

# GLEN INNES SEVERN COUNCIL



## ANNUAL REPORT 2019/2020

*Embracing change,  
building on history*

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## TABLE OF CONTENTS

<b>1. MESSAGE FROM THE MAYOR .....</b>	<b>8</b>
<b>2. GENERAL MANAGER'S OVERVIEW .....</b>	<b>10</b>
<b>3. ELECTED REPRESENTATIVES .....</b>	<b>14</b>
3.1 Councillor Contact Information .....	14
3.2 Delegates to Committees and Other Bodies .....	16
<b>4. COUNCIL STRUCTURE .....</b>	<b>21</b>
4.1 Council's Organisational Structure .....	21
4.2 Council .....	22
4.3 Councillors .....	23
4.4 Mayor .....	23
4.5 General Manager .....	23
4.6 Council Staff .....	24
4.7 Division of Staff Responsibility .....	24
4.8 Staff Positions Approved by Council .....	24
<b>5. GOVERNING PRINCIPLES .....</b>	<b>30</b>
5.1 Council Vision .....	30
5.2 Mission .....	30
5.3 Values .....	30
5.4 Community Vision .....	30
5.5 Strategic Directions .....	30
5.6 Strategic Objectives .....	31
5.7 Strategic Financial Objectives .....	31
5.8 Guiding Principles for Councils .....	32
<b>6. REGIONAL INFORMATION .....</b>	<b>33</b>
6.1 Map (Local Government Area) .....	33
6.2 Profile .....	34
6.3 Statistics at a Glance .....	37
<b>7. HIGHLIGHTS OF THE YEAR .....</b>	<b>38</b>
7.1 Events .....	38
7.2 Environment, Planning and Economic Development .....	42
7.3 Financial and Performance Highlights .....	44
7.4 Glen Innes Aggregates .....	45

<b>8. LOCAL GOVERNMENT ACT 1993 AND GENERAL REGULATION .....</b>	<b>47</b>
8.1 Audited Financial Statements .....	47
8.2 Performance of Principal Activities.....	47
8.3 Rates and Charges Written Off .....	47
8.4 Overseas Visits .....	47
8.5 Payment of Expenses of, and the Provision of Facilities to, Councillors .....	48
8.6 Major Contracts Awarded.....	49
8.7 Legal Proceedings Taken by or Against the Council.....	50
8.8 Work Carried Out on Private Land .....	50
8.9 Contributions Granted Under Section 356 .....	51
8.10 External Bodies that Exercised Functions Delegated by Council.....	52
8.11 Companies in which Council held a Controlling Interest .....	53
8.12 Partnerships, Co-operatives and Joint Ventures.....	53
8.13 Equal Employment Opportunity (EEO) Management Plan .....	54
8.14 Senior Staff Remuneration.....	55
8.15 Storm Water Management Services .....	56
8.16 Capital Works Projects.....	56
<b>9. COMPANION ANIMALS MANAGEMENT ACTIVITIES .....</b>	<b>57</b>
<b>10. GOVERNMENT INFORMATION (PUBLIC ACCESS) ACT 2009.....</b>	<b>60</b>
10.1 Background.....	60
10.2 Review of Proactive Release Program .....	61
10.3 Number of Access Applications Received .....	61
10.4 Number of Refused Applications for Schedule 1 Information.....	61
10.5 Statistical Information About Access Applications.....	62
<b>11. ENVIRONMENT PLANNING AND ASSESSMENT ACT 1979.....</b>	<b>65</b>
11.1 Planning Agreements.....	65
11.2 Programs Undertaken to Preserve, Protect, Restore and Enhance the Environment.....	65
<b>12. PUBLIC INTEREST DISCLOSURE ACT 1994 AND REGULATION .....</b>	<b>67</b>
<b>13. CARER'S (RECOGNITION) ACT 2010 .....</b>	<b>67</b>
<b>14. CONDITION OF PUBLIC WORKS .....</b>	<b>67</b>
<b>15. OTHER LEGISLATIVE INFORMATION .....</b>	<b>71</b>
15.1 Bush Fire Hazard Reduction Activities .....	71
15.2 Business Activities .....	71
15.3 Code of Conduct.....	72



15.4	Inspections of Private Swimming Pools .....	74
<b>16.</b>	<b>HUMAN RESOURCE ACTIVITIES .....</b>	<b>75</b>
16.1	Staff Profile / Workforce Planning .....	75
16.2	Staff Consultative Committee.....	76
16.3	Recruitment and Selection .....	76
16.4	Position Descriptions .....	77
16.5	Employee Remuneration and Job Evaluation .....	77
16.6	Enterprise Bargaining .....	77
16.7	Equal Employment Opportunity .....	77
16.8	Staff Development and Training.....	77
16.9	Grievance Management.....	78
16.10	Work Health and Safety (WHS) .....	78
16.11	Secondary Employment.....	80
16.12	Exit of Staff.....	80
<b>17.</b>	<b>ACCESS AND EQUITY ACTIVITIES TO MEET RESIDENTS' NEEDS .....</b>	<b>81</b>
17.1	Children Services.....	81
17.2	Ageing Population Services .....	81
17.3	Services for People Who are Older and People with a Disability .....	81
17.4	Aboriginal Community Services .....	82
17.5	Women's Services .....	83
17.6	Young People's Services .....	83
17.7	People with Culturally and Linguistically Diverse Background Services .....	84
17.8	Disability Inclusion Action Plan .....	84
<b>18.</b>	<b>ANNEXURES .....</b>	<b>85</b>
A:	Audited Financial Statements for the year ended 30 June 2020	
B:	Report on the 4 Year Delivery Program (2017-2021) and Operational Plan for 2019/2020	

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## 1. MESSAGE FROM THE MAYOR



The Annual Report is an overview of the highlights of the 2019 - 2020 financial year for Glen Innes Severn Council.

On Ngarrabul land two years ago, this Council offered me the honour to serve as Mayor of Glen Innes Severn. I then outlined the priorities for our Local Government Area as being improvements to amenities in outlying towns, a youth centre, improved health care services, upgrades to the road network, and enhancements for the under-served western side of town - including cross-town access.

Substantial progress in all priorities has been achieved, including many new outdoor amenities at Deepwater, upgrading of the caravan park, swimming pool and cricket pitch at Emmaville, the establishment of the Glencoe Community Hall Committee, and in

town Council has completed the new and improved kitchen at The Youth Booth, has a youth worker, and is providing much needed programs for our youth.

The vision of the late Jorgan La Cour for a cross-town walk has been realised with the Melling Park upgrade and shared path linking Melling Park across the railway and down Wentworth Street to the parklands and town centre. This is a significant improvement for residents west of the railway line.

Other notable projects include the sheep yards upgrade and truck wash at the Saleyards, the Warwick Twigg Centre for a regional Netball facility, along with improved public facilities such as toilets encompassing new disability guidelines and useable by all people, and community art projects that provide an interest for visitors.

Further to this, an Electric Vehicle Fast Charging Station has been installed and is used by locals and visitors, and the town has been made RV friendly for visitors who also bring tourist income into the area.

During this time, Council has launched its new tourism strategy that brings renewed support for the local businesses in these difficult times, and we welcomed the new General Manager who was appointed with the unanimous support of all councillors. In such sensitive and consequential matters, the cohesion of this council will stand the community and its ratepayers in good stead.

In my professional field of Health care, I am proud to attest to the expansion of mental health service availability, improved counselling and domestic violence prevention and support services.

