it is essential to make appropriate adjustments within the Long Term Financial Plan to accommodate for any changes.

Renewal will be undertaken using 'low-cost' renewal methods where practical. The aim of 'low-cost' renewals is to restore the service potential or future economic benefits of the asset by renewing the asset at a cost less than replacement cost where possible. Renewals are to be funded from Council's capital works program and grants where available.

# ASSET DISPOSAL

Disposal, retirement or rationalisation of assets generally will occur due to changes in community demands or needs. Assessment of the need for assets is a part of the Council review process that determines whether it is meeting the needs and expectations of the community. Challenging the status quo and investigating innovative options for meeting the community service needs is all part of this process. Extensive community consultation is required to confirm community acceptance of disposal.

As with acquisition decisions, to dispose of an asset requires thorough examination and must be taken within the integrated planning framework of Council that takes account of service delivery needs, corporate objectives, financial and budgetary constraints and the overall resource allocation objectives. Disposal options including demolition should be considered at the outset when completing the acquisition plan.

The preservation of some assets means that, while the asset lifecycle applies to all assets, some may not be considered for disposal for cultural or heritage reasons. There must be a defined relationship between the growth of Council's asset base, its income capacity to maintain the service delivery of that asset base to meet community expectation, whilst continuing to deliver all the services required of Council.

Currently there is no defined relationship between the growth of Council's asset base and the subsequent funding to maintain the asset. This shortfall will be addressed by:

- Improving the distribution of funds to these assets
- Funding asset renewal and maintenance based on condition
- Rationalising assets as required
- Managing assets to meet community service expectations.

# ASSET RATIONALISATION

The reassessment of an asset's usefulness to Council should be made on a regular basis, on two criteria. They are:

1. **The need for the asset.** Does the organisation have a continuing need for the asset? Is the asset still providing a required service to the community? Is that service provision what the customers expect? Is there a more cost-effective way to provide a service?
2. **The useful life of the asset.** At acquisition, the asset will have been designed for a useful life, dependent on the factors outlined in the section on useful life. Where factors change, the useful life of the asset should be reassessed. Usage of the asset may have been more or less than planned. The condition of the asset may be better or worse than expected at this point in its life. Any change in the expected useful life of an asset will have accounting implications. This means the value of the asset may need to be adjusted within the LTFFP.

# FINANCIAL FORECASTING

## FINANCIAL STATEMENTS & PROJECTIONS

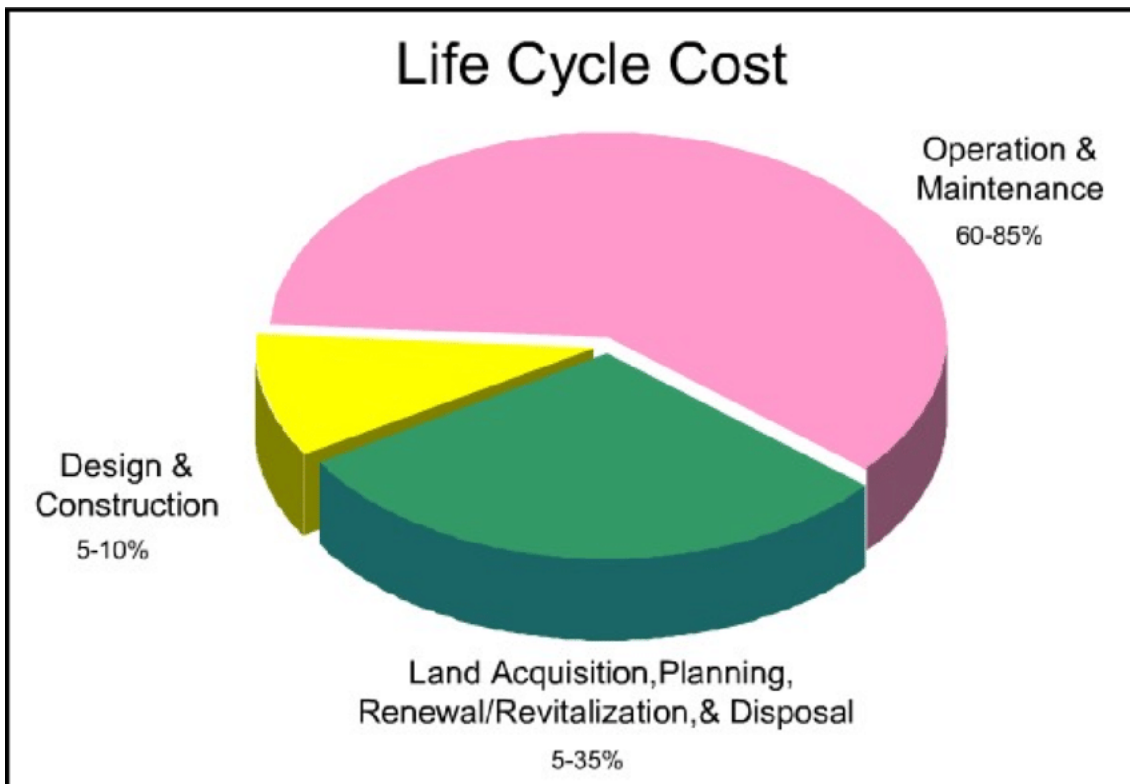
The financial projections are developed using graphs for projected operating expenditures (renewal, maintenance and depreciation) in line with scenario 1 (standard scenario) in the Long Term Financial Plan. This scenario is the same as that outlined in Council's Fit for the Future Plan. Major capital works will be funded from reserves and additional grant funding.

## LIFECYCLE COSTS

The lifecycle cost of an asset is defined as 'the total cost of that asset throughout its useful life including planning, design, construction, acquisition, operation, maintenance, rehabilitation and disposal costs'. This value must be used in the development of estimates for the delivery of new assets for Council.

The introduction of lifecycle costing will dramatically change the forecast capital expenditure listed above as capital costs. Capital costs will no longer reflect just 'build' cost but will include whole of life.

The following image is an indication of what an assets lifecycle costs represent.



## VALUATION FORECASTS

Asset values are forecast to remain steady as there will be very few additional assets added to the asset base from construction and acquisition by Council.

The carrying amount of the asset categories (depreciated replacement cost or fair value) will vary depending on the rate of addition of new assets, disposal of old assets and consumption and renewal of existing assets.

The revaluation of Council's asset base has been met on a rolling basis. Council is continuing this major assets project and has verified and updated the assets register, undertaken an asset condition assessment for all classes as well as completing revaluations of asset classes. This project is still being undertaken with the raw data collection phase complete, the cleansing, development and GIS work still being undertaken with assistance from Assetic. When complete, this will place Council in an extremely good position in relation to knowing its assets and being able to maintain, renew and manage the same. With regard to ongoing funding to deduce the infrastructure backlog, the asset team (including assets, engineering and finance staff) is working together to ascertain the best way forward.

# KEY ASSUMPTIONS MADE IN FINANCIAL FORECASTS

Key financial assumptions made in the Strategy are:

## 1. UNIT RATES

Council has quantified unit rates for all assets for the construction or purchase cost of each asset. In some cases, these unit rates are simply the purchase price of an asset for example a pit lid, or as complex as the inclusion of a variety of materials, plant and labour rates combined to create a single unit rate for an asset.

## 2. ANNUAL MAINTENANCE COST PER UNIT

In addition to the above, Council has determined an annual maintenance cost or rate per asset unit to create the direct and quantifiable link between the quantity of the asset and the funds required on an annual basis to maintain the asset, and the delivery of that asset's service level or standard.

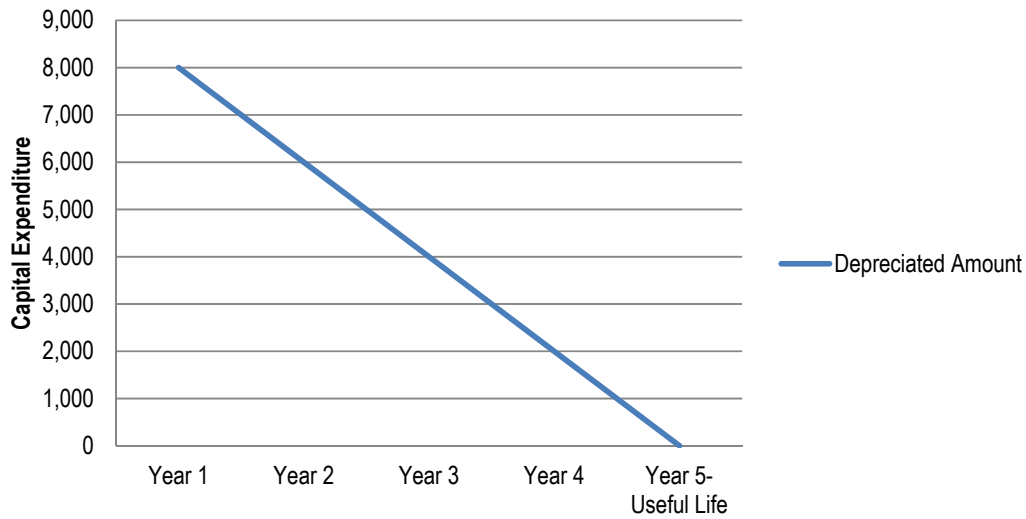
There is the potential for error to exist in these maintenance unit rates as the complex nature of the development of these rates can lead to the over or under stating of a particular element of a particular maintenance event. For example, pot holing in sealed roads is quantified at a rate of \$881.34m<sup>3</sup>. This figure is extrapolated from the per tonne rate of the material divided by the potential depth and area of average pot holes to create a unit rate.

## 3. DEPRECIATION METHODOLOGY

Council adopted a depreciation methodology used to develop the fair value of its assets as required by the Office of Local Government.

The depreciation methodology adopted is a Straight Line Depreciation Method. The methodology can be diagrammatically represented as follows:

## STRAIGHT LINE DEPRECIATION



Essentially, the asset lifecycle is divided into five distinct phases. These phases are categorised by the condition of the asset.

Due to the significant uncertainty about predicting the eventual total life of an asset there is only small room for error using the traditional straight line approach. A miscalculation of 5% in total life will drive a 5% (material) error in the annual calculation of depreciation.

*N.B. Ongoing studies are being completed on whether a mix of straight line and actual depreciation models may give a better financial outcome.*

# IMPROVEMENTS TO KEY ASSUMPTIONS

Accuracy of future financial forecasts may be improved by the following actions.

## 1. IMPROVING UNIT RATE ACCURACY

As described above, Council has quantified unit rates for all assets for the construction or purchase cost of each asset. Whilst the complexity of the development of these unit rates may allow an element of error to be included in the original rate, the continual review of these rates, based on financial data captured against each asset, will see a reduction of error in the unit rates. The Asset Management 'system', by capturing the necessary data to supply the legislated financial reporting requirement, will itself redefine the unit rates as more and more data is captured to refine the values.

## 2. IMPROVING MAINTENANCE RATE ACCURACY

As with the unit rate above, there is the potential for error to exist in these maintenance unit rates as the complex nature of the development of these rates can lead to the over or under stating of a particular element of a particular maintenance event.

A periodic review of these figures utilising the information captured against each asset will refine these unit rates.

## 3. IMPROVING CONDITION DATA

As the depreciation associated with each asset is determined by the asset condition, a continual 'live' update of asset condition and the continual surveillance of the community's assets will improve the financial information of the organisation.

## ASSET MANAGEMENT SYSTEM

Council will maintain all future asset data in Assetic software with the high level data being encapsulated in Council's Corporate System, Technology One. This data will be linked to Councils Geospatial Information System (MapInfo). This data is readily available to be exported from that format into a variety of formats to suit a variety of needs. These needs include:

- Works programming
- Current asset fair value data
- Expenditure forecasting
- Condition summary
- Extrapolation/manipulation of data; and
- Asset location and details.



## **INFORMATION PROCESSES**

The key information sources for Asset Management Plans are:

- The asset register data on size, age, value, remaining life of the asset
- The unit rates for categories of work/material
- The adopted service levels
- Depreciation rates etc
- Projections of various factors affecting future demand for services
- Correlations between maintenance and renewal, including consumption models
- Data on new assets acquired by Council.

The key information sources from these Asset Management Plans are:

- The assumed Works Program and trends
- The resulting budget, valuation and depreciation projections
- The useful life analysis
- Current condition ratings; and
- Business rules associated with Asset Management for any infrastructure asset category as contained in this Plan.

These will impact Council's Long-Term Financial Plan, Delivery Program, Operational Plan, strategic business plans, annual budget and departmental business plans and budgets.

## **PERFORMANCE MEASURES**

The effectiveness of the infrastructure Asset Management Plans can be measured in the following ways:

- The degree to which the required cash flows identified in this infrastructure Asset Management Plan are incorporated into Council's Long-Term Financial Plan and Strategic Plan
- The degree to which 1-5 year detailed works programs, budgets, business plans and organisational structures take into account the 'global' works program trends provided by the Asset Management Plan.

## **MONITORING AND RENEWAL PROCEDURES**

The Asset Management Plans will be reviewed after every Council election and amended to recognise any changes in service levels and/or resources available to provide those services as a result of the budget decision process.

# READING THE PLAN

The Delivery Program is a four year plan that covers the term of an elected Council. To create the program, we looked at the Community Strategic Plan and asked what we could achieve to bring us closer to the community's vision and values.

The Delivery Program is reviewed annually to determine which objectives set out in the Community Strategic Plan can be achieved within Council's available resources, and the Operational Plan of actions for the coming financial year is created. This ensures that Council's long-term planning is consistent with the current and future needs of the community.

The Operational Plan outlines the actions that will be undertaken, measures for each action, responsible officer and reference to the Community Strategic Plan strategies to which the action is contributing.

The Asset Management Plan, which is one of the three key elements of the Resourcing Strategy developed to support the Integrated Planning and Reporting program, consists of the specific asset management actions identified within the Delivery Program and Operational Plan.



## MANAGE WATER AND SEWERAGE RESOURCES

7.1	Provide adequate water storage and management for future use within Council's community facilities		
<i>Measure:</i>	<i>Increased usage of recycled water</i>		
Code	Action	Measure	Responsible Officer
7.1.1	Maximise water storage within budgetary constraints	Number of storage works budgeted and number completed	Urban Coordinator

Operational Plan (1 year)

Delivery Program (4 year)

How we will know what's achieved

Responsibility

Community Strategic Plan Objective (10 year)

# ASSET MANAGEMENT ACTION PLAN

5.2	Work with the heavy transport industry and road related organisations to cooperatively improve access to road infrastructure		
<i>Measure:</i>	<i>Improved road conditions across the Shire</i>		
Code	Action	Measure	Responsible Officer
5.2.1	Process heavy vehicle road usage applications.	Number of applications processed. Report on number received, approved or refused	Asset & Engineering Projects Officer
6.1	Consult with the community and relevant stakeholders regarding waste management options throughout the Shire		
<i>Measure:</i>	<i>Increase community participation in sustainability initiatives</i>		
Code	Action	Measure	Responsible Officer
6.1.1	Investigate, review and monitor viable recycling options in liaison with recycle organisations and other appropriate organisations.	Report on number of contacts and outcomes	Facilities Foreman
6.2	Reduce reliance on landfill by increasing resource recovery, waste minimisation and community education		
<i>Measure:</i>	<i>Reduction in waste to landfill</i>		
Code	Action	Measure	Responsible Officer
6.2.1	Provide waste management operations inline with the implementation of Council's waste strategy.	Report on tonnage	Coordinator Assets
6.2.2	Work in partnership with neighbouring councils and REROC to implement and improve waste programs.	Attendance at REROC Waste Forum, report on meetings attended and key outcomes	Facilities Foreman
6.2.3	Work in partnership with community relations to increase awareness of recycling and waste reduction options within the Shire.	Number and means of promotion of recycling options	Facilities Foreman
6.2.4	Comply with EPA requirements during operation of the landfill.	Licence requirements met and reports submitted to EPA as per reporting schedule	Facilities Foreman
6.2.5	Monitor littering and illegal dumping.	Number and nature of illegal dumping incidents reported or observed	Manager Development & Regulatory Services
6.2.6	Explore grant opportunities for future development and improvement of waste management services.	Number of opportunities identified and applications lodged	Facilities Foreman
7.1	Provide adequate water storage and management for future use within Council's community facilities		
<i>Measure:</i>	<i>Increased usage of recycled water</i>		
Code	Action	Measure	Responsible Officer
7.1.1	Maximise water storage within budgetary constraints	Number of storage works budgeted and number completed	Urban Coordinator
7.2	Effectively manage and maintain existing stormwater and sewerage infrastructure		
<i>Measure:</i>	<i>Sewerage inspections completed</i>		
Code	Action	Measure	Responsible Officer
7.2.1	Undertake Sewerage System Inspections	Number of inspections undertaken, number of breaches recorded	Coordinator Assets
8.1	Users of Council's facilities comply with agreements		
<i>Measure:</i>	<i>Increase in consultation with user groups</i>		
Code	Action	Measure	Responsible Officer
8.1.1	Contact User Groups on receiving complaints	Completion of any actions required	Director Technical Services
8.2	In collaboration with users provide facilities that are accessible to acceptable standards		
<i>Measure:</i>	<i>Inspections undertaken and standards and community satisfaction maintained or improved</i>		
Code	Action	Measure	Responsible Officer
8.2.1	Undertake work health and safety audits including external sites and facilities with relevant staff.	Number of audits undertaken, number of risks recorded and report on remedial actions undertaken	WHS Officer
8.2.2	Review "Signs as Remote Supervision" in public places.	Reviews undertaken and report damage	Risk & Insurance Officer

		and/or repairs required to appropriate officer	
8.2.3	Work with the Risk and Insurance Officer to implement Signs as Remote Supervision.	Number and location of signs installed/repaired	Coordinator Assets
<b>8.3</b>	<b>Collaborate with transport providers to facilitate access within the shire and regional centres</b>		
<i>Measure:</i>	<i>Transport operators and government lobbied regarding service</i>		
<b>Code</b>	<b>Action</b>	<b>Measure</b>	<b>Responsible Officer</b>
8.3.1	Lobby Government for increased funding for road maintenance.	Number of opportunities utilised.	Director Technical Services
<b>9.1</b>	<b>Responsibly manage asset renewal and maintenance for current and future generations</b>		
<i>Measure:</i>	<i>Council's asset condition maintained or improved</i>		
<b>Code</b>	<b>Action</b>	<b>Measure</b>	<b>Responsible Officer</b>
9.1.1	Monitor and implement the Annual Capital Works Program	Report on nature and value of works undertaken	Director Technical Services
9.1.2	Review and implement Roads to Recovery Program	Percentage of works completed for program and for year; completed projects undertaken	Manager Engineering Services
9.1.3	Review Technical Services Policies and Strategies	Report on policies and strategies reviewed each quarter	Director Technical Services
9.1.4	Administer Council's plant and fleet by conducting effective light and heavy plant replacement programs.	Maintain 10 year fleet replacement program	Workshop & Plant Coordinator
9.1.5	Council's plant is repaired, maintained and serviced in accordance with maintenance schedule and manufacturer's requirements.	All repairs logged into the fleet management program	Workshop & Plant Coordinator
9.1.6	Review and monitor risks/incidents in relation to safe footpaths.	Number of incidents occurred and risks reported to Council and notify appropriate officer	Risk & Insurance Officer
9.1.7	Work with the Risk and Insurance Officer to provide safe footpaths through the implementation of a footpath maintenance program.	Number and location of maintenance requests received and works conducted	Urban Coordinator
<b>9.2</b>	<b>To manage and enhance the pool facilities within the Shire</b>		
<i>Measure:</i>	<i>Increased pool usage and maintenance program undertaken</i>		
<b>Code</b>	<b>Action</b>	<b>Measure</b>	<b>Responsible Officer</b>
9.2.1	Undertake maintenance and repairs to pool facilities within approved budget in consultation with Contractor and in accordance with the contract.	Report on works undertaken	Urban Coordinator
<b>9.3</b>	<b>Maintain Street Trees</b>		
<i>Measure:</i>	<i>Maintain or increase number of street trees</i>		
<b>Code</b>	<b>Action</b>	<b>Measure</b>	<b>Responsible Officer</b>
9.3.1	Maintain the health of street trees by planting in appropriate locations and removing/replacing unhealthy trees, trees that are damaging infrastructure and trees planted in inappropriate locations.	Report on number of trees removed and number of trees replanted	Urban Coordinator
<b>9.4</b>	<b>Maintain parks, ovals and recreational facilities to approved standards</b>		
<i>Measure:</i>	<i>Cemeteries and open spaces utilised and maintained within standards</i>		
<b>Code</b>	<b>Action</b>	<b>Measure</b>	<b>Responsible Officer</b>
9.4.1	Inspect parks, ovals and recreational facilities.	Number and location of inspections undertaken	Urban Coordinator
9.4.2	Conduct playground inspections for all playgrounds within the Shire.	Number and location of inspections undertaken	Urban Coordinator
9.4.3	Coordinate maintenance with regard to seasonal use of sporting fields.	Report on sporting field activity by bookings. Report on number in comparison to previous years	Urban Coordinator
9.4.4	Carry out maintenance in Wyalong Cemetery.	Number and types of requests received and purpose of requests	Urban Coordinator
9.4.5	Inspect and maintain village cemeteries regularly.	Number and types of requests received and purpose of requests	Urban Coordinator
<b>9.5</b>	<b>Identify and plan for new infrastructure</b>		
<i>Measure:</i>	<i>New infrastructure identified and planning progressed</i>		

Code	Action	Measure	Responsible Officer
9.5.1	Allocate funds to undertake investigation, designs, business plans and obtain costings for proposed projects.	Report on amount allocated within budget for investigation and preparation of shovel ready projects	General Manager
9.5.2	Investigate grant opportunities to improve infrastructure at Council's depot.	Number of opportunities identified and applications lodged	Workshop & Plant Coordinator

# REFERENCES

- International Infrastructure Management Manual, Institute of Public Works Engineering Australia, Sydney, IPWEA, 2015
- Institute of Public Works Engineering Website: [www.ipwea.org.au](http://www.ipwea.org.au)
- Bland Shire Council Community Strategic Plan
- Bland Shire Council Risk Management Policy and Enterprise Risk Management Framework
- Bland Shire Council Long-Term Financial Plan
- Bland Shire Council Ancillary Asset Assessments, Business Process Manual and cheat sheets.