My committee work with community members has, at last count, almost reached 30 committees, and given more time I would like to be on more. I enjoy being on and contributing, by being reasonably active on all such committees.



More dramatically, in these last two years Glen Innes Severn has weathered the most dreadful events that nature can throw at us. From drought to bushfires, floods and pandemic we have come through these disasters together in remarkable shape, against travails that could have easily brought us undone. The community and committee work that I and other Councillors have done has shown me that our Glen Innes Severn Community pulls together when it counts, and that we make constructive and effective decisions in the most trying of circumstances.

This experience has been mirrored around Australia where we see that in the face of climate change and disruptions that brought drought, fire, flood and pandemic, the communities and governments which remain in best shape are those who have remained committed to working together instead of looking for reasons to drive one another apart.

Much of this success has relied on my capacity to maintain effective, open and constructive relationships with the NSW Government, Federal Government and fellow Mayors across NSW. Regular liaison between myself and the General Manager with the Member for Northern Tablelands and Member for New England has ensured that the needs of the Glen Innes Severn Community have remained in the forefront of their vision and they have responded to those needs.

There have also been fruitful cross Local Government exchanges. Through the Mayors of numerous other councils, both regional and urban, our community and ratepayers have benefited from the sharing of strategic vision, technical expertise and planning know-how.

It has been my experience of these last two years that an effective relationship with government is best achieved when one's own politics are out in the open instead of hidden away or undeclared. Politicians and Councillors work for, and are answerable to their communities, and I have found that an open and honest approach to these realities engenders a constructive and effective relationship regardless of the political differences.

Locally, with the expansion of community members' involvement in Local Government through committees, council-community relationships have strengthened and deepened.

For these reasons I seek the support of Council in completing the current elected term as Mayor, to lock in the benefits that have been secured, and ensure a sound footing for all who serve on the next Council.

I urge community members to take an interest in their council and consider standing and supporting council elections that will take place in 2021. This is the time for community members to consider who they might wish to encourage and indeed whether they might even nominate themselves.

I look forward to this coming year with some exciting challenges that lie ahead, particularly regarding the potential of the Renewable Energy investments that are starting in Solar, Wind and Hydro and the resulting businesses and population increases that may follow in our region.

**Cr Carol Sparks**  
**Mayor**

## 2. GENERAL MANAGER'S OVERVIEW



Council has continued to work on the priorities and actions detailed in the four-year Delivery Program (2017-2021). This Delivery Program is part of the longer-term Community Strategic Plan (2017-2027) which was developed in consultation with the community of Glen Innes Severn. The Community Strategic Plan is the plan for the future, and it outlines what the community have told Council they want Council to focus on over the next ten years.

This Annual Report provides an overview of the achievements over the past Financial Year (1 July 2019 to 30 June 2020).

A survey conducted by Jetty Research in the 2017/2018 Financial Year detailed that the Community of Glen Innes Severn wanted Council to pursue the renewal and maintenance of its local transport network as priority number one (1) and to engage in economic development activities that would stimulate local business, employment and spend within the Local Government Area (LGA) as priority number two (2).

So how did Council fair with these two (2), main priorities?

Council has spent the following amounts on the renewal and maintenance of its local transport network during the 2019/2020 Financial Year:

Renewal	\$2,259,000
Maintenance	\$2,048,000
New Assets	\$2,140,000
<b>TOTAL</b>	<b>\$6,447,000</b>

This is an increase of \$216K or 3.4% from the 2018/2019 Financial Year (\$6.23M for 2018/2019). Council will continue to prioritise the renewal and maintenance of its local transport network in the 2020/2021 Financial Year.

Council continued to have a focus on economic development with multiple initiatives to benefit the local business community, stimulate local spend, drive employment and training outcomes. Many of these initiatives will lay the groundwork for the new place-based Economic Development Strategy and Action Plan.

Under the Glen Innes Highlands brand Council have elevated awareness of the town and all the benefits that sit under the marketing strategy of Visit, Live and Invest.

Council was also successful in obtaining \$5,424,252 worth of grant funding. Bushfire and drought funding support allowed several economic development initiatives to be undertaken.

These included gift vouchers for residents to encourage local spending and a number of research programs which will provide background data for the Economic Development Strategy.

Grant funding also supported a project that comprised of assisting business in developing a Business Recovery Strategy, Business Continuity Plan and/or undertaking Business Risk Mitigation. The project was coordinated through GLENRAC.

Council is in a reasonable financial position.

The **Net operating result** attributable to Council has improved to a positive result of \$900,000 (including grants and contributions provided for capital purposes of \$2.77M), up from a positive result of \$75,000 for the 2018/2019 Financial Year. This is detailed in the Income Statement on Page 5 of the General-Purpose Financial Statements for the year ending 30 June 2020.

Some attention needs to be given to a couple of the financial performance indicators, which are highlighted on pages 87 to 91 of the General-Purpose Financial Statements.

Council is not meeting the benchmarks set for the Operating Performance Ratio or The Own Source Operating Revenue Ratio.

The **Operating Performance Ratio** measures a Council's ability to contain operating expenditure within its operating revenue.

The **benchmark** for the Operating Performance Ratio is greater than 0%. Council has achieved an Operating Performance Ratio of negative **1.97%**. This is down from a positive result of 0.73% in 2018/2019 and a positive result of 7.75% in 2017/2018.

The challenge for Council is to ensure that the actual result for the 2020/2021 Financial Year is at worst a break-even result or a positive result. Some work needs to be done on increasing operating revenue and/or decreasing operating expenses as part of the drafting of the 2021/2022 Budget.

The **Own Source Operating Revenue Ratio** details the reliance on external funding sources, such as operating grants and contributions. Council is slightly too reliant on these external funding sources. It needs to explore more ways of generating own source operating revenue in the future. The **benchmark** for the Own Source Operating Revenue Ratio is greater than 60%.

Council is now under that benchmark at **56.59%**. The worrying trend is that this percentage has been going down over the past three (3) years from 64.75% in the 2017/2018 Financial Year to 60.84% in the 2018/2019 Financial Year. This is the first year that the percentage has been under the benchmark. This trend must be addressed over the next couple of years, otherwise Council **may** not be financially fit for the future.

The other four (4) ratios relating to the General-Purpose Financial Statements have been met. They are the **Unrestricted Current Ratio**, the **Debt Service Cover Ratio**, the **Rates, Annual Charges, Interest and Extra Charges Outstanding Percentage Ratio** and the **Cash Expense Cover Ratio**. All these ratios have met benchmark for the last three (3) Financial Years.

The unrestricted current ratio measures the Council's ability to pay its short-term bills. Council is well above the industry benchmark of 1.5 times. Council can pay its short-term commitments, 2.43 times.

The debt service cover ratio measures the availability of operating cash to service debt, including interest, principal and lease payments. Council is also above the industry benchmark of greater than two (2) times. Council can meet its borrowings 3.07 times.

The rates, annual charges, interest and extra charges outstanding percentage assesses the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts. The industry benchmark for this ratio is less than 10% of the total rates, annual and extra charges collectible. Council has an outstanding percentage of 8.35%.

The cash expense cover ratio indicates the number of months that a Council can continue paying its immediate expenses without additional cash inflow. The industry benchmark for this ratio is greater than three (3) months. Council can continue for 8.21 months. This is more than double the industry benchmark.

Some attention also needs to be given to a couple of the financial performance indicators, which are highlighted on pages 7, 8 and 9 of the Special Schedules for the year ending 30 June 2020.

Council is not meeting either the Building and Infrastructure Renewals Ratio or the Infrastructure Backlog Ratio. It is however meeting the Asset Maintenance Ratio.

The Buildings and Infrastructure Renewals Ratio assesses the rate at which these assets are being renewed relative to the rate at which they are depreciating. A ratio above or equal to 100% (Industry Benchmark) is what Council is striving for. This ratio has slowly been dropping from 120% in 2017/2018 to 101% in 2018/2019 to 92% in 2019/2020. Some focus needs to be placed on getting this ratio back up above 100% in 2020/2021.

The Infrastructure Backlog Ratio provides a snapshot of the proportion of outstanding renewal works compared to the total value of assets under Council's care and stewardship. This ratio has also been slowly deteriorating over the past few years. The industry benchmark is less than 2%. Council had a ratio of 11.10% in 2017/2018, 11.67% in 2018/2019 and has a ratio of **16.02%** in 2019/2020.

This ratio also needs to be addressed in the 2020/2021 financial year and needs to be a focus for the next ten years. The first target is to get the ratio under 10%. The focus must then be to reduce the ratio by 1% each year after that. That will achieve the desired result of ensuring that the ratio is under 2% by 2030.

The Asset Maintenance Ratio compares actual versus required asset maintenance. A ratio above 100% (Industry Benchmark) indicates that Council is investing sufficient funds. This ratio is steady. It was 100% in 2017/2018 then improved to 102.37% in 2018/2019 and came in at 102.29% in 2019/2020. This ratio is just above the industry benchmark.

I look forward to working closely with the Mayor, Councillors, Staff, the Community and other key stakeholders in order to ensure that the 2020/2021 Financial Year is a very successful year for the Glen Innes LGA.

**Craig Bennett**  
**General Manager**

*Photo courtesy of the Glen Innes Examiner*

### 3. ELECTED REPRESENTATIVES

#### 3.1 Councillor Contact Information

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<p><b>Cr Glenn Frendon</b> 82 Moore Street EMMAVILLE NSW 2371</p> <p>Telephone: (02) 6734 7202 Mobile: 0429 347 000 Email: <a href="mailto:gfrendon@gisc.nsw.gov.au">gfrendon@gisc.nsw.gov.au</a></p>	<p><b>Cr Andrew Parsons</b> PO Box 143 GLEN INNES NSW 2370</p> <p>Telephone: (02) 6732 5504 Mobile: 0427 325 504 Email: <a href="mailto:aparsons@gisc.nsw.gov.au">aparsons@gisc.nsw.gov.au</a></p>
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*Photo courtesy of the Glen Innes Examiner*

*Front left to right: Cr Steve Toms, Cr Carol Sparks (Mayor), Cr Glenn Frendon.*

*Back left to right: Cr Jeff Smith, Cr Colin Price, Cr Dianne Newman (Deputy Mayor), Cr Andrew Parsons.*

### 3.2 Delegates to Committees and Other Bodies

Sect 355 ()	Role	Name of Committee	Council Representatives 2019/20	Strategic Priority	Strategic Objective
<b>a</b>	<b>Council exercises its functions through all means</b>				
	<b>By the council by means of the councillors or employees, by its agents or contractors, by financial provision, by the provision of goods, equipment, services, amenities or facilities or by any other means</b>				
<b>a</b>	Governance	<b>Code of Conduct Review Committee</b>	Monica Kelly, Kath Roach, Linda Pettersen, Emma Broomfield, Belinda Nolan, Shane White, Michael Symons, Alan Delaney, Andrew Hedges, Greg Wright.	H	<b>2</b>
<b>Councillor / Staff Committees of Council</b>					
<b>b</b>	Governance	<b>Annual Donations Review Committee</b>	Mayor, Deputy Mayor, Councillor on 12-month rotation, currently <b>Cr Price</b> , DCCS. Meets in August each year.	H	<b>7,8</b>
<b>b</b>	Governance	<b>General Manager's Appraisal Committee</b>	Mayor, Deputy Mayor, Cr Frendon, Councillor nominated by GM – Cr Toms, facilitated by McArthur.	H	<b>1-10</b>
<b>b</b>	Governance	<b>General Manager Recruitment Committee</b>	All Councillors invited.	H	<b>1-10</b>
<b>b</b>	Asset Mgt	<b>Glen Innes Saleyards Advisory Committee</b>	Mayor, <b>Cr Frendon</b> , <b>Cr Toms</b> , GM, DDPRS, Saleyards Manager.	H	<b>7,8</b>
<b>b</b>	Governance	<b>Integrated Planning and Reporting Framework Committee</b>	All Councillors, GM, all Directors.	H	<b>1-10</b>
<b>b</b>	Governance	<b>Significant Development Proposals Committee</b>	Mayor, Deputy Mayor, GM, DDPRS, DIS, DCCS, MED.	H	<b>6,8</b>
<b>Community Committees of Council</b>					
<b>c</b>	Advisory	<b>Aboriginal Consultative Committee</b>	Mayor, <b>Cr Newman</b> , MCS, Life Choices-Support Services Administration and Quality Officer.	H	<b>8</b>
<b>c</b>	Event Mgt	<b>Australia Day Committee</b>	<b>Cr Parsons</b> .	H	<b>8,9</b>
<b>c</b>	Advisory	<b>Australian Standing Stones Management Board</b>	<b>Cr Price</b> , <b>Cr Toms</b> , GM, DDPRS.	M	<b>8</b>
<b>c</b>	Advisory	<b>Business Incentive Fund Committee</b>	Mayor, <b>Cr Price</b> , GM, DDPRS, MED, Jane Newsome.	H	<b>6,8</b>
<b>c</b>	Advisory	<b>Community Access Committee</b>	Mayor, DIS or delegate, MCS.	M	<b>8</b>

## Glen Innes Severn Council Annual Report 2019/2020

Sect 355 ()	Role	Name of Committee	Council Representatives 2019/20	Strategic Priority	Strategic Objective
	<b>Community Committees of Council</b>				
<b>c</b>	Asset Mgt	<b>Emmaville Mining Museum Committee</b>	Cr Frendon, MED.	M	<b>9</b>
<b>c</b>	Asset Mgt	<b>Emmaville War Memorial Hall Committee</b>	Cr Price, MCS and/or MLLC.	L	<b>9</b>
<b>c</b>	Asset Mgt	<b>Glencoe Hall Committee</b>	Cr Newman.	L	<b>9</b>
<b>c</b>	Asset Mgt	<b>Glen Elgin Federation Sports Committee</b> (Looks after halls and sports grounds)	Cr Frendon.	L	<b>9</b>
<b>c</b>	Event Mgt	<b>Glen Innes and District Sports Council</b>	Cr Parsons, MROS.	M	<b>9</b>
<b>c</b>	Asset Mgt	<b>Glen Innes Severn Cemetery Committee</b> (Incorporating the Glen Innes Cemetery Trust, Deepwater, Dundee, Emmaville and Glencoe Cemetery Committees)	Cr Price, Cr Smith, MROS.	L	<b>9</b>
<b>c</b>	Asset Mgt	<b>Glen Innes Severn Learning Centre Management Committee</b>	Mayor, DCCS, MLLC.	H	<b>8</b>
<b>c</b>	Advisory	<b>Library Committee</b> (Managed under Section 11 of the Libraries Act)	Mayor, DCCS, MLLC.	H	<b>8</b>
<b>c</b>	Event Mgt	<b>Minerama Committee</b>	Mayor, MED.	M	<b>8,9</b>
<b>c</b>	Advisory	<b>Open Spaces Committee</b>	Mayor, GM, DDPRS, MROS.	M	<b>6,8</b>
<b>c</b>	Asset Mgt	<b>Pinkett Recreation Reserve Management Committee</b> (Looks after hall and sports grounds)	Cr Frendon, Cr Parsons, Cr Smith.	L	<b>9</b>
<b>c</b>	Advisory	<b>Public Art Reference Group</b> (to finalise the public art component for the CBD)	Mayor, Cr Price, Cr Toms, Council staff representatives as required.	H	<b>6,8,9</b>
<b>c</b>	Advisory	<b>Roads Consultative Committee</b>	Mayor, Cr Frendon, Cr Price, Cr Smith, Cr Toms, GM, DIS, TSE, MID, Infrastructure Staff nominated by DIS.	H	<b>3</b>
<b>c</b>	Asset Mgt	<b>Stonehenge Recreation Reserve Trust Committee</b>	Cr Price.	L	<b>9</b>
<b>c</b>	Advisory	<b>Youth Advisory Committee</b>	Mayor, Cr Newman, DCCS and/or MCS, Youth Worker.	H	<b>8,9</b>