# ATTACHMENTS

- Attachment 1 – Road Classification Hierarchy
- Attachment 2 – Service Levels
- Attachment 3 – Asset Management Policy

# ATTACHMENT 1: ROAD CLASSIFICATION HIERARCHY

<b>Class 1</b>	
State Highway	Classified main road fully funded and maintained by the State Government
<b>Class 2</b>	
Arterial Roads (Heavy Traffic)	Roads distributing traffic directly between towns and villages inside and outside the shire
<b>Class 3</b>	
Arterial Roads (Medium Traffic)	Roads distributing traffic directly between towns and villages inside and outside the Shire.
West Wyalong CBD	Main traffic route(s) through town
West Wyalong Industrial Road	Provides direct access to industrial properties from main feeder roads
<b>Class 4</b>	
Arterial Roads (Low Traffic)	Roads distributing traffic directly between towns and villages inside and outside the Shire
Principal Rural Road	Road that provides connection to towns/villages and or Arterial Roads
Rural Collector Road (heavy-medium traffic)	A road that provides connection between rural access roads and/or Principal Rural Roads and/or Arterial Roads
Urban Streets	Access Street in urban areas that provide direct access to the front of adjoining residential properties
<b>Class 5</b>	
<b>5.a</b>	
Rural Collector Road (low traffic)	A road that provides connection between rural access roads and/or Principal Rural Roads and/or Arterial Roads includes school bus routes
Rural Access Road (properties)	Road that provides direct access to adjoining rural and/or residential properties includes school bus routes
Urban Lanes	Provides secondary (or minor primary) access to adjoining residential properties (includes lanes connecting access to Bland Shire Council facilities
<b>5.b</b>	
Rural Access Road (max one property)	Road that provides direct access from one road to another
<b>Class 6</b>	
<b>6.a</b>	
Tracks/Roads not listed for regular maintenance.	
<b>6.b</b>	
Unmaintained tracks, which are usually un-named	

# ATTACHMENT 2: SERVICE LEVELS (MINIMUM)

Service Levels- Road Hierarchy	1	2		3		4	5		6
		Urban	Rural	Urban	Rural		Urban	Rural	
Design Speed KPH	100	50	100	50	80	70	50	60	NA
Surface	Sealed	Sealed	Sealed		Sealed / Gravel				NA
Travel lanes	2 lane	2 lane	2 lane		2 lane	2 lane		1 lane	NA
Lane Width (metres)	3.5	3	3		3	3		4	NA
1m sealed shoulder	Yes	Yes	No		No	No		No	NA
500mm sealed shoulder	Yes	Yes	Yes		No	No		No	NA
1m gravel shoulder	Yes	No	Yes		Yes	Yes		Yes	NA
Line marking	Yes	No	Over crests		Over crests				NA
Guideposts	Yes spaced 150m	No	Yes spaced 250m	No	Yes spaced 250m Sealed	Only at culverts & curves		Only at dangerous locations	NA
Roughness Counts / intervention	4		5		4-6	6-8		8-9	NA
Signs-Crests	Yes	NA	Yes	NA	Yes	Yes	NA	No	NA
Signs-Curves	Yes	NA	Yes	NA	Yes	Yes	NA	No	NA
Signs-Speed advisory	Yes	NA	No	NA	No	No	NA	No	NA
Vegetation clearance-shoulder	6m	NA	4m	NA	4m	4m	NA	2m	NA
Vegetation clearance-heights	5.5m	NA	4.6m	NA	4.6m	4.6m	NA	4.6m	NA
Shoulder grass sprayed annually	Yes	NA	Yes	NA	Yes Sealed	No	NA	No	NA
Roadside slashing	If required	NA	If required	NA	If required	If required	NA	If required	NA
Pothole patching response time	2 days	1 week	1 week	NA	1 month	3 months	NA	4 months	NA
Guideposts defect response time	1 month	NA	3 months	NA	3 months	6 months	NA	6 months	NA
Warning sign defect response time	24 hours	NA	1 week	NA	1 week	2 weeks	NA	2 weeks	NA
Vegetation defect response time	1 month	NA	3 months	NA	6 months	6 months	NA	9 months	NA



# ATTACHMENT 3:



## POLICY STATEMENT ASSET MANAGEMENT

### AUTHORISATION

<b>POLICY TYPE:</b> <i>(Council or Operational)</i>	Council
<b>POLICY LOCATION:</b> <i>(eg. Corporate, Engineering, etc.)</i>	Engineering
<b>RESPONSIBLE OFFICER:</b> <i>(by position title)</i>	Director Technical Services
<b>AUTHORISED BY:</b> <i>(GM or Director Title)</i>	Director Technical Services
<b>DATE ADOPTED:</b>	18 February 2021
<b>ADOPTED BY:</b> <i>(Manex or Council)</i>	Council
<b>MINUTE NO:</b> <i>(If required)</i>	
<b>REVIEW DUE DATE:</b> <i>(Four years unless statutorily required sooner)</i>	February 2025
<b>REVISION NUMBER:</b>	4

### DOCUMENT HISTORY

<b>VERSION NO.</b>	<b>DATE</b>	<b>DESCRIPTION OF AMENDMENTS</b> <i>Include names of former policies that this policy will replace if applicable</i>	<b>AMENDED BY</b> <i>(Where required)</i>
0	20/12/2005	Original document	Director Technical Services
1	21/03/2006		Director Technical Services
2	27/05/2011		Director Technical Services
3	18/02/21		Director Technical Services
4	30/11/2021	Reformat to new policy template only. No policy changes made.	Director Technical Services

## 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 for all policies categorised as “Council” policies or the approval of the General Manager for all policies categorised as “Operational” policies.

### 1. Purpose:

Bland Shire Council recognises that care and management of its infrastructure assets is an essential element in achieving the organisations stated mission and to meet the present and future needs of the shire community.

### 2. Scope:

The importance of effectively and efficiently managing Council’s assets for the present and future generations is clearly recognised by Council and the community, in accordance with the Guiding Principles for Councils under Section 8 of the Local Government Act 1993 (as amended).

To reinforce Councils commitment to ensuring a sustainable future, whilst complying with the Local Government Amendment (Planning and Reporting) Act 2009.

To provide a systematic method of identification, evaluation and prioritisation of maintenance works on Council’s road network that will assist Council’s decision making process in its annual budget formulation.

### 3. Outcomes:

This policy aims to provide the overall framework to guide the strategic management of Bland Shire Council’s Infrastructure assets in a co-ordinated and structured manner whilst complying with the Local government Amendment (Planning and Reporting) Act 2009 and the Roads Act 1993 by;

- Establishing corporate and community objectives for asset management based on service delivery needs
- Account and plan for all of the existing assets and any new asset solutions proposed in council’s Community Strategic Plan and Delivery Program
- Prepare an Asset Management Strategy and relevant Asset Management Plans to support the Community Strategic Plan and Delivery Program
- Provide resources to capture asset data and integrate asset information as a core component of Council’s corporate database in order to provide support for the implementation of Integrated Planning and Reporting legislation
- To establish procedures that provide a simple, systematic and readily usable risk management approach to the maintenance of public roads and infrastructure
- Maximising value for money by adoption of life – cycle costing, combined with disciplined performance management and review of asset utilisation and service levels
- Assigning accountability and responsibility for service delivery together with asset management
- Provide relevant information for the annual financial statements in line with the Local Government Code of Accounting Practice and Financial Reporting
- Promoting sustainability to plan for the needs of future generations

- Provide the framework for asset capitalisation and disposal.

## Overview

Asset management is a systematic process to guide the planning, acquisition, operation and maintenance, renewal and disposal of assets. Its objective is to maximise asset service delivery potential and manage related risks and costs over the entire life of the asset.

The importance of infrastructure assets to the Bland Shire community and their significance for Council budgets means that asset management is an essential component to support the Community Strategic Plan and Delivery Program of Council.

Infrastructure assets are fundamental to Council's overall service delivery and planning and responsibility for them requires strong and informed Councilor and management oversight. This oversight is crucial to achieving the change management essential for effective strategic asset management.

The long lived nature of many assets and the need for their ongoing renewal means that planning must be based on an understanding of the full costs throughout each assets life cycle, and address both short and long term planning needs.

Infrastructure costs consume a large part of Council's budget and dependent on their timing the impact will vary greatly on planning for and allocation of financial, human and capital resources.

Accordingly, infrastructure asset management planning must be integrated with Council's overall financial and integrated planning process in order for Council (and the community) to properly account for each asset's full life cycle costs.

This policy provides the overall framework to guide the strategic management of Bland Shire Council's infrastructure assets and will be supported with the development of a more detailed Asset Management Strategy and Asset Management Plan – The Corporate Approach.

## Asset Management Principles

Council acknowledges the following principles in determining its approach to asset management:

- **Service delivery** forms the basis for asset management
- Asset management will be integrated with **corporate, financial, business and budgetary planning and will form an essential component 9of the Integrated Planning and Reporting Process**
- **Informed decision making**, incorporating a life cycle approach to asset management whilst minimising public liability exposure and providing a best value service to the community
- **Establishing accountability and responsibility** for asset condition, use and performance
- **Sustainability**, providing for present needs while sustaining resources for future generations.

## Philosophy Underlying the Policy

Council's stated outcome for Community Works and Services is:

*"We will work with the community to provide services and facilities that support our lifestyles and economy and make the shire and region an attractive place to live, work and visit"*

Council's stated indicator to this end is to provide and maintain infrastructure assets in accordance with legislative requirements, agreed standards, budgetary constraints and to exceed community expectations where possible.

### **Policy in Expressed Terms**

In order to achieve Council's stated corporate and community objectives, Council is committed to:

- Achieving financial sustainability of its assets over a period of time through the following measures;
  - That the asset base is not increased without considering the impact on Council's ability to fund future maintenance and renewal of the asset
  - Not replacing those assets that are determined to be underutilised, at the end of their useful lives, following consultation with the community and determining the impact of not replacing the asset will have on the community
  - Continually improving Council's maintenance and renewal practices and adopting best practice wherever possible
  - Increasing grant, contributions and other funding to ensure that assets are maintained in an optimum condition
  - Utilising technology advances and innovative solutions that assist and are relevant to asset preservation, maintenance and reducing overall life costs.
- Maintaining and renewing Council's existing assets in a manner which is acceptable to Council and the community in terms of safety, access, quality, impact on the environment, meeting community needs and Council's ability to fund those works.
- Maximising resources to achieve the best outcome for the community.
- Regularly consulting with the community to determine whether its needs are being met.
- Preparation and review of detailed asset management plans for all major classes of assets and using these plans to assist Council to determine the priorities for capital, renewal and maintenance expenditure.

### **Asset Management Program**

The Asset Management Program consists of this Asset Management Policy, Asset Management Strategy, Asset Management Plans – The Corporate Approach supported by Statements of Operation that are endorsed through Council's Community Strategic Plan and Delivery Program, and further supported by documented procedures, work instructions and checklists and any other documentation that may be deemed necessary for the effective implementation, training, operations and monitoring of the Asset Management Program within Bland Shire Council.

## **4. Roles and Responsibilities:**

### **Council will:**

- Act as responsible custodians and trustees for infrastructure assets and maintain accurate and reliable asset registers
- Approve the Asset Management Policy and monitor its outcomes

- Set the corporate Asset Management Strategy and Plan
- Approve the annual budget and provide appropriate resources for Asset Management activities
- Evaluate Asset Management improvement and utilise Councils Audit Committee to assist in regular reviews.

#### **General Manager**

- Develop and agree on the corporate Asset Management Policy with Council
- Develop and implement the corporate Asset Management Strategy and Plan with agreed resources
- Deliver council's "best value" services review program
- Monitor, review and report performance of the organisation in achieving the Asset Management Strategy
- Set levels of service, risk and cost within available resources
- Ensure that accurate and reliable information is presented to Council for decision making.

#### **Directors and Managers**

- Assist the General manager to develop the Corporate Asset Management Policy, Strategy and Plan
- As asset "owners" develop and take responsibility for asset management plans for individual asset groups, using the principles of life cycle analysis
- Develop and implement asset improvement plans for individual asset groups
- Implement improvement plans (maintenance programs, capital works programs) in accordance with Asset Management Plan and Council's Delivery Program and Budget targets
- Deliver services to agreed levels, risk and costs standards
- Present information to the General Manager and Council in terms of asset life cycle risks and costs.

### **5. Definitions:**

**Asset Management;** is a systematic process to guide the planning, acquisition, operation and maintenance, renewal and disposal of assets.

**Infrastructure Assets;** includes roads, footpaths, kerb and gutter, street trees, bridges, public buildings and amenities, drainage, playgrounds, land under Council's ownership, control or management including open space, community parks and gardens, ovals and recreation reserves, cemeteries, street signs, street furniture, parking areas, sewerage systems, saleyards caravan park, aerodrome, swimming pools, Council vehicle and plant fleet and Council owned housing and buildings, Information Technology (IT) computer networks and equipment.

**Sustainability;** is achieved when Council allocates sufficient resources to the maintenance and renewal of its assets to ensure that they can be replaced, renewed or removed at the end of the assets useful life.

### **6. Legislation and Supporting Documents:**

- Local Government Act 1993
- Local Government Amendment (Planning and Reporting) Act 20089
- Roads Act 1993

- Civil Liabilities Act 2002
- Bland Shire Council Community Strategic Plan
- Bland Shire Council Risk Management Policy
- Guiding Principles for Councils – Section 8 NSW Local Government Act 1993 (as amended)
- NSW Government Integrated Planning and Reporting Guidelines
- NSW Government Integrated Planning and Reporting Manuals
- Department of Local Government Integrated Planning and Reporting Workshop
- Bland Shire Council Management Plan
- IPWEA NAMS Plus Guidelines
- International Infrastructure Management Manual
- StateWide Mutual best Practice Manuals
- AustRoads Guide and RTA specifications and guidelines
- AS/NZS ISO Standards
- ARRB Transport research and publications

## **7. Relationship to Community Strategic Plan:**

This Policy supports Council's Community Strategic Plan, Objective 9: Develop, implement and monitor appropriate programs, plans and budgets for the effective and efficient management of Council's assets and infrastructure, and Delivery Program Strategy 9.1: Responsibly manage asset renewal and maintenance for current and future generations.

## **8. Attachments:**

NIL



## **RESOURCING STRATEGY PART B: ASSET MANAGEMENT PLAN**

Endorsed for Public Exhibition: 17 May 2022  
Adopted: 28 June 2022



BLAND SHIRE COUNCIL  
*west wyalong*

A photograph of two bronze bird sculptures perched on a large, weathered tree stump. The birds are detailed, with feathers and sharp beaks. The background shows a grassy area, trees, and a building under a cloudy sky.

**RESOURCING  
STRATEGY  
PART C:  
LONG-TERM  
FINANCIAL PLAN**





# OUR VISION, MISSION & VALUES

*Working together*



<p><b>COMMUNITY</b> <i>Put the community first</i></p>	<p><b>TEAM WORK</b> <i>Work together as a committed team</i></p>	<p><b>RESPECT</b> <i>Respect &amp; value each other</i></p>	<p><b>COMMUNICATION</b> <i>Open &amp; honest communication</i></p>	<p><b>INTEGRITY</b> <i>Act with integrity &amp; honesty</i></p>	<p><b>SERVICES</b> <i>Continuously improve our services</i></p>	<p><b>SAFETY</b> <i>Keep ourselves &amp; others safe</i></p>
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*to improve our quality of life*

A PLACE WHERE PEOPLE ARE **VALUED**, AN ENVIRONMENT THAT IS **RESPECTED**, A FUTURE THAT IS **BRIGHT**, A COMMUNITY THAT IS **PROUD**.

## ACKNOWLEDGEMENT OF COUNTRY

Bland Shire Council acknowledges the Wiradjuri people who are the Traditional Custodians of the land on which our communities are located and pays respect to all Elders past, present and emerging.

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# FINANCIAL SUSTAINABILITY

Council's key objective is financial sustainability in both the short and long term, demonstrating the Council's capacity to deliver the objectives in the Community Strategic Plan, Delivery Program and Operational Plan.

A financially sustainable Council is one that can:

1. Achieve a fully funded operating position resulting in a zero or surplus bottom line result, including repayment of debt and funding depreciation.
2. Maintain sufficient cash reserves to ensure Council can meet working capital and operational requirements and externally contracted agreements.
3. Has a fully funded capital program, where the source of funding is identified and secure.
4. The asset base is maintained by renewing infrastructure and ensuring cash reserves are set aside for future works.

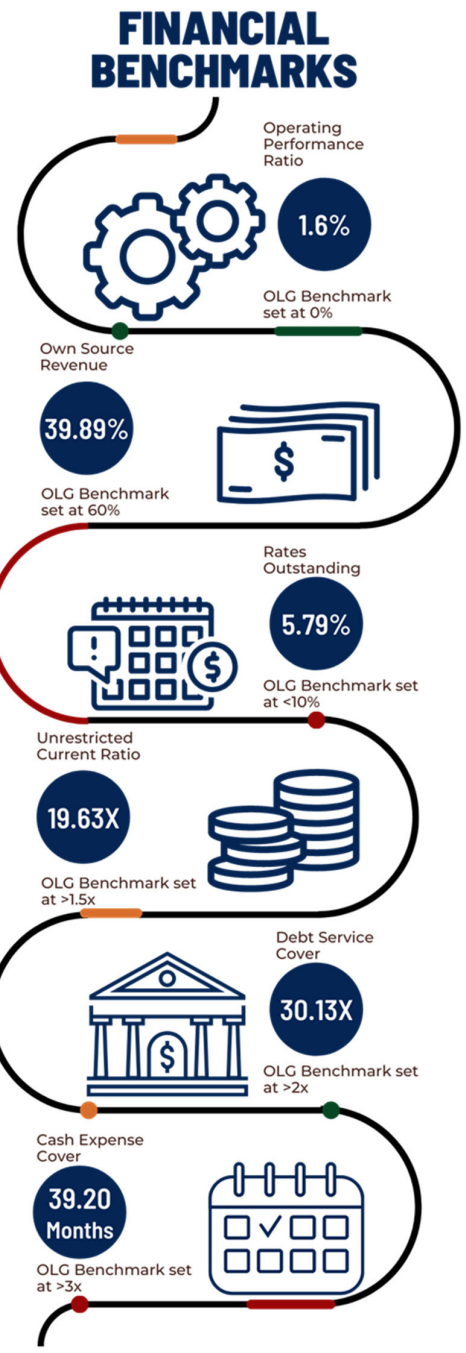
The Office of Local Government (OLG) has developed a set of criteria and benchmarks to measure if Council's across NSW are operating strategically and are financially Fit for the Future. The indicators were developed and based on work undertaken by NSW Treasury Corp (TCORP), IPART and the Independent Local Government Review Panel.

Following the review, Council developed an action plan to ensure long term sustainability against criteria set. To date council has met all projections and the Long-Term Financial Plan (LTFP) will assist with meeting the balance with the actions embedded in the delivery program and operational plan.

Of the six financial indicators, Bland Shire meets five. Own source revenue continues to be difficult to meet due to Council's small rate base and high percentage of Grants and Contributions. Rates and Annual Charges contributing to 39.89% (2020/21 FY) of the total income and user charges and fees accounting for 3.6% (2020/21 FY).

Additional income received from mining rates continues to be placed in an infrastructure reserve for discretionary spending and has allowed, and will continue to allow, Council to undertake major projects with particular focus on infrastructure renewal.

Council is continually looking for opportunities that will be mutually beneficial to both the community and council, while meeting the KPI's outlined within the Community Strategic Plan, keeping the Fit for the Future benchmarks in mind and meeting the goals and objectives outlined in Delivery Program and Operational Plan.



Figures based on actual results from the 2020/21 financial year

# OUR CHALLENGES

Council has been able to maintain consistently high levels of service for many of its functions and has achieved it without reliance on additional rate increases above rate pegging. However, our Long-Term Financial Plan has revealed that these service levels are unsustainable with the current revenue streams versus expenditure.

Due to strong community opposition to a Special Rate Variation, Council has reviewed service levels, staffing levels and how we provide services to our community, all in an effort to meet our Fit for the Future Plan and be financially sustainable into the future.

Therefore, the key considerations when developing the Long-Term Financial Plan included:

- Level of Service – Do the levels of service provided align with the amount of revenue available?
- Infrastructure Management – Is there adequate expenditure on existing assets?
- Borrowings and Financial Position – When should a Council borrow? How much can be borrowed?
- Financial Sustainability – What is affordable in the Long-term?
- What other efficiencies can be achieved?

Many challenges face Local Government, particularly those based in rural and remote areas with limited income streams.

New South Wales Councils can access revenue in a variety of ways including:

- Rates and annual charges
- Fees and charges
- Grants
- Contributions
- Loan arrangements
- Revenue from investments
- Sale of assets/property.

## LIMITED INCOME STREAMS

Revenue from rates and charges makes up approximately 31.5% (2020/21 FY) of Council's total operating income. This means Council relies heavily on grants and contributions (60% - 2020/21 FY) as many rural and remote Council's do. As a result, Council is constantly reviewing the provision of services and trying to do more with less. This, coupled with reviewing fees and charges and working towards a fee recovery process where possible, is a delicate balance.

## RATE PEGGING

Council is restricted by the amount it can levy in ordinary rates by the Local Government Act (1993). The rate increase is determined annually under delegated authority by IPART. The rate pegging amount for 2022/23 determined by IPART was only 0.7% a dramatic reduction in our average rate pegging amount of 2.4%. Council has made application for an Additional Special Variation (ASV) to match the 2.4% used in the current adopted Long Term Financial Plan. Both scenarios are included with this draft document

## **COST SHIFTING**

Cost shifting is another significant issue being faced by Local Government. Local Government groups are lobbying the Office of Local Government, along with State and Federal Governments for a common sense ruling on the Rural Fire Service Assets. As Council has no control over these assets, the accounting standards confirm that the assets should not be included in Council's accounts. Council has adopted a formal position statement in relation to the Accounting of RFS Assets and will continue to lobby relevant authorities in relation to this matter. However the Audit Office has a different view and, as such, this continues to be reflected within Council's Financial Statements as a matter of High Risk. Crown Land parcels have also recently been moved into Council's control, creating further expense for Local Government.

## **DECLINING POPULATION**

Declining population in rural areas is also a real factor for rural New South Wales. Predictions for the Shire indicate a growth of -0.7%, meaning a prediction of slight decline over the next 10 years. Therefore, future planning and economic development of the Shire is paramount in negating or reversing this trend and assisting Council to work towards long-term sustainability.

## **BUDGETING**

It is important the budget reflects the priorities within the Community Strategic Plan as expressed by the community. This then provides a direct link to the actions and strategies in the Delivery Program and Operational Plan.