# Glen Innes Severn Council Annual Report 2019/2020

Sect 355 ()	Role	Name of Committee	Council Representatives 2019/20	Strategic Priority	Strategic Objective
		<b>Groups of Councils</b>			
<b>d</b>	Advisory	<b>Fossickers Way Committee</b>	MED.	L	<b>9</b>
<b>d</b>	Advisory	<b>LG NSW</b>	Mayor, Deputy Mayor, GM.	M	<b>10</b>
<b>d</b>	Advisory	<b>New England Joint Organisation (NEJO)</b>	Mayor, GM.		
<b>d</b>	Advisory	<b>Northern Inland Regional Waste Group (NIRW)</b>	DDPRS (or delegate).	M	<b>4</b>
		<b>Delegate of the Council</b>			
<b>e</b>	Advisory	<b>Joint Regional Planning Panel</b>	Cr Price, Two (2) Council nominees as community representatives).		<b>6</b>
<b>e</b>	Asset Mgt	<b>North West Weight of Loads Committee</b>	Cr Smith, DIS.	M	<b>9</b>
		<b>Community Committees NOT Committees of Council</b>			
<b>Not</b>		<b>Arts North-West</b>	DCCS.	L	<b>9</b>
<b>Not</b>		<b>Business in Glen (BIG)</b>	Cr Parson, GM and/or DDPRS and MED.	H	<b>6,8,9</b>
<b>Not</b>		<b>Community Safety Precinct Committee</b>	Mayor.	M	<b>9</b>
<b>Not</b>		<b>Community Services Interagency Committee</b>	Mayor, Cr Toms, DCCS, MCS and/or delegate.	H	<b>8</b>
<b>Not</b>		<b>Deepwater Progress Association</b>	Cr Parsons.	L	<b>9</b>
<b>Not</b>		<b>Glen Innes and District Community Centre Inc.</b>	Cr Parsons, DCCS and/or MCS.	M	<b>9</b>
<b>Not</b>		<b>Glen Innes Correctional Centre Community Committee</b>	Mayor.	L	<b>9</b>
<b>Not</b>		<b>Glen Innes Highlands Rail Trail Working Group</b>	Cr Price, Cr Toms, MED.	M	<b>6</b>
<b>Not</b>		<b>Glen Innes Highlands Visitor Association Inc.</b>	Cr Price, MED.	M	<b>9</b>
<b>Not</b>		<b>Glen Innes Local Health Committee</b>	Mayor, Cr Price, Cr Toms. (Nominations subject to approval by HNEH).	M	<b>9</b>
<b>Not</b>		<b>Glen Innes Showground Land Manager</b>	Cr Price.	M	<b>9</b>
<b>Not</b>		<b>Glen Innes Wind Farm</b>	Mayor.	M	<b>9</b>
<b>Not</b>		<b>GLENRAC</b>	Cr Price, DDPRS and/or delegate.	M	<b>4,9</b>

		Community Committees NOT Committees of Council			
Not		Local Emergency Management Committee	DIS or delegate from Infrastructure Services, TSE.	M	9
Not		Local Traffic Committee	Mayor (with voting rights), GM, DIS, DDPRS or nominee as required.	H	3
Not		New England High Country	MED.	H	9
Not		Northern Tablelands Bush Fire Management Committee	Cr Smith, DIS or delegate from Infrastructure Services, MRPS and/or delegate.	M	9
Not		Sapphire Wind Farm	Mayor.	M	9
Not		White Rock Wind Farm Community Consultative Committee	Mayor.	M	9
Not		White Rock Wind Farm Community Fund Committee	Mayor.	M	9

Section 355: A function of a council may be exercised:					
	355()	Wording in the LG Act	Interpretation		
	a	S.355 (a) by the council by means of the councillors or employees, by its agents or contractors, by financial provision, by the provision of goods, equipment, services, amenities or facilities or by any other means.			
	b	S.355(b) by a committee of the council, or	S.355(b) Council Committees, Councillors only, or Councillors and staff Committees.		
	c	S.355(c) partly or jointly by the council and another person or persons, or	S.355(c) Community Committees of Council includes other persons.		
	d	S.355(d) jointly by the council and another council or councils, or	S.355(d) Regional Group of Councils		
	e	S.355(e) by a delegate of the council.	S.355(e) Delegate of the council, could be a Voluntary Regional Organisation of Councils acting on Council's behalf.		
	Not	Not a Committee of Council, but does have Councillor representation			