Ensuring Council has the funds to meet these actions, while remaining sustainable with a zero based or surplus budget in the long-term is a challenge for both the community and council.

# ASSUMPTIONS AND FORECASTS

The Long-Term Financial Plan utilises the current operating budget as the base. It then uses a number of internal and external assumptions to project revenue and expenditure for the following ten years.

The main external assumptions include: interest rates, rate pegging limits, CPI and State government charges. These assumptions are out of Council's control however have been estimated based on industry advice and historic trends.

The specific assumptions underpinning the Long-Term Financial Plan are:

## REVENUE

The revenue against expenditure across the life of the long-term financial plan aims to be proportionately stable. Council's conservative approach to revenue prediction has ensured Council does not overstate income and not meet required targets.

### Rates and Charges

Revenue from rates and charges makes up approximately 31.5% of Council's total operating income (2020/21 FY). The general rate is indexed by IPART and the new formula has Council capped at 0.7%. As Council has applied for a ASV of 2.4%, consistent with historical rate pegging, both scenarios are included.

### User Fees and Charges

Many of the services provided by Council are "user pays" and working towards a cost recovery model. As council continues to strive to be Fit for the Future, the review of fees and charges and the communities capacity to pay will continue.

Statutory fees where the fee is set by the State Government, such as most planning fees, have mainly remained static due to the uncertain nature of the States propensity for changing these fees.

### Interest and Investments

The long-term financial plan investment income has been based on the rates being achieved on existing term deposits and Australian Governments 10 year Bond rate. Interest rates are expected to rise and this is reflected in the Long-Term Financial Plan.

### Grants

Council receives many grants across the service functions with the core revenue stream being the Financial Assistance Grants. Council has received an increased amount of grant funding over the last few years and this is not expected to continue.

### Contributions and Donations

As part of the Fit for the Future action plan, Council committed to reviewing the Section 4.11 and 7.12 contributions plans. This process is underway and will be presented to Council in conjunction with the review of the Local Environmental Plan.

### **Asset Disposal**

Disposal of plant is assumed to be at a nil gain/loss due to their operational nature. The disposal of all other assets is budgeted for gain on disposal.

Council is required to revalue assets on a rotating schedule and this, in addition to improvements in depreciation modelling and a review of useful life will potentially reduce the over depreciation liability.

## **EXPENDITURE**

### **Consumer Price Index (CPI)**

The Reserve Bank of Australia Governor and Treasurer have agreed that the appropriate target for monetary policy in Australia is to achieve an inflation rate of 2-3%, on average, over the cycle (RBA). The long-term financial plan has taken this policy into consideration and where real costs are unable to be determined; an increase based on the Reserve Bank policy has been applied.

### **Employee Costs**

Employee costs represent the cost to Council for salary and wages, leave entitlements, superannuation, workers compensation and training costs. These costs represent approximately 28% of Council's total operating expenditure.

Under the New South Wales Local Government Award, Council employees receive a salary increase each year. These costs have been projected at 2.5% in addition to the increases in superannuation guarantee.

Council's Workforce Management Plan has identified a number of potential key position movements over the term of the Plan. The recruitment for these positions has been included within the overall costs of salaries and wages for the long-term financial plan. Any future workforce requirements as identified will need to be provided from the existing structure by identifying opportunities for improved services and/or redeployment where necessary.

### **Borrowings**

If Council is to renew community infrastructure or build new infrastructure, it is recommended to borrow funds so the costs of these assets can be shared equitably between current and future generations.

Council has current borrowings from the Holland Park Pool upgrade that were renegotiated in 2015/16 for a 15 year term.

### **Materials and Contracts**

Council maintains a number of contractual arrangements for the provision of goods and materials. As these contracts are renewed, economic and market conditions will influence price. Where possible, Council will attempt to fix prices to prevent large fluctuations. For goods and materials not supplied under contract, averaging and forecasting has been applied within the long-term financial plan.

### **Depreciation and Amortisation**

Council is required to revalue different asset classes on a rotating basis in line with the Office of Local Government's scheduled program. This revaluation program has the potential to have significant effect on depreciation expense.



Council utilises a straight line depreciation approach for its infrastructure assets. Depreciation levels and implementation relating to useful life and residual values are subject to ongoing review.

The useful life of the asset is dependent on the associated service levels being provided by the asset and in line with the community's expectations.

Depreciation on Council's road network makes up a large proportion of the depreciation costs.

## **GENERAL ASSUMPTIONS**

### **Capital Expenditure**

Capital expenditure will be focused on asset renewal rather than new assets as council continues to reach the guidelines of Fit for the Future.

### **Council's Community Grants Program**

Council's community grants program is to be reviewed each year with available amounts being dependent on available funds. Council encourages community groups to aim towards achieving self-sustaining events.

# FINANCIAL STRATEGIES

## 1. BALANCED BUDGETS

With each budget process, Council aims to achieve at the minimum, a balanced budget or a small operating surplus. This will allow Council to maintain a positive working fund balance and be in a better position to fund unforeseen expenditure without utilising reserve funds and meet the requirement of Fit for the Future.

## 2. ONGOING IDENTIFICATION OF EFFICIENCIES

Council is committed to identifying and implementing initiatives which reduce expenditure and/or increase income to improve the 'bottom-line' and its capacity to improve services.

The initiatives below are under review and are in the process of being implemented:

- Review of Fees and Charges to ensure closer alignment with costs.
- Improved utilisation of Information Management systems and technology systems including remote links.
- Incorporation of Asset management software to assist with 10 year planning and costings.
- Sourcing grant funds to support capital programs and new initiatives.
- Review of Capital Project processes, procedures and outcomes.
- Sourcing contract works to increase Council's own source revenue and better utilise existing Council resources.

## 3. MANAGEMENT OF CASH AND INVESTMENTS

Council funds are invested in high rated, low risk categories. This approach, although conservative, ensures funds assist Council to meet its interest projections in the long-term financial plan and are not at risk of loss as during the Global Financial Crisis.

## 4. NARROW THE INFRASTRUCTURE FUNDING GAP

The revaluation of Council's asset base has been met on a rolling basis. Council is continuing this major assets project and has verified and updated the assets register, undertaken an asset condition assessment for all classes as well as completing revaluations of asset classes. This project is still being undertaken with the raw data collection phase complete, the cleansing, development and GIS work still being undertaken with assistance from Assetic. When complete, this will place Council in an extremely good position in relation to knowing its assets and being able to maintain, renew and manage the same. With regard to ongoing funding to deduce the infrastructure backlog, the asset team (including assets, engineering and finance staff) is working together to ascertain the best way forward.

Council continues to work towards the identified Asset Management Goals listed below which will place Council in a position to further reduce the infrastructure gap.

Asset Management Goals:

- Maintaining asset management software, Assetic
- Taking a lifecycle approach to assets
- Cost effective management strategies
- Defined level of service

- Monitoring service performance
- Understanding Community needs
- Risk Management approach
- Sustainable practices with regard to physical resources
- Continuous improvement practices.

## **5. ASSET RENEWAL HAS A HIGHER PRIORITY THAN THE CREATION OF NEW ASSETS**

If asset renewal is prioritised over new assets, this will allow Council to reduce the infrastructure backlog, reduce maintenance costs in the long-term and provide assets of a high quality to the community. The outcome of this is an improved financial performance.

## **6. MAINTAIN OUTSTANDING RATIO AT OR BELOW ACCEPTABLE BENCHMARKS**

This ratio measures the percentage of Councils total rates and annual charges that are outstanding. A lower percentage indicates that less income is outstanding and unpaid. The Office of Local Government's accepted benchmark for outstanding rates in rural councils is less than 10%.

As at 30 June 2021, the ratio for Bland Shire Council was 5.79%. Council aims to keep this ratio below 10%.

# RESERVES

Council has a number of externally and internally restricted reserves. External restrictions relate to those funds held for specific purpose unexpended grants, developer contributions and money held in reserve for sewer and domestic waste services.

Internal reserves are those funds that have been set aside at Council's discretion for funding of future projects/programs, infrastructure renewal, depreciation or in the case of employee leave entitlement future liabilities. Funds are also required for operational purposes.

All restricted funds are held in reserve so they are utilised for their intended purpose.

## EXTERNALLY RESTRICTED RESERVES

Council externally restricted reserves are those that are restricted by law, or by conditions placed on the funds by the provider. They include the following:

- Development Contributions which are not yet expended for the provision of services and amenities in accordance with contributions plans.
- Specific Purpose Unexpended Grants – grants which are not yet expended for the purposes for which the grants were obtained.
- Sewerage Service – sewer and domestic waste management and other special rates/levies/charges are extremely restricted assets and must be applied for the purposes for which they are raised.

## INTERNALLY RESTRICTED RESERVES

Council maintains a wide variety of reserves. These reserves have been established by Council resolution, and include provisions for future projects such as asset maintenance and renewal, plant and vehicle replacements and employee leave entitlements. The main purpose of internal reserves is to ensure that Council has the ability to utilise these funds at a date when and as required.

To support the sustainable and responsible financial management of Bland Shire Council's cash reserves, a policy has been implemented to govern the consistent identification, administration and usage of these reserves. This policy sets the framework for establishment of reserves, transfer of funds to and from reserves and balance maintenance levels.

# SENSITIVITY ANALYSIS AND RISK MANAGEMENT

The purpose of the sensitivity analysis is to identify significant risk to the projections provided within the long-term financial plan. Council's objective is to be financially viable and sustainable with the key factors being the ability to create additional own source revenue and the condition of the Council's infrastructure assets being at the forefront.

## IDENTIFIED RISKS

### Financial Assumptions

The financial factors of CPI, rate pegging, interest rates (both loans and investments) and frozen grant income will all impact on the operating performance of Council.

### 'Acts of God'

The condition of Council's infrastructure is an identified risk as 'Acts of God' can seriously impact on the condition of the road network and general infrastructure. This risk needs to be assessed along with the resultant potential increase in infrastructure backlog.

### Wage Increases

Long term forecasts have been calculated with a 2.8% increase for staff wages each year. This will be monitored as the plan progresses and in conjunction with the Workforce Management Plan. Staff numbers are expected to remain at a similar level, with all new positions requiring approval from the Management executive team (Manex).

### Wage Liabilities

Superannuation has been forecast in line with superannuation guarantee. Leave and entitlements are monitored monthly by Manex. Funds have been restricted to cover the leave provisions and are deemed sufficient by Council's external auditors.

### Unfunded Maintenance and Depreciation

A review of Council's assets, service agreements and fees and charges will assist Council to meet expenditure associated with unfunded maintenance and depreciation. Opportunities to increase own source revenue, public/private partnerships and contracting of works will all contribute towards meeting the shortfall.

### Rate Pegging

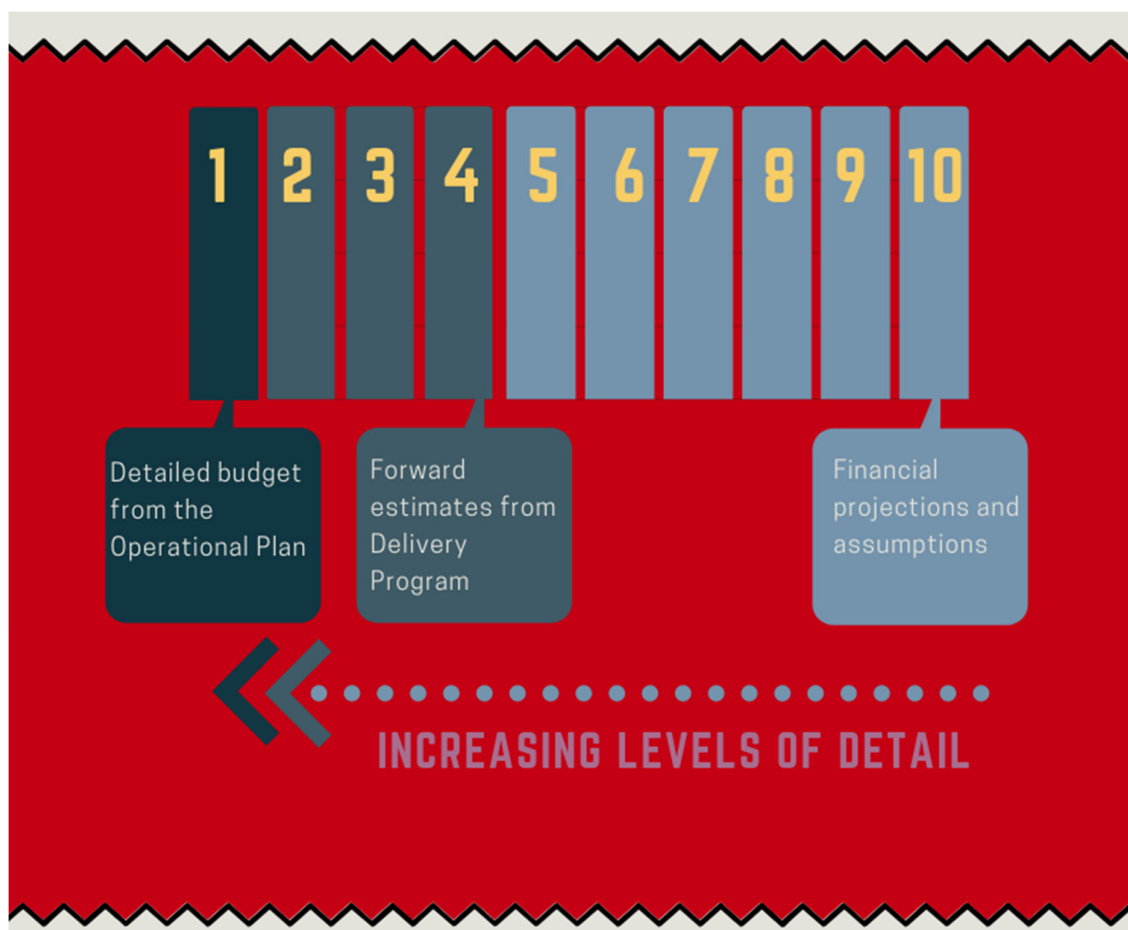
Council's initial long term forecast was based on the rate peg being set at 2-3%. If the rate pegging amount is less than this, the income shortfall will need to be recovered through alternative income streams or reduced expenditure to account for the variance.

### Financial Assistance Grants

Financial Assistance Grants are calculated with a minimal increase of 1.5%. If the increase is less, then the shortfall will need to be recovered from other sources or estimated expenditure reduced, or reduced service levels. Increased funds would allow for further works and/or services to be provided.

# FINANCIAL SCENARIO

## LONG-TERM FINANCIAL PLAN – 10 YEARS



The commentary and analysis provided in the document to this point describes the base care model of the Long-Term Financial Plan. It is the model inclusive of the previously detailed assumptions that will be recommended to Council for adoption.

## APPENDIX

- Appendix 1: Income Statement – Consolidated (0.7% rate peg)
- Appendix 2: Statement of Cash Flows – Consolidated (0.7% rate peg)
- Appendix 3: Balance Sheet – Consolidated (0.7% rate peg)
- Appendix 4: Income Statement – Consolidated (2.4% rate peg)
- Appendix 5: Statement of Cash Flows – Consolidated (2.4% rate peg)
- Appendix 6: Balance Sheet – Consolidated (2.4% rate peg)

# ATTACHMENT 1

Income Statement - Consolidated For the year	Budgeted 2022/23	Projected 2023/24	Projected 2024/25	Projected 2025/26	Projected 2026/27	Projected 2027/28	Projected 2028/29	Projected 2029/30	Projected 2030/31	Projected 2031/32
<b>Income from Continuing Operations</b>										
<i>Revenue:</i>										
Rates and Annual Charges	10,119	10,275	10,436	10,600	10,769	10,943	11,121	11,304	11,492	11,685
User Charges and Fees	1,117	1,140	1,162	1,186	1,209	1,234	1,258	1,283	1,309	1,335
Interest and Investment Revenue	606	650	683	717	752	790	830	871	915	960
Other Revenue	627	504	652	665	678	692	706	720	734	749
Grants and Contributions provided for Operating Purposes	4,850	4,947	5,046	5,147	5,250	5,355	5,462	5,571	5,682	5,796
Grants and Contributions provided for Capital Purposes	4,707	3,215	2,577	4,800	3,160	2,500	1,500	1,600	1,700	1,800
Net gain from the disposal of assets	354	201	418	253	143	147	152	156	161	166
Share of interests in joint ventures and associates										
<b>Total Income from Continuing Operations</b>	<b>22,380</b>	<b>20,932</b>	<b>20,974</b>	<b>23,367</b>	<b>21,962</b>	<b>21,661</b>	<b>21,028</b>	<b>21,506</b>	<b>21,993</b>	<b>22,491</b>
<b>Expenses from Continuing Operations</b>										
Employee Benefits and On Costs	7,561	7,712	7,866	8,023	8,184	8,348	8,514	8,685	8,858	9,036
Borrowing Costs	147	133	132	127	122	117	113	108	103	0
Materials and Contracts	10,426	9,875	8,697	11,242	10,860	9,875	8,979	9,500	10,230	11,500
Depreciation and Amortisation	7,573	7,724	7,879	8,037	8,197	8,361	8,528	8,699	8,873	9,050
Impairment										
Net Losses from the disposal of assets										
Other Expenses	1,750	1,462	1,622	1,737	1,657	1,770	1,692	1,804	1,728	1,839
<b>Total Expenses from Continuing Operations</b>	<b>27,457</b>	<b>26,906</b>	<b>26,196</b>	<b>29,166</b>	<b>29,020</b>	<b>28,471</b>	<b>27,827</b>	<b>28,796</b>	<b>29,793</b>	<b>31,425</b>
<b>Operating Result from Continuing Operations</b>	<b>-5,077</b>	<b>-5,975</b>	<b>-5,222</b>	<b>-5,799</b>	<b>-7,058</b>	<b>-6,810</b>	<b>-6,799</b>	<b>-7,290</b>	<b>-7,799</b>	<b>-8,933</b>
<b>Net Operating Result for the year before Grants and Contributions provided for Capital Purposes</b>	<b>-9,784</b>	<b>-9,190</b>	<b>-7,799</b>	<b>-10,599</b>	<b>-10,218</b>	<b>-9,310</b>	<b>-8,299</b>	<b>-8,890</b>	<b>-9,499</b>	<b>-10,733</b>

# ATTACHMENT 2

Statement of Cash Flows - Consolidated For the year (000's)	Budgeted 2022/23	Projected 2023/24	Projected 2024/25	Projected 2025/26	Projected 2026/27	Projected 2027/28	Projected 2028/29	Projected 2029/30	Projected 2030/31	Projected 2031/32
<b>Cash Flows from Operating Activities</b>										
<i>Receipts:</i>										
Rates and Annual Charges	10,119	10,275	10,436	10,600	10,769	10,943	11,121	11,304	11,492	11,685
User Charges and Fees	1,117	1,140	1,162	1,186	1,209	1,234	1,258	1,283	1,309	1,335
Interest and Investment Revenue	606	650	683	717	752	790	830	871	915	960
Other Revenue	627	504	652	665	678	692	706	720	734	749
Grants and Contributions	9,557	8,162	7,623	9,947	8,410	7,855	6,962	7,171	7,382	7,596
Other	0	0	0	0	0	0	0	0	0	0
<i>Payments:</i>										
Employee Benefits and On Costs	-7,561	-7,712	-7,866	-8,023	-8,184	-8,348	-8,514	-8,685	-8,858	-9,036
Materials and Contracts	-10,426	-9,875	-8,697	-11,242	-10,860	-9,875	-8,979	-9,500	-10,230	-11,500
Borrowing Costs	-147	-133	-132	-127	-122	-117	-113	-108	-103	0
Other	-1,750	-1,462	-1,622	-1,737	-1,657	-1,770	-1,692	-1,804	-1,728	-1,839
<b>Net Cash provided (or used) in Operating Activities</b>	<b>2,142</b>	<b>1,549</b>	<b>2,239</b>	<b>1,985</b>	<b>996</b>	<b>1,404</b>	<b>1,578</b>	<b>1,253</b>	<b>913</b>	<b>-49</b>
<b>Cash Flows from Investing Activities</b>										
<i>Receipts:</i>										
Sale of Investments	0	0	0	0	0	0	0	0	0	0
Sale of Real Estate Assets	500	500	500	0	0	0	0	0	0	0
Sale of Infrastructure, Property, Plant and Equipment	353	362	247	298	150	170	150	150	150	150
<i>Payments:</i>										
Purchase of Investments	0	-2,000	0	0	0	0	0	0	0	0
Purchase of Infrastructure, Property, Plant and Equipment	-1,570	-1,700	-1,350	-1,500	-1,250	-1,350	-1,250	-1,250	-1,250	-1,250
Purchase of Real Estate Assets										
<b>Net Cash provided (or used) in Investing Activities</b>	<b>-717</b>	<b>-2,838</b>	<b>-603</b>	<b>-1,202</b>	<b>-1,100</b>	<b>-1,180</b>	<b>-1,100</b>	<b>-1,100</b>	<b>-1,100</b>	<b>-1,100</b>
<b>Cash Flows from Financing Activities</b>										
<i>Receipts:</i>										
Proceeds from Borrowing and Advances	4	4	4	4	4	4	4	4	4	4
<i>Payments:</i>										
Repayment of Borrowing and Advances	-147	-133	-132	-127	-122	-117	-113	-108	-103	0
<b>Net Cash provided (or used) in Financing Activities</b>	<b>-143</b>	<b>-129</b>	<b>-128</b>	<b>-123</b>	<b>-118</b>	<b>-113</b>	<b>-109</b>	<b>-104</b>	<b>-99</b>	<b>4</b>
<b>Net Increase/(Decrease) in Cash and Cash Equivalents</b>	<b>1,282</b>	<b>-1,418</b>	<b>1,508</b>	<b>660</b>	<b>-222</b>	<b>111</b>	<b>369</b>	<b>49</b>	<b>-286</b>	<b>-1,145</b>
<b>plus: Cash and Cash Equivalents - beginning of year</b>	<b>5,564</b>	<b>6,846</b>	<b>5,428</b>	<b>6,935</b>	<b>7,595</b>	<b>7,373</b>	<b>7,484</b>	<b>7,853</b>	<b>7,901</b>	<b>7,615</b>
<b>Cash and Cash Equivalents - end of year</b>	<b>6,846</b>	<b>5,428</b>	<b>6,935</b>	<b>7,595</b>	<b>7,373</b>	<b>7,484</b>	<b>7,853</b>	<b>7,901</b>	<b>7,615</b>	<b>6,471</b>
plus: Investments on hand - end of year	32,700	34,700	34,700	34,700	34,700	34,700	34,700	34,700	34,700	34,700
<b>Total Cash, Cash Equivalents and Investments</b>	<b>39,546</b>	<b>40,128</b>	<b>41,635</b>	<b>42,295</b>	<b>42,073</b>	<b>42,184</b>	<b>42,553</b>	<b>42,601</b>	<b>42,315</b>	<b>41,171</b>



# ATTACHMENT 3

Balance Sheet - Consolidated (000's) As at	Budgeted 2022/23	Projected 2023/24	Projected 2024/25	Projected 2025/26	Projected 2026/27	Projected 2027/28	Projected 2028/29	Projected 2029/30	Projected 2030/31	Projected 2031/32
<b>ASSETS</b>										
<b>Current Assets</b>										
Cash and Cash Equivalents	6,846	5,428	6,935	7,595	7,373	7,484	7,853	7,901	7,615	6,471
Investments	32,700	34,700	34,700	34,700	34,700	34,700	34,700	34,700	34,700	34,700
Receivables	1,043	1,064	1,085	1,090	1,112	1,118	1,140	1,146	1,169	1,174
Inventories	1,611	1,426	1,458	1,487	1,516	1,546	1,576	1,607	1,638	1,671
Other										
<b>Total Current Assets</b>	<b>42,200</b>	<b>42,618</b>	<b>44,179</b>	<b>44,872</b>	<b>44,702</b>	<b>44,847</b>	<b>45,269</b>	<b>45,354</b>	<b>45,122</b>	<b>44,015</b>
<b>Non-Current Assets</b>										
Investments	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000
Receivables	429	574	440	583	452	592	464	601	476	611
Infrastructure, Property, Plant and Equipment	367,821	366,483	365,380	364,178	363,078	361,898	360,798	359,698	358,598	357,498
Investment Property	1,254	1,254	1,254	1,254	1,254	1,254	1,254	1,254	1,254	1,254
Other	147	0	0	0	0	0	0	0	0	0
<b>Total Non-Current Assets</b>	<b>382,651</b>	<b>381,311</b>	<b>380,074</b>	<b>379,015</b>	<b>377,784</b>	<b>376,744</b>	<b>375,516</b>	<b>374,553</b>	<b>373,328</b>	<b>372,363</b>
<b>TOTAL ASSETS</b>	<b>424,851</b>	<b>423,929</b>	<b>424,253</b>	<b>423,887</b>	<b>422,486</b>	<b>421,591</b>	<b>420,785</b>	<b>419,907</b>	<b>418,450</b>	<b>416,378</b>
<b>LIABILITIES</b>										
<b>Current Liabilities</b>										
Payables	932	1,012	1,031	1,051	1,071	1,093	1,114	1,136	1,158	1,181
Borrowings	93	93	95	97	93	93	93	93	93	93
Provisions	2,850	2,921	2,980	3,039	3,100	3,162	3,225	3,290	3,356	3,423
<b>Total Current Liabilities</b>	<b>3,875</b>	<b>4,026</b>	<b>4,105</b>	<b>4,187</b>	<b>4,265</b>	<b>4,348</b>	<b>4,432</b>	<b>4,519</b>	<b>4,607</b>	<b>4,696</b>
<b>Non-Current Liabilities</b>										
Payables	25	27	28	31	32	34	36	38	39	41
Borrowings	700	600	500	400	300	200	100	0	0	0
Provisions	2	2	2	2	2	2	2	2	2	2
Investments (the equity method)	0	0	0	0	0	0	0	0	0	0
<b>Total Non-Current Liabilities</b>	<b>727</b>	<b>629</b>	<b>530</b>	<b>433</b>	<b>334</b>	<b>236</b>	<b>138</b>	<b>40</b>	<b>41</b>	<b>43</b>
<b>TOTAL LIABILITIES</b>	<b>4,602</b>	<b>4,655</b>	<b>4,635</b>	<b>4,620</b>	<b>4,599</b>	<b>4,584</b>	<b>4,570</b>	<b>4,558</b>	<b>4,648</b>	<b>4,740</b>
<b>Net Assets</b>	<b>420,249</b>	<b>419,273</b>	<b>419,618</b>	<b>419,267</b>	<b>417,887</b>	<b>417,008</b>	<b>416,215</b>	<b>415,349</b>	<b>413,802</b>	<b>411,638</b>
<b>EQUITY</b>										
Retained Earnings	175,785	174,809	175,154	174,803	173,423	172,544	171,751	170,885	169,338	167,174
Revaluation Reserves	244,464	244,464	244,464	244,464	244,464	244,464	244,464	244,464	244,464	244,464
<b>Total Equity</b>	<b>420,249</b>	<b>419,273</b>	<b>419,618</b>	<b>419,267</b>	<b>417,887</b>	<b>417,008</b>	<b>416,215</b>	<b>415,349</b>	<b>413,802</b>	<b>411,638</b>

# ATTACHMENT 4

Income Statement - Consolidated For the year	Budgeted 2022/23	Projected 2023/24	Projected 2024/25	Projected 2025/26	Projected 2026/27	Projected 2027/28	Projected 2028/29	Projected 2029/30	Projected 2030/31	Projected 2031/32
<b>Income from Continuing Operations</b>										
<i>Revenue:</i>										
Rates and Annual Charges	10,238	10,518	10,805	11,100	11,404	11,716	12,037	12,367	12,707	13,056
User Charges and Fees	1,117	1,140	1,162	1,186	1,209	1,234	1,258	1,283	1,309	1,335
Interest and Investment Revenue	606	650	683	717	752	790	830	871	915	960
Other Revenue	627	504	652	665	678	692	706	720	734	749
Grants and Contributions provided for Operating Purposes	4,850	4,947	5,046	5,147	5,250	5,355	5,462	5,571	5,682	5,796
Grants and Contributions provided for Capital Purposes	4,707	3,215	2,577	4,800	3,160	2,500	1,500	1,600	1,700	1,800
Net gain from the disposal of assets	354	201	418	253	143	147	152	156	161	166
Share of interests in joint ventures and associates										
<b>Total Income from Continuing Operations</b>	<b>22,499</b>	<b>21,175</b>	<b>21,343</b>	<b>23,867</b>	<b>22,597</b>	<b>22,434</b>	<b>21,944</b>	<b>22,569</b>	<b>23,208</b>	<b>23,862</b>
<b>Expenses from Continuing Operations</b>										
Employee Benefits and On Costs	7,561	7,712	7,866	8,023	8,184	8,348	8,514	8,685	8,858	9,036
Borrowing Costs	147	133	132	127	122	117	113	108	103	0
Materials and Contracts	10,426	9,875	8,697	11,242	10,860	9,875	8,979	9,500	10,230	11,500
Depreciation and Amortisation	7,573	7,724	7,879	8,037	8,197	8,361	8,528	8,699	8,873	9,050
Impairment										
Net Losses from the disposal of assets										
Other Expenses	1,750	1,462	1,622	1,737	1,657	1,770	1,692	1,804	1,728	1,839
<b>Total Expenses from Continuing Operations</b>	<b>27,457</b>	<b>26,906</b>	<b>26,196</b>	<b>29,166</b>	<b>29,020</b>	<b>28,471</b>	<b>27,827</b>	<b>28,796</b>	<b>29,793</b>	<b>31,425</b>
<b>Operating Result from Continuing Operations</b>	<b>-4,958</b>	<b>-5,732</b>	<b>-4,853</b>	<b>-5,299</b>	<b>-6,423</b>	<b>-6,037</b>	<b>-5,883</b>	<b>-6,227</b>	<b>-6,584</b>	<b>-7,562</b>
<b>Net Operating Result for the year before Grants and Contributions provided for Capital Purposes</b>	<b>-9,665</b>	<b>-8,947</b>	<b>-7,430</b>	<b>-10,099</b>	<b>-9,583</b>	<b>-8,537</b>	<b>-7,383</b>	<b>-7,827</b>	<b>-8,284</b>	<b>-9,362</b>

# ATTACHMENT 5

Statement of Cash Flows - Consolidated For the year (000's)	Budgeted 2022/23	Projected 2023/24	Projected 2024/25	Projected 2025/26	Projected 2026/27	Projected 2027/28	Projected 2028/29	Projected 2029/30	Projected 2030/31	Projected 2031/32
<b>Cash Flows from Operating Activities</b>										
<i>Receipts:</i>										
Rates and Annual Charges	10,238	10,518	10,805	11,100	11,404	11,716	12,037	12,367	12,707	13,056
User Charges and Fees	1,117	1,140	1,162	1,186	1,209	1,234	1,258	1,283	1,309	1,335
Interest and Investment Revenue	606	650	683	717	752	790	830	871	915	960
Other Revenue	627	504	652	665	678	692	706	720	734	749
Grants and Contributions	9,557	8,162	7,623	9,947	8,410	7,855	6,962	7,171	7,382	7,596
Other	0	0	0	0	0	0	0	0	0	0
<i>Payments:</i>										
Employee Benefits and On Costs	-7,561	-7,712	-7,866	-8,023	-8,184	-8,348	-8,514	-8,685	-8,858	-9,036
Materials and Contracts	-10,426	-9,875	-8,697	-11,242	-10,860	-9,875	-8,979	-9,500	-10,230	-11,500
Borrowing Costs	-147	-133	-132	-127	-122	-117	-113	-108	-103	0
Other	-1,750	-1,462	-1,622	-1,737	-1,657	-1,770	-1,692	-1,804	-1,728	-1,839
<b>Net Cash provided (or used) in Operating Activities</b>	<b>2,261</b>	<b>1,792</b>	<b>2,608</b>	<b>2,485</b>	<b>1,631</b>	<b>2,177</b>	<b>2,494</b>	<b>2,316</b>	<b>2,128</b>	<b>1,322</b>
<b>Cash Flows from Investing Activities</b>										
<i>Receipts:</i>										
Sale of Investments	0	0	0	0	0	0	0	0	0	0
Sale of Real Estate Assets	500	500	500	0	0	0	0	0	0	0
Sale of Infrastructure, Property, Plant and Equipment	353	362	247	298	150	170	150	150	150	150
<i>Payments:</i>										
Purchase of Investments	0	-2,000	0	0	0	0	0	0	0	0
Purchase of Infrastructure, Property, Plant and Equipment	-1,570	-1,700	-1,350	-1,500	-1,250	-1,350	-1,250	-1,250	-1,250	-1,250
Purchase of Real Estate Assets										
<b>Net Cash provided (or used) in Investing Activities</b>	<b>-717</b>	<b>-2,838</b>	<b>-603</b>	<b>-1,202</b>	<b>-1,100</b>	<b>-1,180</b>	<b>-1,100</b>	<b>-1,100</b>	<b>-1,100</b>	<b>-1,100</b>
<b>Cash Flows from Financing Activities</b>										
<i>Receipts:</i>										
Proceeds from Borrowing and Advances	4	4	4	4	4	4	4	4	4	4
<i>Payments:</i>										
Repayment of Borrowing and Advances	-147	-133	-132	-127	-122	-117	-113	-108	-103	0
<b>Net Cash provided (or used) in Financing Activities</b>	<b>-143</b>	<b>-129</b>	<b>-128</b>	<b>-123</b>	<b>-118</b>	<b>-113</b>	<b>-109</b>	<b>-104</b>	<b>-99</b>	<b>4</b>
<b>Net Increase/(Decrease) in Cash and Cash Equivalents</b>	<b>1,401</b>	<b>-1,175</b>	<b>1,877</b>	<b>1,160</b>	<b>413</b>	<b>884</b>	<b>1,285</b>	<b>1,112</b>	<b>929</b>	<b>226</b>
<b>plus: Cash and Cash Equivalents - beginning of year</b>	<b>5,564</b>	<b>6,965</b>	<b>5,790</b>	<b>7,666</b>	<b>8,826</b>	<b>9,239</b>	<b>10,123</b>	<b>11,408</b>	<b>12,519</b>	<b>13,448</b>
<b>Cash and Cash Equivalents - end of year</b>	<b>6,965</b>	<b>5,790</b>	<b>7,666</b>	<b>8,826</b>	<b>9,239</b>	<b>10,123</b>	<b>11,408</b>	<b>12,519</b>	<b>13,448</b>	<b>13,675</b>
plus: Investments on hand - end of year	32,700	34,700	34,700	34,700	34,700	34,700	34,700	34,700	34,700	34,700
<b>Total Cash, Cash Equivalents and Investments</b>	<b>39,665</b>	<b>40,490</b>	<b>42,366</b>	<b>43,526</b>	<b>43,939</b>	<b>44,823</b>	<b>46,108</b>	<b>47,219</b>	<b>48,148</b>	<b>48,375</b>

# ATTACHMENT 6

Balance Sheet - Consolidated (000's) As at	Budgeted 2022/23	Projected 2023/24	Projected 2024/25	Projected 2025/26	Projected 2026/27	Projected 2027/28	Projected 2028/29	Projected 2029/30	Projected 2030/31	Projected 2031/32
<b>ASSETS</b>										
<b>Current Assets</b>										
Cash and Cash Equivalents	6,965	5,790	7,666	8,826	9,239	10,123	11,408	12,519	13,448	13,675
Investments	32,700	34,700	34,700	34,700	34,700	34,700	34,700	34,700	34,700	34,700
Receivables	1,043	1,064	1,085	1,090	1,112	1,118	1,140	1,146	1,169	1,174
Inventories	1,611	1,426	1,458	1,487	1,516	1,546	1,576	1,607	1,638	1,671
Other										
<b>Total Current Assets</b>	<b>42,319</b>	<b>42,980</b>	<b>44,910</b>	<b>46,103</b>	<b>46,568</b>	<b>47,486</b>	<b>48,824</b>	<b>49,972</b>	<b>50,955</b>	<b>51,219</b>
<b>Non-Current Assets</b>										
Investments	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000
Receivables	429	574	440	583	452	592	464	601	476	611
Infrastructure, Property, Plant and Equipment	367,821	366,483	365,380	364,178	363,078	361,898	360,798	359,698	358,598	357,498
Investment Property	1,254	1,254	1,254	1,254	1,254	1,254	1,254	1,254	1,254	1,254
Other	147	0	0	0	0	0	0	0	0	0
<b>Total Non-Current Assets</b>	<b>382,651</b>	<b>381,311</b>	<b>380,074</b>	<b>379,015</b>	<b>377,784</b>	<b>376,744</b>	<b>375,516</b>	<b>374,553</b>	<b>373,328</b>	<b>372,363</b>
<b>TOTAL ASSETS</b>	<b>424,970</b>	<b>424,291</b>	<b>424,984</b>	<b>425,118</b>	<b>424,352</b>	<b>424,230</b>	<b>424,340</b>	<b>424,525</b>	<b>424,283</b>	<b>423,582</b>
<b>LIABILITIES</b>										
<b>Current Liabilities</b>										
Payables	932	1,012	1,031	1,051	1,071	1,093	1,114	1,136	1,158	1,181
Borrowings	93	93	95	97	93	93	93	93	93	93
Provisions	2,850	2,921	2,980	3,039	3,100	3,162	3,225	3,290	3,356	3,423
<b>Total Current Liabilities</b>	<b>3,875</b>	<b>4,026</b>	<b>4,105</b>	<b>4,187</b>	<b>4,265</b>	<b>4,348</b>	<b>4,432</b>	<b>4,519</b>	<b>4,607</b>	<b>4,696</b>
<b>Non-Current Liabilities</b>										
Payables	25	27	28	31	32	34	36	38	39	41
Borrowings	700	600	500	400	300	200	100	0	0	0
Provisions	2	2	2	2	2	2	2	2	2	2
Investments (the equity method)	0	0	0	0	0	0	0	0	0	0
<b>Total Non-Current Liabilities</b>	<b>727</b>	<b>629</b>	<b>530</b>	<b>433</b>	<b>334</b>	<b>236</b>	<b>138</b>	<b>40</b>	<b>41</b>	<b>43</b>
<b>TOTAL LIABILITIES</b>	<b>4,602</b>	<b>4,655</b>	<b>4,635</b>	<b>4,620</b>	<b>4,599</b>	<b>4,584</b>	<b>4,570</b>	<b>4,558</b>	<b>4,648</b>	<b>4,740</b>
<b>Net Assets</b>	<b>420,368</b>	<b>419,635</b>	<b>420,349</b>	<b>420,498</b>	<b>419,753</b>	<b>419,647</b>	<b>419,770</b>	<b>419,967</b>	<b>419,635</b>	<b>418,842</b>
<b>EQUITY</b>										
Retained Earnings	175,785	175,171	175,885	176,034	175,289	175,183	175,306	175,503	175,171	174,378
Revaluation Reserves	244,464	244,464	244,464	244,464	244,464	244,464	244,464	244,464	244,464	244,464
<b>Total Equity</b>	<b>420,249</b>	<b>419,635</b>	<b>420,349</b>	<b>420,498</b>	<b>419,753</b>	<b>419,647</b>	<b>419,770</b>	<b>419,967</b>	<b>419,635</b>	<b>418,842</b>



## **RESOURCING STRATEGY PART C: LONG-TERM FINANCIAL PLAN**

Endorsed for Public Exhibition: 17 May 2022  
Adopted: 28 June 2022



BLAND SHIRE COUNCIL  
*west wyalong*

Adult Non Fiction

EXIT

"The more  
that you learn,  
the more places  
you'll go."

**RESOURCING  
STRATEGY  
PART D:  
WORKFORCE  
MANAGEMENT PLAN**



# OUR VISION, MISSION & VALUES

*Working together*



<p><b>COMMUNITY</b> <i>Put the community first</i></p>	<p><b>TEAM WORK</b> <i>Work together as a committed team</i></p>	<p><b>RESPECT</b> <i>Respect &amp; value each other</i></p>	<p><b>COMMUNICATION</b> <i>Open &amp; honest communication</i></p>	<p><b>INTEGRITY</b> <i>Act with integrity &amp; honesty</i></p>	<p><b>SERVICES</b> <i>Continuously improve our services</i></p>	<p><b>SAFETY</b> <i>Keep ourselves &amp; others safe</i></p>
--	--	---	--	---	---	--

*to improve our quality of life*

A PLACE WHERE PEOPLE ARE **VALUED**, AN ENVIRONMENT THAT IS **RESPECTED**, A FUTURE THAT IS **BRIGHT**, A COMMUNITY THAT IS **PROUD**.

## ACKNOWLEDGEMENT OF COUNTRY

Bland Shire Council acknowledges the Wiradjuri people who are the Traditional Custodians of the land on which our communities are located and pays respect to all Elders past, present and emerging.



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# DEVELOPING THE PLAN

Workforce planning is a continual process used to align the needs and priorities of the organisation with those of its workforce to ensure it can meet its legislative, regulatory, service production requirements and organisational objectives. It is a process aimed at analysing the existing workforce and identifying potential emerging issues and future needs. Recognising gaps between current and future requirements allows the development and implementation of strategies to ensure the activities in Council's Delivery Program can be achieved.

The Community Strategic Plan, Delivery Program and Operational Plan are developed balancing the wants and needs of the community with Council's available resources. The Resourcing Strategy is developed from feedback from the community and includes the Workforce Assessment Plan, Long Term Financial Plan and Asset Management Plan that allows Council to meet its objectives.

Data collated from the following publications were used to develop the Workforce Assessment Plan:

- An analysis of the current workforce and the external environment
- A review of reports and workforce related documents including:
  - Community Strategic Plan
  - Delivery Program
  - Operational Plans
  - EEO Management Plan
  - EEO and Employee Engagement Survey
  - Australian Bureau of Statistics Census 2016
  - Department of Premier and Cabinet – 2010 Census of Local Government Employees
  - Riverina Cities Forecast Id
  - Australian Centre for Excellence for Local Government – National Workforce Strategy 2013-2020.

As opportunities arise, senior management will review Departmental structures to ensure best practice delivery of services through realignment of positions, skills training and succession planning.

# WORKFORCE ANALYSIS

The total number of employees at Bland Shire Council as at 31 March 2022 is 145.

Year	Full time	Part time	Casual	Total
2016	95	12	22	129
2017	93	16	16	125
2018	100	12	15	127
2019	106	15	14	135
2020	102	16	17	135
2021	101	29	4	134
2022	106	37	2	145

There has been an increase in full time and part time employment across all of Council's functions. The opportunity for flexible working arrangements makes part time employment appealing.

Council appointed Trainees, Apprentices, a School Based Trainee and Cadets in various disciplines across departments.

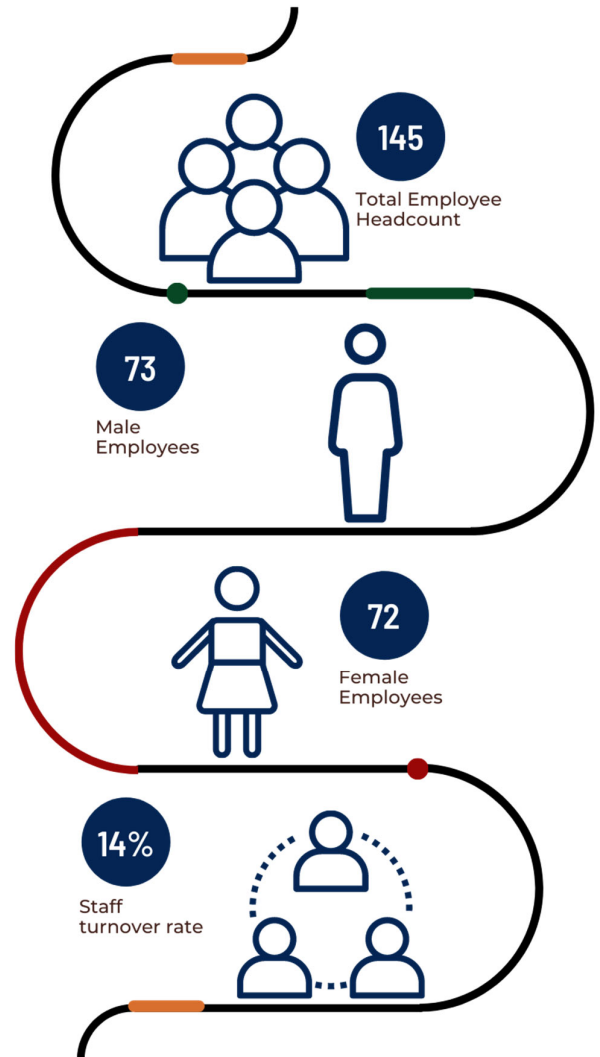
## STAFF TURNOVER

Statistics include all classifications, eg; full time, part time, temporary and casual staff.