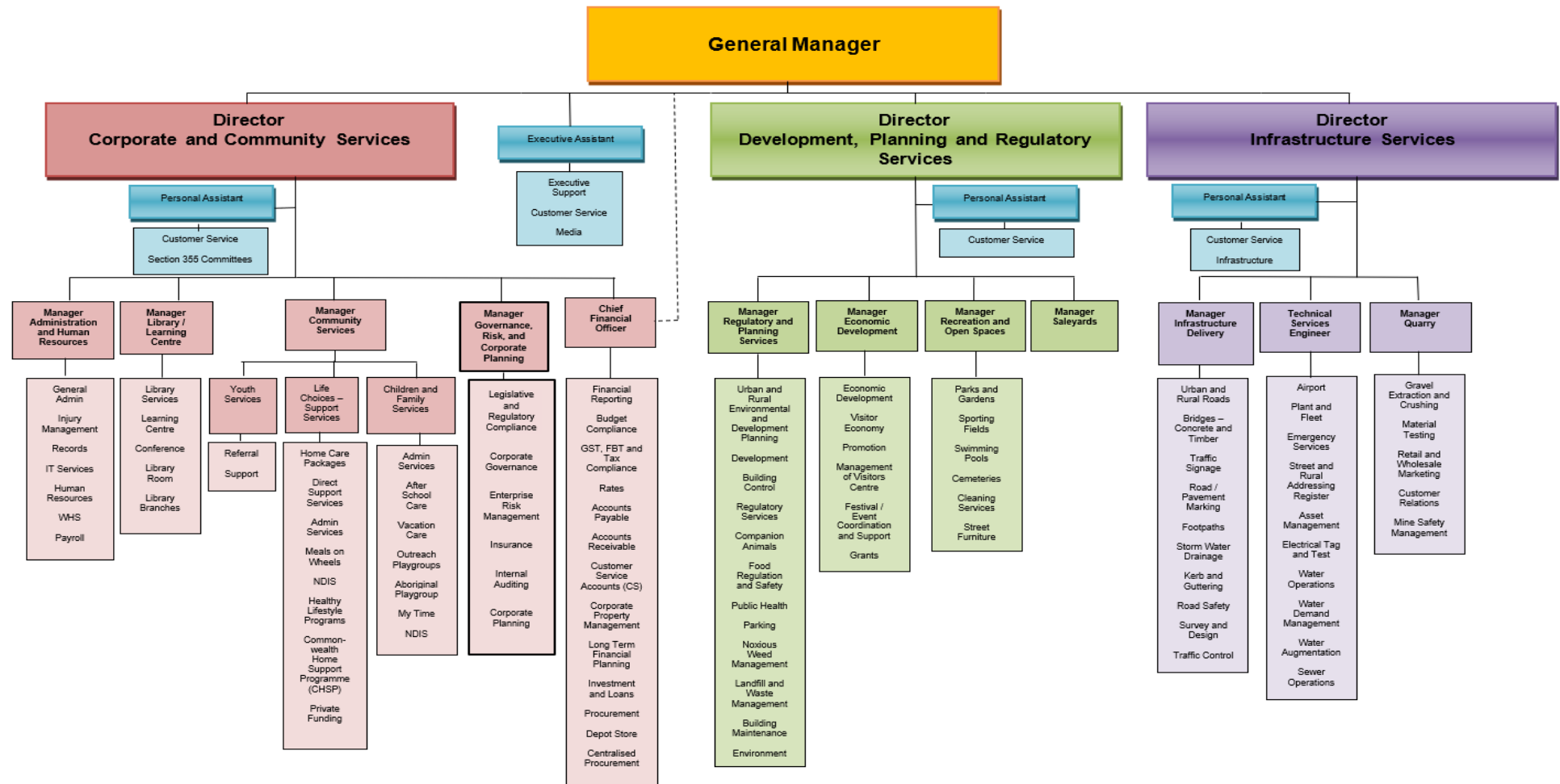
## Glen Innes Severn Council Annual Report 2019/2020

	Abbreviation	Position	Strategic Objectives		
	GM	General Manager	Employer of Choice	<b>1</b>	
	DCCS	Director of Corporate and Community Services	One Council Culture	<b>2</b>	
	DDPRS	Director of Development, Planning and Regulatory Services	Road Management	<b>3</b>	
	DIS	Director of Infrastructure Services	Climate Change	<b>4</b>	
	MCS	Manager of Community Services	Integrated Water Cycle Management	<b>5</b>	
	MED	Manager of Economic Development	Land Use and Economic Development	<b>6</b>	
	MID	Manager of Infrastructure Delivery	Financial Management	<b>7</b>	
	MLLC	Manager of Library / Learning Centre	Quality of Life and Well-being	<b>8</b>	
	MROS	Manager of Recreation and Open Spaces	Communication	<b>9</b>	
	MTS	Manager of Technical Services	Community Leadership	<b>10</b>	
	PA	Personal Assistant			
	PO	Planning Officer			
Strategic Priority			Committee Categories		
	H	High	<b>Advisory</b> (delegates exempt from pecuniary interest provisions, but not non-pecuniary).		
	M	Medium	<b>Asset Management</b>		
	L	Low	<b>Governance</b>		
			<b>Event Management</b>		



## 4. COUNCIL STRUCTURE

### 4.1 Council's Organisational Structure



## 4.2 Council

Council comprises of community members who are elected for a four (4) year term. The *Local Government Act 1993*, states that a council has the following charter:

- to provide directly or on behalf of other levels of government, after due consultation, adequate, equitable and appropriate services and facilities for the community and to ensure that those services and facilities are managed efficiently and effectively;
- to exercise community leadership;
- to exercise its functions in a manner that is consistent with and actively promotes the principles of multiculturalism;
- to promote and to provide and plan for the needs of children;
- to properly manage, develop, protect, restore, enhance and conserve the environment of the area for which it is responsible, in a manner that is consistent with and promotes the principles of ecologically sustainable development;
- to have regard to the long term and cumulative effects of its decisions;
- to bear in mind that it is the custodian and trustee of public assets and to effectively account for and manage the assets for which it is responsible;
- to facilitate the involvement of councillors, members of the public, users of facilities and services and council staff in the development, improvement and co-ordination of local government;
- to raise funds for local purposes by the fair imposition of rates, charges and fees, by income earned from investments and, when appropriate, by borrowings and grants;
- to keep the local community and the State Government (and through it, the wider community) informed about its activities;
- to ensure that, in the exercise of its regulatory functions, it acts consistently and without bias, particularly where an activity of the council is affected; and
- to be a responsible employer.

### 4.3 Councillors

The *Local Government Act 1993*, divides the role of the Councillors into two (2) broad categories:

**1. As a Member of the Governing Body of the Council to:**

- direct and control the affairs of the Council in accordance with the Act;
- allocate the Council's resources in the optimum way to benefit the area;
- play a key role in the creation and review of the Council's policies and objectives and criteria relating to the exercise of the Council's regulatory functions;
- review the performance of the Council and its delivery of services, and the management plans and revenue policies of the Council.

**2. As an Elected person to:**

- represent the interests of residents and ratepayers;
- provide leadership and guidance to the community;
- facilitate communication between the community and the Council.

### 4.4 Mayor

The Councillors elect the Mayor and the Deputy Mayor every two (2) years. The *Local Government Act 1993*, states that the role of the Mayor is to:

- exercise, in cases of necessity, the policy-making functions of the governing body of the council between meetings of the council;
- exercise such other functions of the council as the council determines;
- preside at meetings of the council;
- carry out the civic and ceremonial functions of the mayoral office.

### 4.5 General Manager

The General Manager is the most senior employee of a Council and is the only member of staff selected and appointed by Councillors. The General Manager is appointed on a renewable, fixed term, performance-based contract for a maximum of five (5) years.

Under the Act, the General Manager's responsibilities include:

- efficient and effective operation of the council organisation and day-to-day management. This includes ensuring council decisions and policies are implemented;
- appointing, directing and dismissing staff in accordance with an organisation structure and resources approved by the council;
- implementing the council's Equal Employment Opportunity Management Plan;
- exercising other functions as delegated by the council.

The General Manager may, in turn, delegate functions to other staff.

## 4.6 Council Staff

Council employs staff such as town planners, engineers, building surveyors, librarians, environmental officers, rangers, administration staff, community services program coordinators, case managers, direct service workers and childcare workers. They carry out the day-to-day operations of the Council, and implement Council policies and other decisions, as directed by the General Manager.

## 4.7 Division of Staff Responsibility

The General Manager is responsible for the efficient and effective operation of the Council's organisation and for ensuring the implementation, without undue delay, of the decisions of Council.

The General Manager leads a Staff Management Executive Committee, called the MANEX Committee, consisting of the Department Heads, each with the power to co-opt other staff as and when necessary. This corporate management structure aims to ensure policies and decisions formulated by Council are implemented in a co-ordinated, efficient and effective manner.

Council has delegated authority to the General Manager, and the General Manager to several other staff, to carry out certain functions as a means of facilitating administration and operations.

## 4.8 Staff Positions Approved by Council

### Permanent Staff Positions Approved by Council at 30 June 2020

Position	Full-time/ Part-time	Hours (pw)	Total FTE Positions
General Manager	FT	35	2.69
Executive Assistant	FT	35	
Communications / Media Officer	PT	24	
CORPORATE AND COMMUNITY SERVICES			
Director of Corporate and Community Services	FT	35	3.00
Manager of Governance, Risk & Corporate Planning	FT	35	
Personal Assistant	FT	35	

Position	Full-time/ Part-time	Hours (pw)	Total FTE Positions
Administration and Human Resources			
Manager Administration & Human Resources	FT	35	5.57
Records Supervisor	FT	35	
Work Health and Safety Coordinator	FT	35	
Human Resources Officer (Payroll)	FT	35	
Administration Officer (Human Resources)	PT	20	
Administration Officer	FT	35	
Finance			
Chief Financial Officer	FT	35	11.00
Financial Accountant	FT	35	
Rates Officer	FT	35	
Debtors Officer	FT	35	
Creditors Officer	FT	35	
Management Accountant	FT	35	
Finance Officer	FT	35	
Storeperson	FT	38	
Purchasing and Supply Officer	FT	38	
Customer Service Officer	FT	35	
Customer Service Officer	PT	21	
Customer Service Officer	PT	14	
Library and Learning Centre			
Manager Library and Learning Centre	FT	35	5.00
Library Technician	FT	35	
Library Assistant	FT	35	
Library Assistant	FT	35	
Library Assistant	FT	35	
Community Services			
Manager of Community Services	FT	35	1.00
Youth Services			
Youth Worker	PT	21	0.55
Children and Family Services			
Team Leader Children & Family Services	FT	35	2.34
Educator Supervisor	PT	30	
Educator Assistant (OOSHC)	PT	21	
Life Choices - Support Services			
Activity Support Facilitator	PT	38	21.89
Activity Support Facilitator	PT	22.8	
Activity Support Facilitator	PT	15.2	
Team Leader - Activity and Lifestyle Support	FT	35	
Administration & Quality Officer	FT	35	
Finance Officer	FT	35	

Position	Full-time/ Part-time	Hours (pw)	Total FTE Positions
Team Leader - Direct Support	FT	35	
Activity Support Facilitator	FT	38	
Maintenance Worker	FT	38	
P/T Direct Support Worker	PT	15	
P/T Direct Support Worker	PT	15	
P/T Direct Support Worker	PT	15	
P/T Direct Support Worker	PT	15	
P/T Direct Support Worker	PT	15	
P/T Direct Support Worker	PT	15	
P/T Direct Support Worker	PT	30	
P/T Direct Support Worker	PT	30	
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P/T Direct Support Worker	PT	15	
P/T Direct Support Worker	PT	15	
P/T Direct Support Worker	PT	15	
P/T Direct Support Worker	PT	15	
Activity Support Facilitator	FT	38	
Lifestyle Support Facilitator	FT	38	
Lifestyle Support Facilitator	FT	38	
Lifestyle Support Facilitator	FT	38	
Direct Support Coordinator	FT	38	
Lifestyle Support Facilitator	FT	38	
Customer Service Officer	FT	35	
Customer Service Officer	PT	20	
DEVELOPMENT, PLANNING AND REGULATORY SERVICES			
Director of Development, Planning and Regulatory Services	FT	35	2.00
Personal Assistant	FT	35	
Tourism and Events			
Manager of Economic Development	FT	35	5.29
Tourist Assistant	FT	35	
Tourist Assistant	PT	24	
Events Coordinator	FT	35	
Marketing Assistant	FT	35	
Grants Officer	PT	21	
Planning, Environment and Regulatory Services			
Manager Regulatory & Planning Services	FT	35	9.00
Customer Service Officer	FT	35	
Building and Environmental Health Officer	FT	35	
Technical Support Officer	FT	35	
Town Planner	FT	35	



Position	Full-time/ Part-time	Hours (pw)	Total FTE Positions
Ranger	FT	38	
Waste and Environmental Management Officer	FT	35	
Facility Maintenance Officer	FT	38	
Trainee Ranger	FT	38	
Saleyards			
Saleyards Manager	FT	38	1.00
Waste Management			
Waste & Recovery Coordinator	FT	38	2.87
Landfill Attendant (Glen Innes)	PT	23.5	
Landfill Attendant (Glen Innes)	PT	23.5	
Landfill Attendant (Emmaville)	PT	8	
Landfill Attendant (Deepwater)	PT	8	
Landfill Attendant (Red Range)	PT	8	
Recreation and Open Spaces			
Manager of Recreation and Open Spaces	FT	38	8.00
Aquatics Centre Coordinator	FT	38	
Pool Superintendent (Emmaville)	FT	38	
Parks Team Leader	FT	38	
Parks Assistant (Unqualified)	FT	38	
Parks Assistant (Unqualified)	FT	38	
Parks Assistant (Unqualified)	FT	38	
Parks Assistant (Unqualified)	FT	38	
Cleaning Services			
Cleaner (Community Services)	FT	38	2.40
Cleaner (61.75 hours)	PT	30.88	
Cleaner (34.75 hours)	PT	17.38	
Cleaners (Villages) (3)	PT	5	
INFRASTRUCTURE SERVICES			
Director of Infrastructure Services	FT	35	2.00
Personal Assistant	FT	35	
Technical Services			
Technical Services Engineer	FT	35	3.00
Property Officer	FT	35	
Technical Support Coordinator	FT	35	
Design Services			
Senior Design Officer	FT	35	2.00
Design Officer	FT	35	
Aerodrome			
Aerodrome Officer	FT	38	1.00
Plant and Fleet			
Workshop Supervisor	FT	38	6.00

Position	Full-time/ Part-time	Hours (pw)	Total FTE Positions
Plant Mechanic	FT	38	
Plant Mechanic	FT	38	
Apprentice Plant Mechanic	FT	38	
Tradesperson / Welder	FT	38	
Tradesperson / Welder	FT	38	
Infrastructure Delivery			
Manager of Infrastructure Delivery	FT	35	33.00
Works Coordinator	FT	38	
Team Leader - Bridges	FT	38	
Heavy Plant Operator (Bridges)	FT	38	
Team Leader - Construction	FT	38	
Heavy Plant Operator (Construction)	FT	38	
Heavy Plant Operator (Construction)	FT	38	
Skilled Construction Worker (Construction)	FT	38	
Team Leader - Drainage	FT	38	
Heavy Plant Operator (Drainage)	FT	38	
Heavy Plant Operator (Drainage)	FT	38	
Team Leader - Grading	FT	38	
Grader Operator	FT	38	
Skilled Construction Worker (Grading)	FT	38	
Team Leader - Grading	FT	38	
Heavy Plant Operator (Grading)	FT	38	
Heavy Plant Operator (Grading)	FT	38	
Heavy Plant Operator (Grading)	FT	38	
Team Leader - Heavy Patching	FT	38	
Heavy Plant Operator (Heavy Patching)	FT	38	
Heavy Plant Operator (Heavy Patching)	FT	38	
Skilled Construction Worker (Heavy Patching)	FT	38	
Skilled Construction Worker (Heavy Patching)	FT	38	
Team Leader - Maintenance	FT	38	
Heavy Plant Operator (Maintenance)	FT	38	
Jetpatcher Operator	FT	38	
Skilled Construction Worker (Maintenance)	FT	38	
Team Leader - Concrete	FT	38	
Skilled Construction Worker (Concrete)	FT	38	
Heavy Combination Operator	FT	38	
Excavator Operator	FT	38	
Heavy Plant Operator (Relief)	FT	38	