Year	Turnover rate
2016/17	3.2%
2017/18	1.5%
2018/19	5.1%
2019/20	11%
2020/21	23%
2021/22	14%

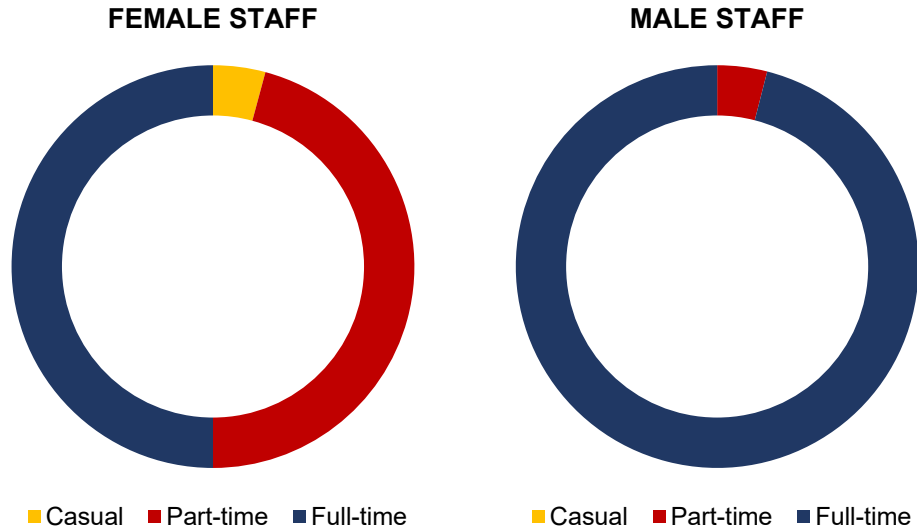
Staff turnover has decreased by 9%. The median length of tenure is 10 years.

## BSC WORKFORCE SNAPSHOT



## STAFF BY GENDER AND EMPLOYMENT TYPE

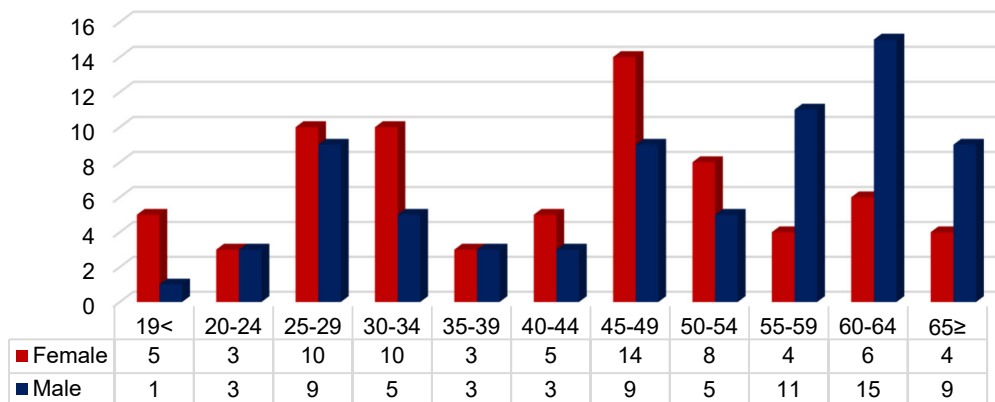
Council supports work-life balance, this is evident in the 50% of female employees employed on a casual or part-time basis.



## STAFF BY AGE AND GENDER

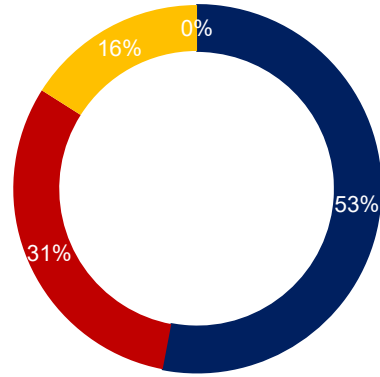
One of Council's challenges is the ageing workforce, 23% of the total workforce reaches retirement age in the next 2-5 years. Succession planning and transition to retirement programs are being developed to maintain the workforce and transfer skills and knowledge.

Council has appointed one apprentice, six trainees, a cadet and a school based trainee, all under the age of 20, to aid in closing the skills gap and for future succession plans.

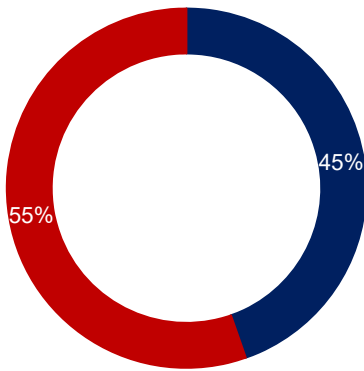


## STAFF PERFORMANCE

Unplanned absenteeism accounts for 31% of the total planned hours worked and the overtime worked is 16%. Unplanned absenteeism includes sick leave, compassionate leave, carers leave, natural disaster leave and work cover. The unplanned absenteeism rate has increased, which is due to the rise in Covid-19 infections.



■ Hours worked ■ Unplanned absenteeism ■ Overtime ■ Covid Stand down



■ 2020-2021 ■ 2021-2022

## UNPLANNED ABSENTEEISM HOURS

Period	Hours
2020-2021	5976
2021-2022	7412

## STAFF TRAINING

During this challenging period, staff made time to attend training:

- 71 staff attended First Aid training
- 12 staff completed Code of Conduct training
- 67 staff participated in Equal Employment Opportunity training
- 65 staff participated in Aboriginal Cultural Awareness training
- 65 staff participated in Alcohol & Other Drugs training
- 31 staff completed Change management training.

Various staff attended professional development e-learning training or workshops.

# EEO & EMPLOYEE ENGAGEMENT

The Equal Employment Opportunity (EEO) and Employee Engagement Survey 2021 was open from 16 June 2021 to 9 July 2021. We received 41 responses out of 134 staff members (30%), which is significantly less than the previous survey conducted in 2019 (54% response rate).

## WHAT IS IMPORTANT TO STAFF?

Job satisfaction, strong/enjoyable team environment, work-life balance and an appropriate management style.

## EQUAL EMPLOYMENT OPPORTUNITY (EEO):

Bullying and Harassment remains a focus point for Council. The survey results indicate that the same type of bullying is occurring, but identified different people or groups of people as the bullies. A majority of staff know how to and, to whom to report bullying and harassment incidents.

The majority of Council staff completed Bullying and Harassment and Aboriginal Cultural awareness training.

## STRATEGIC ANALYSIS:

Areas Council can improve on:

**Communication:** Respondents indicated effective communication was lacking, most notably within the organisation. Employees feel they can voice concerns about changes that affect their job. Staff meetings, e-mails and verbal messages passed through the Supervisor, are the most effective way to communicate.

**Job Satisfaction:** Factors affecting staff morale is confidence in leadership, lack of performance management of under-performing staff and poor communication. A majority of staff are satisfied with their job and duties.

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

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

## CHALLENGES:

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

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

# EMERGING ISSUES

Bland Shire Council faces a number of challenges when it comes to retaining and attracting a skilled and experienced workforce. These challenges are integrated into the Workforce Management Strategy.

Council identified the following challenges in relation to workforce management:

## **AGEING WORKFORCE:**

A majority of Council staff are approaching retirement. This will lead to gaps in knowledge and experience.

## **SKILLS GAP/SHORTAGE:**

Council competes with other employers within the region for a number of key skills. Initiatives need to be considered to retain skill and expertise and holistically as a region introduce incentives to attract people to the area both from a work and regional growth perspective.

## **ATTRACTION AND RETENTION OF CRITICAL STAFF:**

Employees with considerable tenure, leaving Council, adds to the risk of loss in knowledge and experience.

## **HYBRID WORKFORCE:**

The management and role design of staff working remotely may become a challenge as more staff apply for flexibility in their roles. This puts further pressure on the IT infrastructure, internet accessibility and ergonomics of the working environment.

## **SUPERVISORS HAVE LEADERSHIP SKILLS:**

Continuous training of supervisors and newly appointed supervisors to ensure staff have the skills to excel in their role. The focus of the training should be on how to manage virtual staff and their productivity.

## **ENSURE COUNCIL STAFF REFLECTS THE PROFILE OF THE COMMUNITY:**

To remain an employer of choice and attract talent, Council needs to reflect the diversity of the local community.



## **ACHIEVING HIGH LEVELS OF EMPLOYEE ENGAGEMENT:**

Provide an effective and accessible Employee Assistance Program to all staff, supporting staff with health and wellbeing, develop an employee focused training and development programs.

## **CHANGES IN LEGISLATIVE REQUIREMENTS:**

- Budgetary and funding restraints
- Proposed infrastructure works and projects
- Climatic conditions and events, which include emission reduction targets
- Changes in State and Federal Governments.

## **HOUSING SHORTAGE:**

Shortage of housing in and around the Shire poses a challenge in attracting staff to Bland Shire Council.

## **COVID-19 PANDEMIC:**

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

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

We might not consider coronavirus to be a gender issue, but it is. Women account for a large portion of the workforce, which still have the role of carer. Casuals are likely to feel the pinch the most due to a lack of job security and benefits.

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

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



# STRATEGY DEVELOPMENT

The focus of the Workforce Assessment Plan is to address the challenges and issues and close the gaps identified to ensure Council can attract, develop and retain a highly skilled workforce that is able to meet current and future needs.

The following objectives have been identified in Bland Shire Council's four year Delivery Program and assist in developing the Workforce Assessment Action Plan.

## **Promote sustainable, productive, highly skilled and committed workforce which supports current and future service delivery needs.**

- Assist in the management of workforce relations and provision of timely advice on workforce relations matters.
- Review and monitor the implementation of the workforce plan.
- Maintain register of delegations and issue authorities to relevant employees.
- Develop, implement and monitor Learning and Development Plan.
- Promote the Employee Assistance Program (EAP).
- Identify and organise training needs and mandatory training to maintain and improve skill levels.
- Maintain and promote the staff service and achievement awards program.

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

- Support the implementation and monitoring of the EEO Management Plan.
- Implement workforce programs ensuring Council remains an employer of choice.
- Monitor the effectiveness of the LGNSW Capability Framework in the Performance and Development Review Process.
- Monitor and delivery strategies and actions contained within the Disability Inclusion Action Plan.
- Maintain relationships with LGNSW HR Network.

## **Review and implement Council policies and comply with WHS and Risk Management requirements.**

- WHS Committee meets in accordance with approved schedule.
- Review and update Council's Insurance Policies.
- Monitor and update Council's Risk Register.
- Maintain the Contractor database.
- Deliver Council's Enterprise Risk Management (ERM) Program.

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

- Foster partnerships with education sector.
- Provide apprenticeship/traineeship and work experience opportunities at Council.

# STRATEGY IMPLEMENTATION & MONITORING

Implementation of the Workforce Assessment Plan is directly aligned with the goals and objectives of the Bland Shire Council Community Strategic Plan 2017-2027. It is the responsibility of all levels of staff to support and engage in ensuring that Council's Integrated Planning and Reporting Framework including this Workforce Assessment Plan is implemented.

The Workforce Assessment Action Plan will be coordinated by Human Resources and monitored by the Senior Management Team (Manex) and relevant workplace committees on a quarterly basis.

The plan, including the output and actions as detailed in the four year Delivery Program and one year Operational Plan will be monitored by Senior Management. The collective outcomes will be formally reported to Council, the community and staff on at least a six monthly basis.



# READING THE PLAN

The Delivery Program is a four year plan that covers the term of an elected Council. To create the program, we looked at the Community Strategic Plan and asked what we could achieve to bring us closer to the community's vision and values.

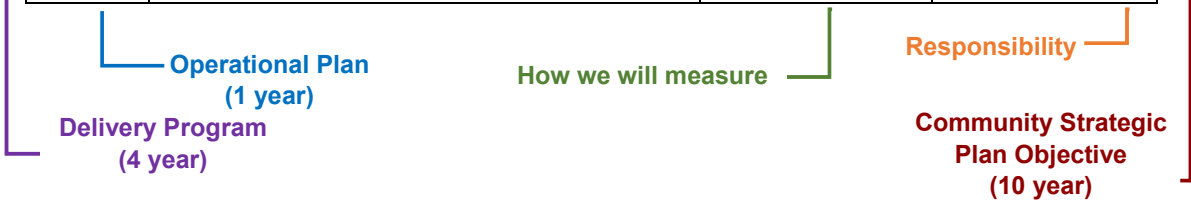
The Delivery Program is reviewed annually to determine which objectives set out in the Community Strategic Plan can be achieved within Council's available resources, and the Operational Plan of actions for the coming financial year is created. This ensures that Council's long-term planning is consistent with the current and future needs of the community.

The Operational Plan outlines the actions that will be undertaken, measures for each action, responsible officer and reference to the Community Strategic Plan strategies to which the action is contributing.



## LEAD THE COMMUNITY

12.2	Promote sustainable, productive, highly skilled and committed workforce which supports current and future service delivery needs.		
<i>Measure:</i>	<i>Maintain or increase staff satisfaction</i>		
Code	Action	Measure	Responsible Officer
12.2.1	Assist in the management of workforce relations and provision of timely advice on workforce relations matters.	Report on monthly meetings with Directors and Staff	Human Resources Coordinator



# WORKFORCE ASSESSMENT ACTION PLAN

12.2	Promote sustainable, productive, highly skilled and committed workforce which supports current and future service delivery needs.		
<i>Measure:</i>	<i>Maintain or increase staff satisfaction</i>		
Code	Action	Measure	Responsible Officer
12.2.1	Assist in the management of workforce relations and provision of timely advice on workforce relations matters.	Report on monthly meetings with Directors and Staff	Human Resources Coordinator
12.2.2	Review and monitor the implementation of the Workforce Management Plan.	Report on implementation, include summary of activities undertaken during quarter	Human Resources Coordinator
12.2.3	Maintain register of delegations and issue authorities to relevant employees.	Delegations register report and presented to march meeting of Council annually	Executive Assistant
12.2.4	Develop, implement and monitor Learning and Development Plan.	Report on progress of planning and implementation	Human Resources Coordinator
12.2.5	Promote the Employee Assistance Program (EAP)	Number and nature of promotions undertaken	Human Resources Coordinator
12.2.6	Identify and organise training needs and mandatory training to maintain and improve skill levels.	Develop, communicate and implement annual training plan	Human Resources Coordinator
12.2.7	Maintain and promote the staff service and achievement awards program.	Report on number and nature of awards	Executive Assistant
12.3	Develop, implement and monitor HR programs to solidify council's reputation as an employer of choice		
<i>Measure:</i>	<i>Maintain Council's reputation as an employer of choice</i>		
Code	Action	Measure	Responsible Officer
12.3.1	Support the implementation and monitoring of the EEO Management Plan.	Report on the progress of tasks in the EEO Management Plan	Human Resources Coordinator
12.3.2	Implement workforce programs ensuring Council remains an employer of choice.	Report on workforce programs implemented	Human Resources Coordinator
12.3.3	Monitor the effectiveness of the LGNSW Capability Framework in the Performance and Development Review process.	Annual review	Human Resources Coordinator
12.3.4	Monitor and deliver strategies and actions contained within the Disability Inclusion Action Plan.	Report on workforce programs implemented	Human Resources Coordinator
12.3.5	Maintain relationships with LGNSW HR Network.	Report on meetings attended and overview of outcomes	Human Resources Coordinator
12.4	Review and implement Council policies and comply with WHS and Risk Management requirements		
<i>Measure:</i>	<i>Maintain Council's focus on WHS and Risk Management</i>		
Code	Action	Measure	Responsible Officer
12.4.1	WHS Committee meets in accordance with approved schedule.	Number of meetings held, report on key	WHS Officer

		outcomes and recommendations	
12.4.2	Review and update Council's Insurance Policies.	Report on progress. Include summary of activities undertaken during the quarter	Risk & Insurance Officer
12.4.3	Monitor and update Council's Risk Register.	Report on proportion of Risks as they relate to Risk Ratings, report on movement in risk ratings per quarter.	Risk & Insurance Officer
12.4.4	Maintain the Contractor database.	All contractors engaged and registered in database as 100% compliant	Risk & Insurance Officer
12.4.5	Deliver Council's Enterprise Risk Management (ERM) Program.	Report on percentage of departmental ERM reports completed in full and on time, number and value of claims accepted by insurer (StateWide)	Risk & Insurance Officer
16.2	Through partnerships with stakeholders foster our education learning and training industry and increase employment opportunities within the Shire		
<i>Measure:</i>	<i>Maintain or increase number of community members attending education opportunities</i>		
Code	Action	Measure	Responsible Officer
16.2.1	Foster partnerships with education sector.	Report on contact made with education sector	Human Resources Coordinator
16.2.2	Provide apprenticeship/traineeship and work experience opportunities at Council.	Number of apprenticeships/ traineeships and work experience students placed in Bland Shire Council	Human Resources Coordinator



## **RESOURCING STRATEGY PART D: WORKFORCE MANAGEMENT PLAN**

Endorsed for Public Exhibition: 17 May 2022  
Adopted: 28 June 2022

## 7.5 Minutes of the Audit, Risk and Improvement Committee Meeting held on 9 March 2023



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**

Bland Shire Council's Audit, Risk and Improvement Committee (ARIC) held a meeting on 9 March, 2023. The purpose of this report is to submit to Council the minutes and recommendations contained therein from the ARIC.

### **Financial Implications**

There are no known financial implications at this time.

### **Summary**

The minutes of the ARIC meeting held on 9 March, 2023 are included as an attachment to this report.

---

### **Recommendation:**

That the minutes of the Bland Shire Audit, Risk and Improvement Committee, held on 9 March 2023, be received and noted.

---

**1. WELCOME**

The meeting was opened by Elizabeth Smith.

ATTENDANCE:

Elizabeth Smith (Temora Shire Council), Grant Baker (Bland Shire Council), Councillor Tony Lord (Bland Shire Council), Ian Roberts (Blackadder Associates) – via video link, Brad Bohun (Crowe Australasia), Min Lee (Audit Office of NSW) – via video link, Alison Balind (Bland Shire Council) minute taker.

APOLOGIES – Mr Gary Lavelle PSM (Temora Shire Council) and Leesa Bryant (Bland Shire Council)

---

**RESOLVED on the motion of Clr Tony Lord and seconded Elizabeth Smith that the apologies be noted and accepted.**

**CARRIED**

---

**2. CONFIRMATION OF MINUTES**

Minutes from the Audit, Risk and Improvement Committee Meeting held 8 November 2022.

---

**RESOLVED on the motion of Clr Tony Lord and seconded Elizabeth Smith that the minutes of the Audit, Risk and Improvement Committee meeting held 8 November 2022 be endorsed as a true and correct record of the meeting.**

**CARRIED**

---

**3. MATTERS ARISING**

Nil

**4. EXTERNAL AUDIT – ANNUAL ENGAGEMENT PLAN**

---

**RESOLVED on the motion of Clr Tony Lord and seconded Elizabeth Smith that the Audit, Risk and Improvement Committee notes for information the Annual Engagement Plan (currently in draft).**

**CARRIED**

---

**5. INTERNAL AUDIT – RECRUITMENT AND STAFFING PROCESSES AND PROCEDURES**

---

**RESOLVED on the motion of Clr Tony Lord and seconded Elizabeth Smith that the Audit, Risk and Improvement Committee notes the report on the Recruitment and Staffing Processes and Procedures and the Management Response to recommendations.**

**CARRIED**

---

**6. INTERNAL AUDIT PROGRAM RECOMMENDATIONS UPDATE**

There was no update provided to the meeting on the Internal Audit Programs. Updates



were unavailable due to staff commitments.

**7. BLAND SHIRE COUNCIL RISK MANAGEMENT REPORT**

---

**RESOLVED on the motion of Clr Tony Lord and seconded Elizabeth Smith that the Audit, Risk and Improvement Committee notes for information the Bland Shire Council Risk Management Report.**

---

**8. CYBER HYGIENE IMPROVEMENT PROGRAM (CHIPs) QUARTERLY REPORT**

Inclusion of this report follows a request from the last meeting of the Committee.

---

**RESOLVED on the motion of Clr Tony Lord and seconded Elizabeth Smith that the Audit, Risk and Improvement Committee notes for information the Bland Shire Council Cyber Hygiene Improvement Program Quarterly Report.**

---

**9. GENERAL BUSINESS**

Nil

**10. MEETING DATES**

The date of the next Bland Shire Council Audit Risk and Improvement Committee Meeting proposed for 2pm, Tuesday 4 July 2023.

**11. CLOSE OF MEETING**

## 7.6 Endorsement of the Barmedman Community Committee, a Section 355 Committee of Council



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:** Acting Director Corporate and Community Services

### Introduction

At the Council meeting held in May 2021, Councillors resolved to adopt the revised Section 355 Committee Manual.

Section 4 of the manual states “The Committee will comprise not less than four (4) who have been duly endorsed by Council.”

The Barmedman Community Committee held an extraordinary meeting on 5<sup>th</sup> April 2023 where a new committee was nominated.

### Financial Implications

As Section 355 Committees are functions of Council, all assets including cash are considered Council’s assets. Committee’s must provide regular financial reporting to Council. Council have approved an allocation of \$5,000 annually for each Community Committee who have signed an MoU and have complied with reporting requirements.

### Summary

The Barmedman Community Committee, at its meeting held on 5<sup>th</sup> April 2023 elected the following members into their committee;

President & Safety Officer – Belinda Hall  
Secretary & Treasurer – Victoria Middleton  
Vice President – Chris Stanmore

Committee Members – John Lynch, Shirley Clay, Pat Wells, Gary Brouwer, Marilyn Moore, Keith Edwards and Tracey Cummins.

To assist this new executive committee and support them whilst they navigate the requirements of a Section 355 Committee, it is recommended that Council endorse the committee members for a three month probationary period. During this time Council staff will guide and assist the committee to ensure compliance.

In accordance with Councils s355 Committee Manual, Council is able to dissolve any such committee at any time, and may wish to appoint one of its members to a committee.

---

**Recommendation:**

That Council:

- Receive and note the minutes of the Barmedman Community Committee, held on Wednesday 5 April 2023.
  - Endorse the Barmedman Community Committee members in accordance with the Acting Director Corporate and Community Services report for a probationary period of three (3) months.
- 

*ATTACHMENTS:*

*Barmedman Community Committee Section 355 Extraordinary Meeting Minutes from 5<sup>th</sup> April 2023.*

## ***Barmedman Community Committee***

A Section 355 Committee of Bland Shire Council, NSW



Minutes of the (extraordinary) AGM Meeting on Wednesday, 5th April, 2023 at 6:00 p.m.

Meeting held at Barmedman Bowling Club, Queen St. Barmedman, 2668

**Present:** Alison Balind (Director, Corporate & Community Services, Bland Shire Council), Liz McGlynn (Councillor), Bruce Baker (Councillor), Belinda Hall, Gary Brouwer, Victoria Middleton, Patricia Wells, Shirley Clay, Keith Edwards, Chris Stanmore, John Lynch.

**Apologies:** Council Director, Alison advises apologies from councillors who were unable to attend.

**Minutes:** Minutes from the previous meeting have been held due to that meeting being declared 'unofficial' by Council.

**Business:** Alison: the reason for this meeting is that, after discussions with Belinda Hall, it was necessary to hold a meeting to nominate the committee executive. The June 2022 AGM committee meeting minutes were not sent to Council for endorsement in the required time, and therefore nominations for the executive committee are not accepted by Council. The purpose of the 355 Community Committee is to support council in necessary areas of the town, such as maintaining specified buildings, grounds, and bringing issues to the attention of council. The ToR (Terms of Reference) and the MoU (Memorandum of Understanding) will need to be signed by the elected executive committee as soon as possible.

Councillor, Liz McGlynn asked if the members understood the 355 requirements, due to the handling of money, record-keeping etc. Victoria and Belinda advised that they have read the ToR and MoU and have both had experience on community committee executives.

### **Election of Executive Committee:**

Alison advised that training will be arranged for Safety & Council Induction.

**Nominations:** PRESIDENT: **Belinda Hall** was nominated by **Victoria Middleton**.  
Seconded by **Gary Brouwer**.  
Belinda Hall accepted nomination. Crd.

SECRETARY: **Victoria Middleton** was nominated by Belinda Hall.  
 Seconded by **Gary Brouwer**.  
 Victoria Middleton accepted nomination. Crd.

TREASURER: **Gary Brouwer** was nominated by **Belinda Hall**. Liz and Alison advise that, to avoid a conflict of interest, Gary cannot stand as Treasurer.

**Victoria Middleton** was nominated by **Belinda Hall**.  
 Seconded by **John Lynch**.  
 Victoria Middleton accepted nomination. Crd.

VICE PRESIDENT: **Chris Stanmore** was nominated by **Gary Brouwer**.  
 Seconded by **Belinda Hall**.  
 Chris Stanmore accepted nomination. Crd.

SAFETY OFFICER: Alison advises that the role of a safety officer is to ensure all members and volunteers have safe conditions, the required forms are signed and incidents are reported to Council within 24 hours.

**Belinda Hall** was nominated by **Victoria Middleton**.  
 Seconded by **Chris Stanmore**.  
 Belinda Hall accepted nomination. Crd.

VICE TREASURER: Councillor, Bruce Baker advised that a Vice Treasurer is unnecessary. Belinda mentioned that the bank advised that they could have one, but Alison said that the bank is not dealing with Council funds and there would not be a Vice Treasurer elected.

Elected Executive Committee:

President: **Belinda Hall**  
 Secretary: **Victoria Middleton**  
 Treasurer: **Victoria Middleton**  
 Vice President: **Chris Stanmore**  
 Safety Officer: **Belinda Hall**

Alison confirmed the name for the 355 Committee is the 'Barmedman Community Committee, a Section 355 Committee of Bland Shire Council'. This name must appear on invoices because of the GST exemption. Can also be used for official correspondence etc.

Alison advised that she will be away until 22nd May. Lisa Bryant will be acting Council Director and available as a customer service and finance Council liaison. She will confirm information regarding GST exemption.

When the minutes are given to Council and passed, the executive committee can go to the bank to present the minutes as proof to be put on

as signatories and the bank account name changed from 'Tidy Towns' to 'Barmedman Community Committee 355'.

Liz asked Gary, Belinda and Victoria to tell the councillors about themselves as they are new.

No further business.

**Meeting Closed:** Meeting closed by Alison Balind at 7:12 p.m.

## Section 3 – Technical Services

### 7.7 Tender – Contract Management and Operation of Holland Park Swimming Pool, West Wyalong and Ungarie Swimming Pool



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

*DP 9.4 maintain parks, ovals and recreational facilities to approved standards*

**Author:** Project Engineer

#### **Introduction**

Under the Local Government (General) Regulation, where the value of a contract is over \$250,000 a Request for Tender must be conducted and be considered by Council.

A Tender process was recently undertaken for the Contract Management and Operation of Holland Park Swimming Pool, West Wyalong and the Ungarie Swimming Pool.

In response to the advertised tender, submissions were received from two (2) suitable contractors:

1. L & R Group (Leisure and Recreation Group)
2. LSA Group (Lifeguarding Services Australia)

#### **Financial Implications**

Council have a draft budget amount of \$170,455 for 2023/24 financial year. An amendment will be made to increase the budget amount to \$180,600 for 2023/24.

#### **Summary**

Council tendered for the Contract for the Management and Operation of Holland Park Swimming Pool, West Wyalong and Ungarie Swimming Pool for a three (3) year period with a two (2) year option.

It will be the responsibility of the successful Contractor to ensure that they have the ability and understanding to undertake all requirements outlined within the contract to an applicable standard.

Specific responsibilities outlined within the Contract are as follows:

- Control, conduct, manage and maintain the pools in a proper and orderly manner for the protection of the public safety and convenience.
- Observe and perform all relevant conditions and stipulations set out in the Local Government Act and Regulations.
- Not make any alterations or modifications to any parts of the pools without the consent of the Council being first obtained.
- Ensure that at all times during which the pools are open to the public that appropriately qualified personnel shall be in attendance and shall ensure that reasonable vigil will be maintained at all times.

- Indemnify the Council against all actions, claims and demands, injury to property real or personal, and personal injury or death of any persons whatsoever where such injury, damage, or death arises out of or in the course of the execution of the operation, management, and control of the pools.
- Maintain the said pool areas during including watering, raking and mowing the lawns and gardens during both the season and off season.
- Keep the water contained in each of the pools and waterslide thoroughly and regularly cleaned and tested to the standard advised by the Council.
- Keep proper books of account of the management of the pools and submit such books of account to the Council within four weeks of the close of the season, or within such other time as Council may permit. Such books of account shall include full details of admission charges received, season ticket sales and water slide patronage.
- Maintain the kiosk at the pool areas and keep it open for business while the pool is open in a proper and businesslike manner and ensure that it is kept clean and complies with the Food Act.
- Make arrangements with local swimming associations and others for the use of the pools and the pool apparatus and facilities but so as not to interfere unduly with normal Public use. Ensure all User Agreements are completed and signed as recommended by State-wide Mutual Liability.

The Contract will commence on 1 August 2023 to prepare Holland Park Swimming Pool, West Wyalong and Ungarie Swimming Pool for opening on Saturday 07 October 2023.

Criteria listed below was utilised for the assessment of the tender:

- Evidence of capabilities,
- WH&S, Environmental and Quality Compliance,
- Conformity to tender documents,
- Reference checking,
- Tender price.

The tender documentation listed the below opening hours for both pools:

#### October and March

- Monday to Friday 6.00am to 8.00am and 10.00am to 6.00pm
- Saturday and Sunday 10.00am to 6.00pm
- School & Public Holidays 10.00am to 6.00pm

#### November and February

- Monday to Friday 6.00am to 8.00am and 10.00am to 7.00pm
- Saturday and Sunday 10.00am to 7.00pm
- School & Public Holidays 10.00am to 7.00pm

#### December and January

- Monday to Friday 6.00am to 8.00am and 10.00am to 8.00pm
- Saturday and Sunday 10.00am to 8.00pm
- School & Public Holidays 10.00am to 8.00pm

Post distribution of the tender documentation it became evident that these hours were suitable for the Holland Park Pool in West Wyalong but provided a surplus service to the Ungarie Pool.



The suitable opening hours for Ungarie Pool are:

October and March

- Monday to Friday 3.00pm to 6.00pm
- Saturday and Sunday 3.00pm to 6.00pm
- School & Public Holidays 3.00pm to 6.00pm

November and February

- Monday to Friday 3.00pm to 7.00pm
- Saturday and Sunday 3.00pm to 7.00pm
- School & Public Holidays 3.00pm to 7.00pm

December and January

- Monday to Friday 3.00pm to 8.00pm
- Saturday and Sunday 3.00pm to 8.00pm
- School & Public Holidays 3.00pm to 8.00pm

Both tenderers were requested to provide a non-conforming lump sum price utilising the adjusted opening hours for the Ungarie Pool.

The following Council Officers completed the tender assessment:

- Project Engineer,
- Acting Manager of Engineering Services and
- Coordinator of Urban Services.

Based on the tender assessment the panel recommends that L & R Group be awarded the Contract.

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**Recommendation:**

That Council award Contract No 8/2023 for the Contract Management and Operation of Holland Park Pool, West Wyalong and Ungarie Pool, to L & R Group to the value of \$569,431.50 (Exc GST) for a three (3) year period with a two (2) year option.

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## Section 4 – Reports for Information

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### **Recommendation:**

That the following reports, provided for information only, be received and noted:

- 7.8 Bland Shire Library Monthly Update
  - 7.9 Children Services April Update
  - 7.10 Technical Services Report
  - 7.11 Development Services Activity Report – April 2023
-

## 7.8 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

### April School Holiday Program

Bland Shire Library hosted two free workshops, conducted by Oddball Theatre (Wagga Wagga). The two-hour workshops, proved challenging, but provided loads of fun for participants.

Thirteen children attended the costume-making workshop, which involved the children discussing their favourite books and movies, designing a costume based on a favourite character, then creating an element of that costume with a little help from Oddball Theatre coach, Saascha. All materials and sewing equipment supplied by Oddball Theatre.

Twelve children attended the drama workshop, which involved the children trying their hand at creating characters, scriptwriting, acting, and improvisation games.

The library's VR wireless headset proved popular with 40 plus children / young people recorded using the equipment over the school holidays. Note: 64 people in total utilised the library's VR headset during April.



### **Mother's Day Craft - 10 May**

Bland Shire Library will host a Mother's Day Craft session on Wednesday 10 May, 3:30pm – 5:00pm. The session will cater for school-age children. Cost is \$2.00. Booking essential. Participants will create a simple gift for their mother or other special person.

### **Law Week 15 – 21 May**

NSW Law Week is 15 – 21 May 2023. Bland Shire Library has registered for a number of free one-hour webinars coordinated by the State Library and hosted by Legal Aid NSW. There is a different topic each day, a panel of legal experts, and the opportunity for participants to ask questions. The webinars will be available free for all Bland Shire residents to attend. Webinars include:

- Monday 15 May, 12:00pm – 1:00pm. **Scams and the Law.** Hear from legal experts about how to protect yourself against scams and what you can do if you get scammed.
- Tuesday 16 May, 12:00pm – 1:00pm. **Renting and the Law.** Hear from legal experts about your rights as a renter including rent increases and no ground eviction.
- Wednesday 17 May, 12:00pm – 1:00pm. **Traffic Fines, Driving and the Law.** Find out about driving laws and options for dealing with fines.
- Thursday 18 May, 12:00pm – 1:00pm. **Employment and the Law.** Find out about your rights at work, including discrimination and sexual harassment laws.
- Friday 19 May, 12:00pm – 1:00pm. **Debt and the Law.** Hear from legal experts and financial counsellors about your options for dealing with debt.

### **National Simultaneous Storytime - 24 May**

To celebrate National Simultaneous Storytime, Bland Shire Library is hosting a group from Little Wattle Childcare and Preschool Centre.

Libraries across Australia will simultaneously read the children's book 'Speedy Sloth', written by Rebecca Young, on Wednesday 24 May 2023 at 11:00am.

National Simultaneous Storytime is an initiative of the Australian Libraries and Information Association and held annually with the aim of fostering a sense of community and excitement around reading.

### **Biggest Morning Tea – 25 May**

Bland Shire Library will host a Biggest Morning Tea on Thursday 25 May 2023, starting at 10:30am. The event, which supports NSW Cancer Council in raising funds for cancer research, is celebrating 30 years. Bland Shire Library cordially invites Councillors, Council staff, and members of the public to attend the event.

### **RRL Training – 30 May**

Bland Shire Library staff will attend a staff training day organised by Riverina Regional Library on Tuesday 30 May, 9:30am – 3:00pm, to be held at the RRL Administration Centre, Wagga Wagga. The session will cover a range of topics including branch programming and social media. The RRL training days are valuable as they provide an opportunity for branch library staff to connect, exchange and build on ideas.

### **RRL Branch Library Meeting – 30 June**

RRL is taking its annual Branch Library Meeting on the road this year by arranging a bus that will depart the RRL Administration Centre at 9:00am and arrive back about 3:00pm.

Karen Wendt, RRL Co-Manager, is proposing an itinerary that will take in visits to 2 – 3 library branches, as well as the mobile library. Presentations will be held both on the bus and at venues.

### **First Aid for Babies – Postponed**

The library's First Aid for Babies training, which was to be held on Friday 12 May has been postponed. Nurse Educator, Shannon Evans, who was to conduct the session, has advised that a change in management at MLHD and ensuing concerns over liability have contributed to the postponement. Ms Evans is currently liaising with the clinical governance team for MLHD to get the go ahead to conduct the First Aid for Babies training.

### **Author Visit 2024**

Following the recent success of author / illustrator Andrew Plant's visit, Bland Shire Library has booked Australia's Premier Indigenous illustrator and author Dub Leffler for a five-day residency in March or April 2024 (date to be confirm).

Dub's award-winning bestseller picture book 'Once There Was a Boy' (2011) received international recognition. More recently, Dub illustrated 'Sorry Day' (2018), written by Coral Vass, which won the 2019 Eve Pownall Award for Information Books from the Children's Book Council of Australia. 'Black Cockatoo' (2018), which Dub illustrated, was also an Honour Book that year. At last count, Dub has created 25 books. He is passionate about children realising their value and potential – particularly indigenous children and those affected by trauma – and the natural world and all its creatures.

The annual author visit, which the library has been running for more than twenty years, incorporates all nine schools (over 700 students K – Year 10 and teaching staff) across the Bland Shire and has many benefits (listed below).

- encourages reading for fun
- motivates reluctant and struggling readers
- supports classroom learning
- improves writing confidence
- makes creativity accessible
- inspires students
- entices children and young people to join the library thus increasing membership and borrowing

### **Surprise Author Visit**

Bland Shire Library staff were delighted to receive an impromptu visit from bestselling rural romance fiction author Maya Linnell. Maya, who was travelling with her husband and three children, was highly impressed with the library, and in particular, a very apt display featuring Australian rural romance fiction.



### **National Backyard Cricket Country Library Grants 2023**

The purpose of the grants is to help country libraries deliver educational programs and services to their communities. Grant amounts will be \$500 to \$1,500. Applications closed end of April. Grant decisions will be made early in May, and funds disbursed before the end of June.

Bland Shire Library has submitted a grant application for funding to host a Book (with a Twist) Photo Competition, as part of its Library and Information Week celebrations, 31 July – 6 August 2023. The aim of the photo competition, which will encompass all age groups across the Bland Shire, is to promote social inclusion, personal development and wellbeing, highlight the library as a community hub, entice new members into the library, and simply provide some fun.

If successful, the library plans to circulate the photo competition in early June. The library has asked for \$1500 to be used for promotion, divisional prizes, and an exhibition / presentation to be held in Library and Information Week.

### **Preschool Visits in June**

Three class groups from the Bland Preschool will visit the library in June. The children will participate in a themed Storytime session.

### **Membership**

- Eighteen new members registered in April bringing the library's total membership to 1693. This equates to 28.5 per cent of the Bland LGA population.
- 131 new registrations have been recorded since July 1.
- Thirty-four members re-registered in April. Re-registration is annual and ensures that members' details are up-to-date.

### **Community Jigsaw Popular**

The library's community jigsaw puzzle continues to prove popular with another puzzle completed. While the community jigsaw puzzle has attracted a number of regular customers, even visitors are sitting and trying their hand. Thus far, a total of eight puzzles have been completed since its inception, including a scented puzzle (yes, it really did smell like lavender) and the most recent, an "impossible puzzle" with no straight edges.

All the puzzles are donated and are 500 – 1000 pieces in order to fit into the timber jigsaw frame made by the local Mens Shed.

Following on from the success of the community jigsaw puzzle, the library plans on bringing the games of chess and scrabble to the community.



## Easter Round-up

- Two-year old Ayla Barber was the lucky winner of Bland Shire Library's Easter egg basket draw. A great result with hundreds of entries in the draw.
- The library's monthly draw for kids featured Easter gift packs made by Thom Dick and Harry, which made for some very happy children.
- Storytime was a fun-filled event with a large group of children participating in a variety of activities including decorating a wooden Easter bunny mask and Easter egg hunt.
- Lego Club attracted a large crowd with participants challenged to build an Easter egg basket, which they then had to use for an Easter egg hunt. This proved inspiring for some who took the view that bigger was better. From all accounts, a fun afternoon.
- Not to be forgotten, Day Book Club, GOLD Club, and Knit and Knatter members were treated to a morning / afternoon tea of hot cross buns and other Easter goodies.
- What better way to celebrate Easter than with a beautifully decorated biscuit. 150 Easter themed biscuits were given away to library patrons in the week leading up to Easter.
- Lastly, the library hosted three group visits from Bland Preschool with each group participating in an Easter themed Storytime.



## Baby Bounce and Storytime Has Resumed

Storytime resumed on Thursday 27 April and Baby Bounce on Friday 29 April after a short hiatus due to school holidays. A good roll-up of attendees for both programs Storytime also saw the return of its West Wyalong High School student volunteers.



### Knitting for Charitable Causes

A special mention must go to the library's Knit and Knatter group who have just donated a large consignment of knitted blankets, beanies, scarves, gloves and other garments to the Knitting Angels program, coordinated by Michael O'Reilly Pharmacy, Wagga Wagga.

Michael O'Reilly Pharmacy's Knitting Angels program dates back to 2004. Since that time a dedicated band of knitters from Wagga Wagga and as far away as West Wyalong have donated beautiful hand-knitted woollen items to be sold at Michael's pharmacy with the proceeds going to local charities. Recent charities to benefit have included Ronald McDonald House, CanAsist and Country Hope.

A very special mention must also go to the Barmedman Arts, Craft and Coffee Shop which accepted a large number of knitted teddies (unmade) – all knitted by a legally blind resident, Wagga Wagga (name unknown). Members of the Barmedman Arts, Craft and Coffee Shop completed the teddies by sewing and stuffing them.

Bland Shire Library has since found a home for the teddies which have been donated to Bear Cottage in Sydney, which is the only children's hospice in NSW, dedicated to caring for children with life-limiting conditions.





## 7.9 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, and Toy Library services)*

**Author:** Children Services Coordinator

An extremely busy term 1 came to an end in April at CSU. Children settled into the Preschool life well and continue to form friendships with peers and Educators.

Easter creations were made, and the arrival of the Easter Bunny produced some very excited children.



Ungarie Preschool Educators participated in the annual ANZAC Day March in Ungarie. Kate and Hayley kindly volunteered their time to March with children and their families. It was great to see a great turn out.



### Continuous improvement team Working Bee

I am thrilled to announce that Bland Preschool participated in the West Wyalong Day ANZAC Day March for the first time, thanks to the initiative of Diploma Trainee Charlotte Whiley. Charlotte voiced the idea in 2022 for Bland Preschool children and families to participate in the 2023 March. Charlotte executed this idea perfectly. Arranged wreaths (beautifully displayed on the CSU fence), sourced craft, communicated to families and led the day brilliantly.

Many children marched with a family member, which created a buzz of excitement in the crowd. There has been such positive feedback from families and the community, so Bland Preschool will continue to March in future ANZAC Day Marches. A huge thank you to the following Educators who donated their time to March with the children, families and showed ongoing encouragement and support to Charlotte's idea (Tracey DeMamiel, Kylie Turner, Tracey Robertson, Megan Daly, Jen Pettit, Jenny Nicholson and Julie Oberg).



The final collection was tallied for the CSU sustainability project - "Save the Koala's". Children, Educators, families and the local community collected cans for majority of 2022 and term 1 2023. \$334.50 was raised (smashing the \$250 goal) and donated to Wildlife Warriors to support ongoing Koala Conservation.

Bland Preschool received notice that Assessment and Rating will take place in Term 2. In preparation, the Coordinator, Senior Early Childhood teacher and Educational Leader worked on the Self-Assessment tool and liaised with the Quality Improvement team to provide a detailed document outlining the high quality service provided and outlined short/long term goals for the future. The Self-Assessment was submitted and now await the Regulatory Authority (Department of Education) to advise a date of assessment.



School holidays allowed Educators time to rest and recoup after a busy first term. Staff meetings, teacher meeting, training and 'pit stops' with the Educational Leader were held, as well as preparation for the term ahead. Resources and equipment were cleaned and the playground received some TLC through the Educators working bee (sandpits filled, chalkboard painted and gardens pruned). This was a huge effort by all staff involved.



### **Staff Recruitment/Resignation –**

CSU welcomed two new casual Educators to the team. Sarah Wood and Isabella Spackman.

### **Staff Training –**

Educators Jennifer Pettit and Bronwyn Hart participated in Child Protection.

All Educators participated in training, hosted by Anthony Semann (from Semann and Slattery) about Beautiful Environments. Educators were informed why “beautiful environments are a key contributor to the provision of learning experiences for children”.

### **Mobile Resource Unit – Service Leader, Kate Spackman**

#### **Ungarie Mobile Preschool and Friday Junior Preschool**

Jnr and Ungarie Mobile Preschool educators enjoyed the Easter long weekend with their families and loved ones. During the holiday break educators programmed, planned and completed professional development as well as participated in team/class meetings. Jnr Preschool educators took the holiday period as an opportunity to complete developmental screeners on the children within their class.

Ungarie Preschool began Term two with an incursion ‘Reptiles on the Go’. To make this event even more exciting Ungarie Central School’s K/1/2 joined them for the fantastic presentation. Jnr Preschool snuck in 1 day of fun before the month ended. The day was spent enjoying lots of fun games, activities, music and dancing.



### **MRU Enrolments**

- West Wyalong Jnr Preschool – Friday Gecko – 18 children and Friday Bilby 19 children
- Ungarie Preschool – 9 children

### **Playgroup**

Playgroup families participated in Easter themed Playgroup sessions held at West Wyalong and Weethalle before the Easter holidays and ANZAC weekend. During the break educators reflected, programmed and prepped term two's Playgroup sessions.