Position	Full-time/ Part-time	Hours (pw)	Total FTE Positions
Heavy Plant Operator (Relief)	FT	38	
Glen Innes Aggregates			
Quarry Manager	FT	38	5.00
Production Coordinator	FT	38	
Sales and Delivery Operator	FT	38	
Heavy Combination Operator	FT	38	
Administration Officer	FT	35	
Integrated Water and Sustainability Services			
Coordinator of Integrated Water Services	FT	38	9.00
Trainee Water and Wastewater Plant Operator	FT	38	
Water and Wastewater Plant Operator	FT	38	
Water and Wastewater Plant Operator	FT	38	
Team Leader Reticulation	FT	38	
Integrated Water Services Field Operator	FT	38	
Integrated Water Services Field Operator	FT	38	
Integrated Water Services Field Operator	FT	38	
Integrated Water Services Field Operator	FT	38	
Total Positions Approved at 30 June 2020 (Excluding Casual Positions)			162.00
Full-Time Equivalent (FTE)			144.59

## 5. GOVERNING PRINCIPLES

### 5.1 Council Vision

Glen Innes Severn Council will have a vibrant, confident, and inclusive community supported by a sustainable and prosperous economy, underpinned by a well-maintained road network.

### 5.2 Mission

To be a 'can do' Council, that is, a Council that is proactive and prioritises affordable and relevant service delivery for its community.

### 5.3 Values

- Respect;
- Integrity;
- Courage;
- Honesty;
- Transparency.

### 5.4 Community Vision

*"Glen Innes Severn Council will have a vibrant, confident, and inclusive community supported by a sustainable and prosperous economy, underpinned by a well-maintained road network."*

### 5.5 Strategic Directions

**Community Services:** Create a growing community with optimal access to community services and facilities.

**Economic Development:** Facilitate a growing local economy by continuing to support an attractive business climate.

**Infrastructure Management:** As a priority, provide adequate infrastructure and facilities for the existing and future population.

**Environment and Heritage:** Manage the natural values of our local area and conserve our heritage to ensure that it is enjoyed by the community, visitors and future generations.

**Council Sustainability, Transparency and Communication:** Continue to be a sustainable and independent Council, and foster transparency through clear communication with both internal and external customers.

## 5.6 Strategic Objectives

1. Community services – *create a growing community with optimal access to community services and facilities.*
2. Economic development – *facilitate a growing local economy by continuing to support an attractive business climate.*
3. Infrastructure management – *as a priority, provide adequate infrastructure and facilities for the existing and future population.*
4. Environment and heritage – *manage the natural values of our local area and conserve our heritage to ensure that it is enjoyed by the community, visitors and future generations.*
5. Council sustainability, transparency and communication – *continue to be a sustainable and independent Council, and foster transparency through clear communication with both internal and external customers.*

## 5.7 Strategic Financial Objectives

1. To maintain a realistic and achievable budgeted cash surplus each financial year to maintain an unrestricted current ratio of at least 2.00 to 1.00; thereby ensuring access to adequate working funds on a continual basis.
2. To ensure that a realistic and defensible percentage of Council's rural rates revenue is expended on roads infrastructure.
3. To maintain sufficient funds to meet known financial commitments beyond the current financial year, and to renew or acquire new capital infrastructure assets in line with Council's Asset Management Plans for its various infrastructure assets.
4. To continually assess all expenditure to ensure consistency with Council's newly developed and adopted strategic objectives.
5. To continually review all operating expenditure and improve efficiency in service delivery where possible.
6. To concentrate expenditure upon capital renewal, rather than creating new assets, as this will increase Council's maintenance budget into the future.
7. To reduce Council-owned assets which do not align with Council's adopted strategic objectives and place an unnecessary ongoing maintenance burden on Council and the community.
8. To implement user-pay principles on service provision and assets, excluding known and Council-approved community service obligations.
9. To maximise returns on Council's investments, without increasing Council's investment risk above acceptable levels.
10. To attract and maximise government grants and subsidies as external funding sources for Council services.