### **Bland Preschool – Service Leader, Carlie Iverach**

Term two commenced Wednesday 24 April. Classes have worked very hard on completing incredible Mother's Day Crafts, ready to gift mum on her special day. Children planted Winter vegetables, including carrots, potatoes and strawberries in the vegetable patch. Educators are preparing for National simultaneous story time, Naidoc week and reconciliation week.

### **Preschool Enrolments**

- Monday/ Tuesday Bilby: 16
- Wednesday/ Thursday Bilby: 18 children
- Wednesday/ Thursday Gecko: 17 children



Our Educators provide professional education and care for children and their families. The Support Officer observed many nurturing, stimulating and inviting experiences that children participated in during her monitoring visits as can be seen in these April photos.



**“It takes a village” (ITAV) - Service Leader, Julie Oberg**

Toy Library continued to grow as new individual members joined as well as organisations such as Aspire Learning Centre.

Our service, Toy Library was added to our Quality Improvement Plan as a sustainable part of Bland Shire Preschool service, as it is environmental friendly. Parents also mentioned to staff this month how the service saves them economically.

Supported Playgroups: Venues visited were – Local Aboriginal Land Council (LALC) only, as during the holiday break between term time playgroup stops, and begins again in the new term. During this time, educational packs were made for families as well as Toy Library upkeep, Data exchange reporting (DEX) was up dated, parenting programs organised, social media and Newsletter updates and forward planning for upcoming playgroups.

Numbers for the upcoming workshop “Let’s get Physio” with senior physiotherapist Clare Crosbie from Therapies for Kids has been growing and there are enough responses to go ahead. After a quick survey families indicated a preference for middle of the day workshops as well as child friendly. This workshop will be the first one children will be allowed to attend. We will observe and review for future workshops. It is scheduled for May 9.

## 7.10 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 3.4.2023

- Graders
  - Alleena Rd
  - South Yalgogrin Road
  - Bootowa Road
  - Mooneys Lane
- Gravel Carting
  - Stock Pile
- Maintenance Crews (Bobcat/Backhoe)
  - Shire Roads

### 2. Council Road Crew Locations Week Commencing 17.4.2023

- Graders
  - Morangorell Rd
  - McMahons Lane
  - South Yalgogrin Road
  - Mangelsdorfs Lane
  - Talleeban Rd
- Gravel Carting
  - Pipers Pit
- Maintenance Crews (Bobcat/Backhoe)
  - Shire Roads

### 3. Village Maintenance

- All parks mown and tidied
- Village main streets rubbish removed
- Trees trimmed and fallen branches picked up
- Village entrances and streets mown and trimmed
- All village park play grounds inspected for safety
- Parks irrigation checked
- Weed spraying carried out
- Ungarie main st watering system checked as required
- Street sweeper working in town and village streets

### 4. Park Maintenance

- McCann park, Barnado park and small parks and areas mown, trimmed and maintained
- Maintenance to Herridge park, Coinda park, Wyalong court house
- Lawn and monument cemetery maintenance works carried out
- Playground inspections completed and repairs carried out
- Graves back filled at cemetery and tanks pumped out

- All parks and airport sprayed for weeds
- Manual Watering carried out in Barnado and McCann gardens
- Broad area spraying carried out for broad leaf weeds

#### **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
- Line marking on ovals for sporting groups

#### **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 and spraying of town drains
- Aerodrome slashing inspections and maintenance work carried out, roo runs from 630am to 700am Tuesday, Wednesday and Thursday for mines flights
- Back filled low areas on nature strips
- Pre-school maintenance carried out
- Spraying aerodrome and town drains/nature strips as weather allows
- Main drainage in Wyalong cleaned out
- vandalism repairs and removal
- Council chambers lawns and gardens maintained

#### **7. Environmental/Emergency Report**

- Ungarie early flood warning system.  
The installation of an early flood warning system has been completed at Ungarie. The system consists of four gauges installed at strategic sites by Water NSW along the Humbug Creek to provide changes in flood height information. Each site also has an automatic remote rain gauge installed to provide instant rainfall information. The gauges will give the township and emergency services from 6 to 36 hours warning of impending flooding.

The most upstream gauge is located on a property adjacent to the creek crossing on Bolygamy Lane. The second site is on a property at the creek crossing on Kikoira Road. The third site is located on a property at the creek crossing on Lake Road. The final gauge is located in the township of Ungarie near Euglo Street and will also supply flood information to the Bureau of Meteorology for public awareness communications.

The real-time flood level and rainfall system information can be accessed by downloading the "Water Live" App.

## 7.11 Development Services Activity Report – April 2023



*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:** Manager Development & Regulatory Services

### Planning and Building Activities Update

The following Development Applications were approved April 2023:

	<b>Description</b>	<b>Location</b>	<b>Consent Authority</b>	<b>Approval Date</b>
DA2023/0052	Install a Manufactured Home	28 O'Hares Lane Beckom	Staff	04/04/2023
DA2023/0053	Tourist Accommodation	4 Reg Rattey Drive West Wyalong	Staff	12/04/2023
DA2023/0056	Demolition & Removal of One (1) Tree	86 Church Street West Wyalong	Staff	11/04/2023
DA2023/0057	Part Demolition of Dwelling – Dwelling Extensions - Demolition of Shed & Construct new Shed	120 Operator Street West Wyalong	Staff	20/04/2023
DA2023/0058	Subdivision - Community Title - Creation of Two (2) Additional Lots	55 Boltes Lane West Wyalong	Staff	24/04/2023



## Regulatory Activities Update

### Dog Attacks

There were two (2) dog attacks reported during April 2023. Investigations are still ongoing.

### Companion Animal Seizure and Impound Activities April 2023

<b>Seizure Activities:</b>	<b>Dogs</b>	<b>Cats</b>
Seized	0	0
Returned to Owner	0	0

<b>Impounding Activities:</b>	<b>Dogs</b>	<b>Cats</b>
Animals in pound at start of month	8	1
<b>Incoming Animals</b>		
Transferred from Seizure Activities	0	0
Dumped at Pound	3	5
Surrendered	4	0
<b>Total Animals in Pound</b>	<b>15</b>	<b>6</b>

<b>Outgoing Animals</b>		
Released to Owner	0	1
Euthanased	1	0
Rehoused	4	4
Sold	0	0
Died at Pound	0	0
Stolen	0	0
Escaped	0	0
<b>Total Animals Leaving Pound</b>	<b>5</b>	<b>5</b>
Animals in Pound at end of Month	10	1

## REPORTS OF COMMITTEES

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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
Bland/Temora RFS Bushfire Management Committee	4 April 2023	✓
Community Environmental Monitoring and Consultative Committee (CEMCC)	29 March 2023	✓
Riverina Eastern Regional Organisation of Councils (REROC)	28 April 2023	✓
Riverina Joint Organisation (RIVJO)	28 April 2023	✓

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**Recommendation:**

That Council receive and note the Committee meeting minutes as presented.

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# Minutes

## Bland Temora Zone

### BUSH FIRE MANAGEMENT COMMITTEE MINUTES

**Meeting:** Meeting 1/2023

**Convened by:** Tom Mc Devitt – Executive Officer Bland Temora BFMC

**Location:** Temora Fire Control Centre, 106 Vesper Street Temora

**Date and time:** April 4, 2023

**Chaired by:** Trevor Penfold - NSW Rural Fire Service

**Minutes by:** Jason Bortolazzo – NSW Rural Fire Service

**Table 1: Attendance Record**

Members (alternate)	Organisation	Present	Apology	Absent
Tom McDevitt	BTZ District Manager	x		
Elizabeth Smith	Temora Shire Council	x		
Ray Graham	Bland Shire Council	x		
Trevor Penfold	NSW RFS	x		
Jeff Gould	NSW RFS		x	
Tim O'Kelly	NPWS Riverina	x		
Paula Gilchrist	Crown Lands Riverina		x	
Josh Cameron	Crown Lands	x		
Brody Wickham	Forest Corp NSW	x		
Peter Beal	Local Lands Services	x		
Thomas McAlister	UGL Rail	x		
Sam Quinton	Essential Energy	x		
Aaron Coddington	NSW Police Temora		x	
Steven Evans	FRNSW	x		
Paul Billingham	Transport NSW		x	
Phillip Rudd	GWCC			x
David Heinrich	Farmers Association			x
Frank Galluzzo	NSW Farmers			x
Andrew Carter	Local Aboriginal Land Council			x

<b>Observers / Support</b>	<b>Organisation</b>	<b>Present</b>	<b>Apology</b>	<b>Absent</b>
Alex Dhlenburg	Temora Shire Council		x	x
Councillor Bruce Baker	Bland Shire Council	x		
Glenn Neyland	Bland Shire Council			x
Hannah Burley	Crown Lands Temora	x		
Layne Holloway	Crown Lands Bland	x		
Josh Cameron	Crown Lands Southern Region	x		
Michael Leane	Local Lands Services		x	
Darryn Ashton	Local Lands Services		x	
Ron Tillard	Local Lands Services		x	
Gary Lavelle	Temora Shire Council	x		
Kelwyn White	RFS Area Command		x	

**Table 2: Documents Referred to in the Meeting**

<b>Document title</b>	<b>Author</b>	<b>Date</b>
Bush Fire Risk Mitigation and Resilience Grants Program	NSW RFS	May 2022
Guardian Funding Requests training document	NSW RFS	2022
FAFT Register	NSW RFS	FY22/23
RFFF Funding Report/Requests	NSW RFS	FY22/23

## Minutes

<b>Item 1</b>	<b>Welcome/Acknowledgement to Country</b>	<b>Chair</b>
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Welcome and Acknowledgement to Country, delivered by the Chairman

<b>Item 2</b>	<b>Apologies</b>	<b>Chair</b>
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As Recorded within the Attendance Record

**Item 3 Disclosure of Interests Chair**

Executive Officer (XO) asked the BFMC if anyone had any interests to disclose and nil response was received.

**Item 4 Confirmation of Minutes of 21<sup>st</sup> September 2023 meeting held at Temora FCC Chair**

BFMC Members have confirmed that minutes from last meeting was received.

**Item 5 Business arising from previous minutes - Action Items Chair**

**Table 3. Outstanding Action Items from September 2022 Meeting**

<b>Ref No.</b>	<b>Item Description</b>	<b>Responsible</b>	<b>Due Date</b>	<b>Status</b>
10	Pre Incident Exercise	Bland Temora RFS District Office	TBC August 2023	Due to deployments over the fire season and limited staff unable to run exercise, will plan a date to be confirmed in August 2023 exercise to take place.
	UGL Rail Progress	UGL Rail		Chair asked for an update on progress of works along the rail corridor, which will be covered with the Agency Report.

Updates have been provided on the following items.

**01/18-3 Action Name**

*Provide update*

**01/19-1 Action Name**

*Provide update*

**Item 6 Correspondence Register****Chair**

As listed as per agenda

**Item 7A Report from Subcommittees**

Bland Temora BFMC – No Subcommittee formed

**Item 8A Progress on BFRMP strategies/tasks – Agency Report  
[report from each organisation in turn – every meeting]**

**Temora Shire Council** – Report as tabled though some amendments in regards to roadside spraying. Roadside spraying has been delayed due to the wet weather across the region and should be now finished by the end of April 2023 instead of March 2023.

Temora LEMC Meeting is planned for Wednesday 5<sup>th</sup> April 10am.

Ariah Park community raised concerns in regards to delay with the Neighborhood Safer Places (NSP) being installed within the community.

Will there also be a plan regarding the electronic fire danger signs, having these signs upgraded and turned back on?

**Bland Shire Council** – Ray Introduced himself, new to the role within Bland Shire Council (BSC). BSC has recently received additional funding for repairs across the zone for flood effected roads. Hazard Reduction (HR) works across the BSC area are almost complete and will be complete by the end of FY23. Over the last few months we have had around 3 to 4 fire events, where BSC has been able to assist the RFS with plant and equipment as requested.

**Goldenfields Water** – Not in attendance or no report submitted. The XO gave a brief overview of how the RFS assisted Goldenfields Water by allowing them to use the bulk water trailer to transport water to the community effected by the floods within the BSC LGA. Goldenfields Water conducted tests of the tank and deep cleaned before use. This asset was used to benefit the local community and provided water during time of need. BSC also assisted with a use of a prime mover.

**National Parks and Wildlife Services** - Tim is the new Area Manager for the area and has taken over from Robin Mares. Major concerns has been the flooding within the National Parks and this has overall effected some of the HR activities planned, which will need to be a focus point.

Ingalba Nature Reserve's strategic fire trail network – Eastern Boundary Trail – 16 km has been upgraded and is now certified as compliant to RFS Cat-1 standard. The trail will be maintained as per standard requirements. Works have been completed at the Wyalong Nature Reserve with more details to follow up with the local Ranger.

**Forest Corp NSW** - FCNSW is currently reviewing their fire trail network and to ascertain funding to get trails up to standard. A total of 7 wildfires so far this season within the Cypress District. 2 of these fires came private lands from escaped permit burns which one located within our BFMC resulted of almost 1000 ha of production loss within the Back Creek State Forest, which will be will be conducting a post burn harvest to see what can be salvaged. FCNSW have also voiced concerned of the notification process of a permit burn located within the vicinity of any state forests as well as concerns with the permit process. FCNSW are also undertaking additional training with both tankers and heavy vehicle appliance's as well as a training camp held to upskill fire fighters located in Baradine.

All FCNSW cat 9's in Western Region now have 4 radios – FCNSW VHF, Fire ground, GRN and UHF as well as fitted out with CAF's crew protection sprayers. FCNSW has rolled out some smaller drones (249g) that have same functionality as current larger drones with respect to locating fires. Much better portability

for staff and less onerous administrative requirements. Ororartech trail continuing for 2022/2023 fire season. More satellite coverage with constant upgrades, this service will be invaluable in early fire detection. Would be good to get integration with RFS permit system. Full face and half face respirators ordered to provide greater protection from smoke inhalation on the fire ground.

Rebel Talbert appointed Fire and Natural Hazards Manager. Further staff appointments taking place in this space to increase capacity.

**Crown Lands** - Layne introduced Josh Cameron. Josh is the Aboriginal Project Officer for Crown Lands. Josh's contact details are [josh.cameron@crowland.nsw.gov.au](mailto:josh.cameron@crowland.nsw.gov.au) or phone number is 0487 001 430. His role involves working with traditional owners of the land with maintaining their land with pockets of crown land.

Crown APZ's have been completed across the BFMC with all locations receiving 2 rounds of slashing and are now currently scoping for FY24. In November 2022 Crown completed an aerial inspection of all fire trails and one was originally rated at poor but some ground trothing took place and this was revised to accessible.

XO asked Crown to resend via email key register for Reefton. Once sent this will be updated and sent back to Crown.

**Local Land Services** – TSR Network number of these reserves around 170 parcels are being occupied, though there is a number of sites that require hazard reduction to reduce the fuel load, and we are looking at getting some assistance from the NSW Mitigation Crews to help reduce the risk in the landscape. Over the last 2 seasons we have had weather conditions that have increased the amount of growth and increased fuel load within our parcels of land with limited capacity to manage slashing, grazing and mechanical activities. As an agency we are looking at incorporating other types of hazard management such as cultural burning and hazard reduction burns into our regime though this is still some time away. LLS will keep on working with Crown Lands as the land owners on which the TSRs are mainly located to ensure that hazards are reduced.

Councilor Baker asked about the Mirrool TSR and that current activities due to the high growth would not work, and brought up the issue of noxious weeds. LLS advised that they currently do not have a budget for the spraying of weeds located within the pockets of TSR's and need to draw funding from rates. LLS are currently in the process of developing a state wide weed plan, and work closer with local councils that also inspect the TSR's, though main issue is the funding and resources.

**UGL Rail** – Thomas introduced himself and the role of vegetation and fencing program coordinator. His contact details are 0468 990 698 or email [thomas.mcalister@uglregionallinx.com.au](mailto:thomas.mcalister@uglregionallinx.com.au). The aim is to ensure that hazard reduction activities take place within the rail corridor, which include tracks, yards and sidings each side. Current works that have been undertaken include Naradhan to Ungarie line completed in March, Lake Cargelligo to Ungarie completed in March, and West Wyalong to Barmedman to Temora in March. Temora to Stockinbingal including yards, finishing this Thursday 6/04/2023, Temora to Ardlethan slashing commencing 11/4/23. Scope is to slash 1 x slasher width both sides of the line between Temora & Ardlethan for rail grinding works commencing 26/4. Aria Park will receive a yard slash as well as the rail within the village. Wet conditions have challenging and areas in depressions have been left due to tractors getting bogged. S76 and S77 non-operational lines, looking at putting a plan in place in FY24.

**Essential Energy** - Local Crews have been assisting Young/Harden/Boorowa/Cowra area completing defects over Feb/Mar period. There was a big hit approach for a fortnight at a time in both Months which achieved around 2000 defects in total completed. In regards to local work around Temora area, it is as BAU, crews also assisting neighboring depots of Junee & Coolamon when required. Sam also asked to share an Electrical Safety Video Find below link to video regarding electrical safety awareness <https://youtu.be/gwO8HuoyUoA> , which can be shared to all agencies and encouraged to share within their wider staff/team or crews on the ground.

**NSW Fire and Rescue** – Business as usual nothing new to report.

**Transport for NSW** - Paul was an apology for the meeting, but did say (Via Email) that Transport for NSW has ongoing hazard reduction along all state corridors in the form of slashing and spraying 3 meters from edge of road and any centre medians. If there was any queries from the BFMC please send Paul and email [Paul.D.BILLINGHAM@transport.nsw.gov.au](mailto:Paul.D.BILLINGHAM@transport.nsw.gov.au).

**NSW Rural Fire Service** – NSW State Mitigation crews have completed APZ works across the district across all land tenures within towns and villages within the BFMC. Majority of the communication towers APZ works have also been completed with 2 remaining. Interface Inspection Project phase 2 is well underway and almost complete as well as the village inspections. The RFS are reviewing hazard complaints tenure blind to ensure that hazards are inspected and works are carried out as required. From the interface inspections we have approx. 40 inspections that require either re-inspection or works which we are currently prioritizing. We are challenged though with the availability of crews within the Area Command, though we are planning to have all outstanding works based on risk completed by the end of FY23.

#### **Item 8B Annual Works Plan**

Based on Annual Works Plans sent to all BFMC Members via Email

#### **Item 8C Monthly HR Reports from BRIMS**

As discussed in Agency Reports by BFMC

#### **Item 9 Bush Fire Risk Management Plan (Next Generation) Presentation**

Matt Kelly NSW RFS HQ gave an overview of the next generation BFRMP portal and how agencies will be able to use the portal to upload information. The Web App is a step by step process to develop the BFRMP. Workshop process was also discussed in brief detail and Matt spoken about both the focus areas and fuel management registers and how it all ties in together to build a new BFRMP. A demo was given of the different layers and options of what can be selected, as well as asset registers which will drive both current and future risk data models.

Once closer to Workshop 1 more details will follow.

#### **Item 10 Fire Access & Fire Trail Register**

As discussed in Agency Reports by BFMC

#### **Item 11 Grant Funding**

RFFF Funding was discussed as an option for land holders to apply for funding for Hazard Reduction (HR) activities across their tenures. RFFF funding can include, Mowing, Slashing, Burning, Tree Pruning and the use of Earthmoving machinery for the purpose of reduction of bush fire fuels by burning or mechanical activities.

RFFF Funding can be used once approved to help assist land holders within their tenures to get support either quarterly, half yearly or yearly to minimize the risk. Leading up to FY24, if agencies are interested in this program, we will be happy to support as these works will need to be entered into the GUARDIAN system.

RFFF works will also need to be tied into the risk plan and with our risk plan going to be reviewed over the next few months, this will be a good opportunity to have these added for the future.



## **Item 12 Post Season and Seasonal Outlook**

RFS staff and volunteers assisted with flooding and fires across the state, with the start of the Bush Fire Danger Period (BFDP) being quieter in the sense. Grain Harvest safety alerts were reviewed over the BFDP on 2 occasions but no cease harvest was given. Over the summer period we did see an increase of lighting activity across the state and particularly within the BFMC. Bland Shire Council LGA (Sandy Creek Fire) x 2 lighting strikes impacted the landscape causing 2 fires to merge into 1. Second major fire within the BFMC was the Back Creek State Forest fire which was a result of an escaped permit burn from private land entering the state forest. The XO thanked Bland Shire Council for their support during the fires as both fires burnt approx. 1200 to 1500 ha each.

With the introduction of Permits, we consulted with the RFS Senior Leadership Team (SLT) during the process and aligned the permit restrictions based on risk at the time and was reviewed on several occasions. The new Australian Fire Danger Rating System (AFDRS) took in effect during the permit process, which also needed to be taken into account during the permit season ensuring that permits were suspended as required based on the rating. The BFDP ended for the Bland Temora LGA on the 31<sup>st</sup> March 2023, though neighboring districts have extending for up to 2 weeks, this was due to increased fuel and the lack in rain leading up to the end of the BFPD. The threat of fire decreased within the Bland Temora BFMC due to the decreased fuel levels and rain leading up to the end of April. It was noted that landholders who were planning to conduct a burn on their property it was still a requirement to notify both the RFS and adjoining landholders 24 hours in advance before commencement.

## **Item 13 BFMC Post Incident Exercise**

Due to operational and deployment requirements the planned exercise did not go ahead before the fire season, though we are planning to complete a Pre-Season Exercise in September 2023 at the Temora Fire Control Centre TBC.

The Section 52 Plan will also need to be reviewed so looking for agency support in identifying staff within your organisation with an Incident Management Team (IMT) qualification or experience to also attend on the day.

## **Item 14 Interface Inspection Phase 2 / Hazard Complaints**

Interface Inspections are currently been undertaken with the BFMC, inspecting all villages, APZ's and potential hazards within the BFMC tenure blind. Works have been identified and works are planned to be done.

## **Item 15 Fire Access Fire Trails**

Agencies discussed fire trails within the agency reports. Fire Trail list was emailed to all BFMC members for review prior to the meeting. Question was raised by the chair in regards to gates at Ingalba Nature Reserve, Parks advised that this is in place to protect the trails and park during wet periods, though will find out more info and get back to the BFMC re access if required.

## **Item 16 General Business**

Open action from last meeting – Heavy Plant Contractor listing (Arena HP). RFS are still seeking additional contractors to sign on to Arena HP. This will help assist agencies by the means of heavy plant such as Dozers, Graders and Bulk Water for example. Arena HP also streamlines the payment process and allows agencies to have a more streamline method of contractor engagement during the process. Discussions of some examples of engagement was discussed by the Chair and XO.

Documents to be tabled for the meeting included the RFFF application process.

Temora Shire council requested an update from concerns from the Aria Park Community in regards to NSP signage that was requested. Response was from the RFS that additional signage has been ordered and is currently in production with the sign company and then once ready would consult with both the Community and Temora Shire Council for a suitable location. Additional concern was structure/house fire training and if further training can be conducted with the local RFS crews within Aria Park.

No Other General Business.

**Item 17 Meeting Closed 1130am**

**Table 4. Updated Action Items**

<b>Ref No.</b>	<b>Item Description</b>	<b>Responsible</b>	<b>Due Date</b>	<b>Status</b>
1	Heavy Plant Contractor Engagement	RFS		Ongoing though Arena HP

**Table 5. Next meeting**

<b>Date</b>	<b>Start time</b>	<b>Finish time</b>	<b>Location</b>
TBC	10.00am	11.30am	Temora Fire Control Centre 108 Vesper St Temora NSW 2666

**MINUTES OF MEETING**  
**Cowal Gold Operations**  
**Community Environmental Monitoring**  
**and Consultative Committee (CEMCC)**

**Date:** Wednesday 29 March 2023  
**Time/Venue:** 10.00am, Lake Cowal Conservation Centre  
**Minutes taken by:** Renee Pettit

**Attendees:**

Independent Chairperson: Lisa Andrews (LA)  
Evolution: Grace Derrick (GD), Renee Pettit (RP), Georgia Sellings (GS) & Declan McBride (DM)  
Community Members: Lucy Buttenshaw (LB)\*, Angus Stitt (AS), Kate Dean (KD)\*  
Wiradjuri Condobolin Corporation: Ally Coe (AC), Vicki Swadling (VS), Nicole Smith (NS)  
Forbes Shire Council: Cr Chris Roylance (CR), Cr Brian Matiske (BM)  
Bland Shire Council: Cr Elizabeth McGlynn (LM)  
Lachlan Shire Council: Cr Dennis Brady (DB)\*  
  
Apologies: Bruce Dent (BD)

*\*Attended meeting remotely*

ITEM	ACTION									
<p><b>1. Welcome</b></p> <p>Independent Chair, LA, opened the meeting at 10.08 am and welcomed all in attendance to the Lake Cowal Conservation Centre. Acknowledgment of Country.</p>										
<p><b>2. Declaration of Interest</b></p> <p>LA advised there were no changes to previous declarations by CEMCC members, nor to hers; Independent Chair of the CEMCC, appointed by the Secretary of the NSW Department of Planning, Industry and Environment, and receives payment via a Trust established by the Bland Shire Council.</p>	<p>Action 1: NS to submit CEMCC Code of Conduct &amp; Declaration of Pecuniary &amp; Non-Pecuniary Interest forms.</p>									
<p><b>3. Confirmation of Previous Minutes</b></p> <p>Moved by: AS                      Seconded by: LB</p>										
<p><b>4. Business Arising from Previous Minutes</b></p> <table border="1"> <thead> <tr> <th>ITEM</th> <th>ISSUE</th> <th>RESPONSIBILITY</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>EVN to contact relevant department to establish if it is a legal requirement to have an independent Scientist attending the CEMCC meetings. <b>Keep action</b></td> <td>GD</td> </tr> <tr> <td>2</td> <td>Circulate presentation slide pack to CEMCC members. <b>Completed</b></td> <td>RP</td> </tr> </tbody> </table>	ITEM	ISSUE	RESPONSIBILITY	1	EVN to contact relevant department to establish if it is a legal requirement to have an independent Scientist attending the CEMCC meetings. <b>Keep action</b>	GD	2	Circulate presentation slide pack to CEMCC members. <b>Completed</b>	RP	<p>Action 1: EVN to contact relevant department to establish if it is a legal requirement to have an independent Scientist attending the CEMCC meetings.</p>
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1	EVN to contact relevant department to establish if it is a legal requirement to have an independent Scientist attending the CEMCC meetings. <b>Keep action</b>	GD								
2	Circulate presentation slide pack to CEMCC members. <b>Completed</b>	RP								

3	EVN to provide CEMCC meeting attendees' information about the developments at the Lake Cowal Conservation Centre when these are formally available. <b>Keep action</b>	GD	Action 3: EVN to provide CEMCC meeting attendees' information about the developments at the Lake Cowal Conservation Centre when these are formally available.
4	EVN to share links of the resource regulation of the mining lease updates. <b>Completed</b>	GD	
5	EVN to provide CEMCC members with December edition of the Cowal Update. <b>Completed</b>	RP	
<p><b>5. Correspondence (as emailed with the meeting notice on 04/10/22)</b></p> <ul style="list-style-type: none"> <li>• 20/12/22 - Email to members with the draft minutes for review/comment.</li> <li>• 14/2/23 – Email to members with a Save the Date for 29/3/23 (Q1 meeting).</li> <li>• 13/3/23 – Email members with Meeting Notice &amp; Agenda for this meeting.</li> </ul>			
<p><b>6. Reports</b></p> <p>GD provided a detailed presentation of Cowal Gold Operations (CGO's) Environment Department's activities over the last quarter and a status of the underground project along with a quick introduction of the OPC.</p> <ul style="list-style-type: none"> <li>• CR &amp; BM questioned the need for more culverts on Newell Highway to keep highway open in rain events and extend the peaks. CR suggested that all three LGA's should discuss.</li> </ul> <p>RP provided details of community complaints and the activities and support undertaken by the Cowal Community and External Relations team in the previous quarter.</p> <ul style="list-style-type: none"> <li>• No community complaints</li> <li>• UG village update, working closely with contractor for completion.</li> <li>• CPP Round 1 closed – 29 applications, outcomes to be communicated in the coming days.</li> <li>• WSP – 14 applications, 11 approved.</li> <li>• CGO Initiatives/support onsite &amp; community communication. Flood relief support acknowledged and appreciated.</li> <li>• Upcoming events detailed. EM questioned EVN value of sponsorship. RP flagged the assessment process and explained the value to the community, and outcomes that will be achieved.</li> <li>• Town Office completion. Great feedback from community and CEMCC members.</li> </ul> <p>See attached presentation.</p>			
<p><b>General Business</b></p> <p>AS requested CEMCC meetings stay in line with time and dates scheduled in December 2022.</p>			

<p>AC acknowledged EVN support to flood affected areas. Spoke on the successes of the Wiradjuri Scholarship Program.</p> <p>CR also acknowledged EVN financial support and highlighted support services that have made a huge difference in the recovery of flood affected towns. He also made a comment of the mental health stresses these events have had on the community.</p> <p>EM also acknowledged flood support and acknowledged the positive impact the EVN town office has had on the main street of West Wyalong.</p>	
<p>7. Meeting Schedule for 2023, all starting at 9.00am</p> <ul style="list-style-type: none"> <li>• <del>Wednesday 8<sup>th</sup> of March LCCC</del></li> <li>• Wednesday 7<sup>th</sup> of June WCC</li> <li>• Wednesday 6<sup>th</sup> of September Evolution Town Office</li> <li>• Wednesday 29<sup>th</sup> of November FSC</li> </ul>	
<p>8. <b>Meeting Closed</b> – 11.15am with LA thanking all for their attendance and inviting them to stay for the EMM engagement process.</p>	
<p>9. <b>11.30am-12.05pm EMM presentation</b> Update of the Open Pit Continuation project</p>	<p><b>Members invited to stay for lunch.</b></p>

### **ACTION ITEMS**

ITEM	ISSUE	RESPONSIBILITY
1	Submission of CEMCC Code of Conduct and Declaration of Pecuniary & Non-Pecuniary Interest forms.	LA & NS
2	EVN to contact relevant department to establish if it is a legal requirement to have an independent Scientist attending the CEMCC meetings.	GD
3	EVN to provide CEMCC meeting attendees' information about the developments at the Lake Cowal Conservation Centre when these are formally available.	GD
4	EVN to share links of the resource regulation of the mining lease updates.	GD
5	Send link to Facebook Page *	LA

\*Link to Evolution Mining Cowal Gold Operation Facebook Page:

[\(2\) Evolution Mining Cowal Gold Operation | West Wyalong NSW | Facebook](#)

**RIVERINA EASTERN REGIONAL ORGANISATION OF COUNCILS**  
**MINUTES OF THE BOARD MEETING**  
held at Museum of the Riverina, Lord Baden Powell Dr, Wagga Wagga  
Friday 28 April 2023

Meeting opened at 11:10 a.m.

**PRESENT**

Grant Baker	Bland Shire Council
Cr Brian Monaghan	Bland Shire Council
Cr Charlie Sheahan	Cootamundra-Gundagai Regional Council
Stephen McGrath	Cootamundra-Gundagai Regional Council
Cr Tony Quinn	Greater Hume Shire Council
Evelyn Arnold	Greater Hume Shire Council
Cr Neil Smith	Junee Shire Council
James Davis	Junee Shire Council
Peter Veneris	Lockhart Shire Council
Cr Rick Firman OAM	Temora Shire Council
Gary Lavelle PSM	Temora Shire Council
Cr Matt Stadtmiller	Goldenfields Water County Council
Aaron Drenovski	Goldenfields Water County Council
Brendan Gullifer	Dept of Regional NSW
Dianne Sommerville	RDA - Riverina
Rachel Whiting	RDA - Riverina
Julie Briggs	REROC
William Adlong	REROC
Jenny Pideski	REROC
Helen Mundy	REROC
Matthew Dudley	RAMJO/REROC

**APOLOGIES**

Apologies for non-attendance were received from apologies of Cr G. Verdon, Cr. D McCann T. Donoghue and G. Butler.

***Moved J. Davis seconded Cr N. Smith that the apologies be accepted.***

**CARRIED**

**CONFIRMATION OF MINUTES**

***Moved P. Veneris seconded G. Baker that the minutes of the meeting held on 24 February 2023 be confirmed.***

**CARRIED**

**BUSINESS ARISING**

**Letter to the EPA about FOGO Grant** – letter is outstanding, however the matter has been raised verbally with the EPA's organics section.

**New Cultural Facilities** – J. Briggs arranged for the Board to meet at the Museum of the Riverina and has spoken to Eastern Riverina Arts about meeting at the new Ambo arts Hub.

Investment NSW Workshop on Developing a Value Proposition for the Region – this remains outstanding.

#### CORRESPONDENCE

*Moved Cr B. Monaghan, seconded Cr C. Sheahan that the correspondence be received and noted and that the names of the applicants for positions with REROC be redacted.*

CARRIED

#### CHIEF EXECUTIVE OFFICER'S REPORT

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

**New Labour Government and Ministry** – noted.

*Moved Cr N. Smith, seconded G. Lavelle that:*

- 1. The Chair, Cr Firman and CEO organise a meeting with new Minister for Local Government Hon Ron Hoenig MP.*
- 2. REROC organise a visit to State Parliament in the second half of the year.*

**Moving Forward: One Organisation** – noted.

**Rates Methodology Review** – noted.

**Disaster Risk Recovery Funding** – noted.

**Southern Lights**

*Moved J. David, seconded Cr. B. Monaghan that REROC support advocacy on the issues of pole access and contestability in the NSW Public Lighting Code.*

CARRIED

**Joint Organisation Net Zero Funding** – noted.

**Telstra 3G Network** – noted.

**Going Circular in Clean Energy**

*Moved Cr. N. Smith, seconded J. Davis that REROC adopt the response to the Going Circular in Clean Energy Discussion paper.*

CARRIED

**NSW Planning Portal** – noted.

**Regional Housing Strategy** – noted.

**Road Reclassification Timeline** – noted.

**REROC Constitution Review** – noted.

**Bin Trim Grant** – noted.

**Staffing** – noted.

*Moved P. Veneris, seconded Cr. B. Monaghan 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** - noted

**Workforce Development Group** – noted.

**Water and Wastewater Technical Group** – noted.

**Infrastructure/Engineers Group** – noted.

**Energy Management Group** – noted.

**Riverina Spatial Information Group (RIVSIG)** – noted.

**HR Bureau** – REROc is working with Bland, Coolamon, Temora and Junee on the employment of a Regional HR Manager to be shared across all the councils. The person will work at a strategic level on issues such as Award interpretation, recruitment, policy and procedures documentation and dispute resolution.

**Moved Cr B. Monaghan, seconded G. Lavelle that the Resource Sharing report be received.**

**CARRIED**

## TREASURER'S REPORT

The report was tabled by J. Briggs.

**Moved G. Lavelle, seconded J. Davis the Finance Report be received.**

**CARRIED**

## WASTE FORUM REPORT

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

**Regional Waste Strategy** – noted.

**Staffing** – noted.

**Bin Trim Grant** – noted.

**Container Deposit Scheme: *Return and Earn*** - noted.

**E-Waste** – noted.

**Moved Cr. B. Monaghan, seconded E. Arnold that REROc source quotes to purchase IBCs for the dedicated use by our Member Councils for e-waste collections.**

**CARRIED**

**Recycle Night? Recycle Right!** – noted.

**Regional Contracts** – noted.

**School Projects** – noted.

**Community Recycling Centres** – noted.



**Solar Farm Construction Waste** – noted.

**Plastic Forest Expo** – noted.

**Safe Sharps Lite** – noted.

**Landfill Gas Capture Project** – noted.

**Circular Economy Activation Workshop** – noted.

**National Waste Conference** – noted.

**No Time to Waste Conference** – noted.

**RENEW Meeting February 2023** – noted.

***Moved Cr N. Smith, seconded Cr. T. Quinn that the Waste Forum report be received.***

**CARRIED**

#### **YOUTH & COMMUNITY DEVELOPMENT NETWORK REPORT**

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

**Youth and Community Development Network** - noted.

**Take Charge Youth Leadership Forum** – noted.

***Moved Cr N. Smith seconded Cr B. Monaghan that the Youth & Community Development Network report be received.***

**CARRIED**

#### **PROCUREMENT REPORT**

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

**Waste Metal Collection** – noted.

**Used Lead Acid Batteries Panel** – noted.

***Moved S. McGrath, seconded E. Arnold that the Procurement report be received.***

**CARRIED**

#### **ENERGY AND NET ZERO PROJECT REPORT**

The Report was tabled. William Adlong raised the following issues with Members:

**Regional Renewable Energy Plan** – noted.

**EVs & Council Fleet Transitions** – noted.

**Energy and Innovation Conference** – noted.

**Landfill Gas Emissions Capture** – noted.

## REGIONAL CONTAMINATED LAND MANAGEMENT PROJECT REPORT

The Report was tabled. Matthew Dudley raised the following issues with Members:

**Daft Contaminated Land Policy** – noted.

**Training Workshops** – noted.

**Project Extension** – the EPA has advised that the project can be extended in order to expend unused grant funds.

**Moved Cr. N. Smith, seconded G. Baker that the Contaminated Land Management Project be extended by up to 2 months providing the budget is sufficient to accommodate the extension.**

**CARRIED**

**Moved Cr C. Sheahan, seconded Cr T. Quinn that the Contaminated Land Management Report be noted and received.**

**CARRIED**

### GENERAL BUSINESS

**Murrumbidgee Health and Knowledge Precinct** – G. Lavelle advised that Council had been contacted about the Precinct but knew very little about what is proposed and who is driving it. It was agreed that J. Briggs should find more out about the Precinct with a view to arranging a meeting to inform Members.

### NEXT MEETING

Friday 23 June 2023 at the Wagga Wagga Country Club, Plumpton Rd, Wagga Wagga

### CLOSURE

Meeting closed at 12:40pm



# **Riverina Joint Organisation**

**Minutes**

**Board Meeting held**

**28 April, 2023**

DRAFT

## Minutes of the Riverina Joint Organisation Board Meeting held at Museum of the Riverina, Lord Baden Powell Drive, Wagga Wagga on Friday 28 April 2023

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The meeting opened at 9:05am

### Present

Grant Baker	Bland Shire Council
Cr Brian Monaghan	Bland Shire Council
Cr Charlie Sheahan	Cootamundra-Gundagai Regional Council
Stephen McGrath	Cootamundra-Gundagai Regional Council
Cr Tony Quinn	Greater Hume Shire Council
Evelyn Arnold	Greater Hume Shire Council
Cr Neil Smith	Junee Shire Council
James Davis	Junee Shire Council
Peter Veneris	Lockhart Shire Council
Cr Rick Firman OAM	Independent Chairman
Gary Lavelle PSM	Temora Shire Council
Andrew Crakanthorp	Riverina Water County Council
Cr Matt Stadtmiller	Goldenfields Water County Council
Aaron Drenovski	Goldenfields Water Council Council
Giles Butler	Dept of Regional NSW
Cameron Templeton	NSW Office of Local Government
Julie Briggs	Riverina Joint Organisation
William Adlong	REROC
Jenny Pideski	REROC

### 1. Apologies

**RESOLVED** on the motion of Cr N. Smith seconded Cr Monaghan that the apologies of Cr G. Verdon, Cr D. Tout, Cr. D McCann, Cr. G. Sinclair, Cr T. Koschel, T. Donoghue, P. Thompson and P.Worsfold be accepted.

### 2. Move to Committee of the Whole

**RESOLVED** on the motion of Cr C. Sheahan, seconded Cr B. Monaghan 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 N. Smith seconded Cr Monaghan that the minutes of the 24 February 2023 Board meeting be confirmed as a true and accurate record.

### 5. Business Arising from Previous Board Meetings

**NSW Planning Portal** – A. Crakanthorp advised that the County Councils are lobbying to have County Councils included within the current planning portal system to receive referrals as an Approval Agency, under the same conditions Sydney Water and Hunter Water are referred to.

A. Drenovski is to provide background information on the issue for the JO Members to inform lobbying.

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Chairman

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CEO

## 6. Correspondence

**RESOLVED** on the motion of Cr B. Monaghan seconded Cr N. Smith that the Board receive and note the correspondence.

## 7. Chief Executive Officer Report

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### 7.1 JO Funding Arrangements and Implementation Plan

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**JO Implementation Plan** – noted.

### 7.2 JO Core Activities - Regional Planning

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#### **JO Capacity Building Funding Stage Two**

- **Skills Shortages Project** – noted.
- **Leveraging Economic Development** – noted.

**RESOLVED** on the motion of Cr C. Sheahan, seconded Cr. T Quinn that the Board note the Report on the Capacity Building Funding.

**Regional Water Strategy** – noted.

**Riverina-Murray Regional Plan** – noted

**LGNSW-JO Committee on Local Water Utilities** – noted.

**Review of the Regional Economic Development Strategies (REDS)** – noted

### 7.3 JO Working Party Meetings

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Noted.

### 7.4 JO Core Activities – Advocacy and Lobbying

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#### **NSW Labor Ministry**

**RESOLVED** on the motion of Cr B. Monaghan seconded Cr N. Smith that the Board:

1. Write to Mr Greg Warren to thank him for his work as the Shadow Minister for Local Government.
2. Invite Mr Brett Whitworth, Deputy Secretary of the Office of Local Government to address a JO Board meeting.  
Cameron Templeton offered to assist in the organisation of the visit.

Mr C. Templeton advised that the Review into Councillor Behaviour is before the Minister for his consideration.

**28 Day Response Time for Major Projects, State Significant Developments and Legislative Changes** – noted.

**Rate Peg Methodology Review** – noted.

#### **Rural Fire Service**

**RESOLVED** on the motion of Cr B. Monaghan seconded Cr N. Smith that the Board write to the Minister for Emergency Services to raise Members' concerns about the cost and operation of the RFS

and the vesting of RFS assets with Local Government. Copies of the correspondence to go to the Treasurer, Minister for Local Government and Local State Members.

The Board noted the foreshadowed announcement by the State Government that there would be no subsidy paid this year to offset the rising costs of the ESL. It was agreed that the JO should prepare a media release on the issue.

### ***Senate Inquiry into the Closure of Regional Banks***

**RESOLVED** on the motion of Cr N. Smith, seconded Cr C. Sheahan that the Board adopt the response to the Senate Inquiry into the Closure of Regional Banks and note the advocacy in the submission in relation to the introduction of a Community Service Obligation for banks.

### ***Going Circular in Clean Energy***

**RESOLVED** on the motion of Cr B. Monaghan, seconded Cr T. Quinn that the Board adopt the response to the going Circular in Clean Energy Discussion Paper.

## **7.5 JO Core Activities – Intergovernmental Co-operation**

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The following activities have occurred in this Core Activity:

- ***Critical Events Co-ordination Sub-committee*** – noted.
- ***Regional Leadership Executive (RLE) Group*** – noted.
- ***JO Executive Officer Meetings*** – noted.

**RESOLVED** on the motion of Cr B. Monaghan, seconded Cr C. Sheahan that the Board receive the CEO's Report.

## **8. JO Chairman's Report**

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***Joint JO Chairs' Forum Meeting*** – noted.

**RESOLVED** on the motion of Cr N. Smith, seconded Cr B. Monaghan that the Board receive and note the Chairman's Report.

## **9. Finance Report**

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***Year to Date Financials*** – tabled.

***Audit 2022-23*** – Noted.

**RESOLVED** on the motion of C B Monaghan, seconded Cr T. Smith that:

1. the Board receive the Year-to-Date Finance Report; and
2. the Board receive and note the cost of the 2023 Audit.

## **10. Governance**

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***The Way Forward: One Organisation*** – noted.

## **11. Urgent Business without Notice**

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**Changes to Pharmaceutical Legislation and the Impact on Pharmacies** - G. Lavelle raised this issue and the concerns that have been raised by pharmacists with Council regarding the impact the legislation will have on their financial viability. It has been projected that the loss of income could be up to 20%.

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Chairman

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CEO

Cr. B. Monaghan offered to prepare an Issues Paper on the proposed changes for distribution to members.

**RESOLVED** on the motion of Cr C. Sheahan, seconded Cr B. Monaghan that the Board write to ALGA, Country Mayors, Local Federal Members with copies to go to LGNSW about the impact of the legislation on rural and regional pharmacies.

## **12. Resolution to Move out of Committee of the Whole**

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**RESOLVED** on the motion of Cr N. Smith, seconded Cr B. Monaghan that the Board move out of Committee of the Whole.

## **13. Next Board Meeting**

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The Board of the Riverina JO will next meet on Friday, 23 June 2023 at the Wagga Wagga Country Club, Plumpton Road, Wagga Wagga.

Meeting closed at 10.29 a.m.

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Chairman

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CEO