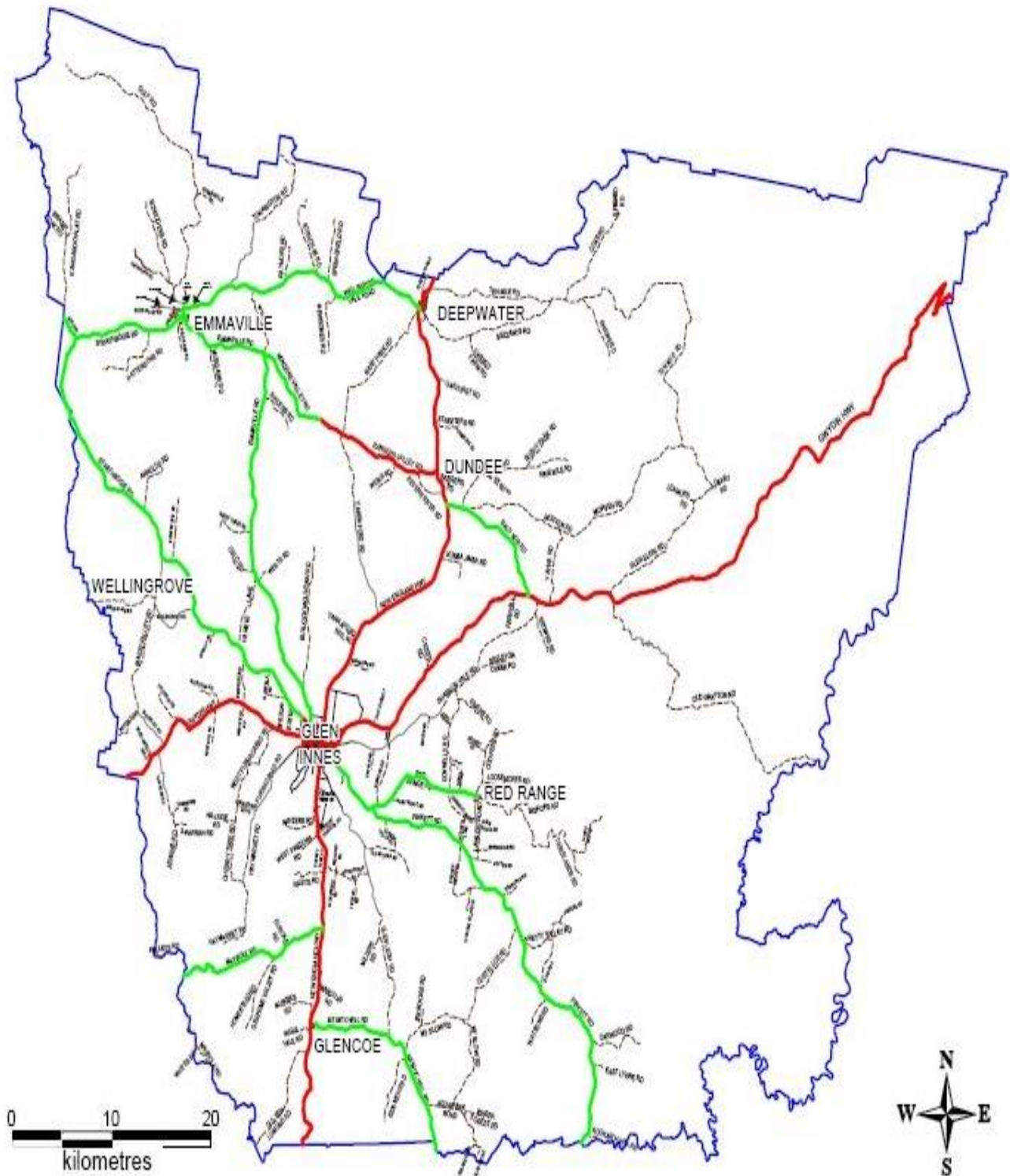
## 5.8 Guiding Principles for Councils

- To provide strong and effective representation, leadership, planning and decision-making;
- To carry out functions in a way that provides the best possible value for residents and ratepayers;
- To plan strategically, using the integrated planning and reporting framework, for the provision of effective and efficient services and regulation to meet the diverse needs of the local community;
- To apply the integrated planning and reporting framework in carrying out functions to achieve desired outcomes and continuous improvements;
- To work co-operatively with other councils and the State Government to achieve desired outcomes for the local community;
- To manage lands and other assets so that current and future local community needs can be met in an affordable way;
- To work with others to secure appropriate services for local community needs;
- To act fairly, ethically, and without bias in the interests of the local community;
- To be responsible employers and provide a consultative and supportive working environment for staff;
- To recognise diverse local community needs and interests;
- To consider social justice principles;
- To consider the long term and cumulative effects of actions on future generations;
- To consider the principles of ecologically sustainable development;
- To ensure that decision-making is transparent, and decision-makers are accountable for decisions and omissions;
- To actively engage with the local community, using the integrated planning and reporting framework and other measures.



## 6. REGIONAL INFORMATION

### 6.1 Map (Local Government Area)



## 6.2 Profile

### Economic and Social Profile

- Population: 8,871 people;
- Employment: 3,060 jobs;
- Top Three (3) Employment by industry: Agriculture, Forestry and Fishing; Health Care and Social Assistance; Retail Trade;
- Output Generated: \$874.6 million;
- Wages and Salaries: \$203.4 million;
- Regional Exports: \$311.4 million;
- Regional Imports: \$227.2 million;
- Value Added: \$447.7 million;
- Gross Regional Product: \$494.7 million;
- Tourism Output: \$47.3 million;
- Families: 32.78% two-person families, 10.25% three-person families, 7.6% four-person families, 3.83% five-person families, 1.41% six or more person families, and 44.13% other making up the balance;
- Housing Dwelling Type: 94.69% Occupied Private Dwellings;
- SEIFA score: 2016 was 915.

For more information:

[REMPPLAN Economic Profile](#)

[REMPPLAN Community Profile](#)

### Visit, Live, Invest

There are so many reasons to explore, consider moving to and contribute to the prosperity of our community - it's where you'd rather be!

**Visit** - Glen Innes Highlands is packed full of adventure and experiences with distinctive seasons, gourmet foods along with its picturesque town and villages – a great place to stop for a family holiday, meet up with friends at one of our many events or enjoy a relaxing escape.

**Live** - Whether you are returning home or looking for a tree change, you'll feel welcome in our friendly community. Enjoy a quality lifestyle with affordable housing, health services, education options, retail and professional services and career opportunities to meet all your needs.

**Invest** - In Glen Innes Highlands we are committed and supportive of new ideas, industries and opportunities that contribute towards our local and regional economy. For a region rich in heritage we are continuing to attract a broad range of businesses and investors leveraging and capitalising on our endowments.

### **New England High Country Climate**

The Highlands traditionally experiences mild summers and cool winters.

- Summer average maximum 26°C and minimum 12°C;
- Winter average maximum 14°C and minimum 2°C;
- Autumn average maximum 20°C and minimum 10°C;
- Spring average maximum 20°C and minimum 9°C.

For more information on **Climate**(<https://gleninneshighlands.com/climate/html>)

### **Proud Community and Rural Lifestyle**

The Glen Innes Highlands community comprises of both rural and urban residents, including the villages of Glencoe, Red Range, Deepwater and Emmaville and the hamlets of Wellingrove, Wytaliba, Dundee and Glen Elgin.

Whilst there is great diversity in the Highlands community there is also a great unity within the community spirit.

The pace of life is one (1) of the biggest drawcards for people relocating from cities, second to the Glen Innes weather with no humidity, and hot summer days are few and far between. There is also the enticement of the chance of snow in the winter months.

The township is beautiful and well-kept, and the abundance of parks and gardens are perfect for an active lifestyle.

There are many local sport and recreation opportunities for the whole family to keep active and maintain good health and local businesses and services offer everything you could possibly need.

For more information:

- **Community** <https://gleninneshighlands.com/community.html>
- **Lifestyle** <https://gleninneshighlands.com/lifestyle.html>

### **Business, Industry and Investment**

Glen Innes Highlands key propulsive sectors - the key drivers of the Glen Innes Severn Local Government Area's economy in terms of regional exports, employment, value-added and local expenditure on goods and services (backward linkages) - is led by the Agriculture, Forestry and Fishing sector followed by the Construction industry, Public Administration and Safety, Accommodation and Food Services and Health Care and Social Assistance.

Wind and solar farms are joining established thriving businesses that include a global photo processing innovator, the largest producer of premium Black Angus and Wagyu beef and a regional honey industry with up to 35 commercial operators as well as hobbyists.

The Gross Regional Product for Glen Innes Severn representing the total value of final goods and services produced in the region over the period of one (1) year (includes exports but subtracts imports) is \$494.657 million.

For more information: **Invest in Glen Innes Highlands**  
<https://gleninneshighlands.com/invest.html>

### 6.3 Statistics at a Glance

Statistical Item	Number	Location/Comment
Population	8,836	Census 2016.
Council Area (square kilometres)	5,487 km <sup>2</sup>	
Villages/Hamlets/Localities	Four (4) Villages Four (4) Hamlets	Emmaville, Deepwater, Red Range and Glencoe. Glen Elgin, Wellingrove, Wyaliba and Dundee.
Council Airports/Landing Strips	One (1)	Glen Innes Aerodrome – Two (2) landing strips.
Libraries	One (1)	Glen Innes Severn Learning Centre (with remote library branches in Emmaville, Deepwater and Glencoe).
Landfill Sites	Four (4)	Glen Innes, Emmaville, Deepwater and Red Range.
Sewerage Treatment Plants	One (1)	Glen Innes.
Water Treatment Plants	Two (2)	Glen Innes and Deepwater.
Village Water Treatment Plants	One (1)	Deepwater (Common Effluent System).
Length of Sealed Roads (kilometres)	405 km	Includes 328 km of Local Roads, 67km of Regional Roads, and 10km of parking lanes adjacent to State Highways.
Length of Unsealed Roads (kilometres)	754 km	Includes 744km of gravelled roads and 10km of formed track.
Timber Bridges	12	Full timber traditional construction.
Concrete/Steel/Composite Bridges	107	Includes 74 modern concrete/steel/composite bridges and 33 major culverts.
Council Owned Buildings	106	
Council Properties and Land Parcels	214	
Council Vehicle Fleet	121	Includes 57 heavy fleet and mobile plant, 49 light fleet, and 15 other plant/equipment items.
Council Section 355 Committees	31	Various.
Swimming Pools	Two (2)	Glen Innes and Emmaville.

## 7. HIGHLIGHTS OF THE YEAR

### 7.1 Events

#### 7.1.1 Glen Innes Show

The Glen Innes Show was a free event as a result of funding received through the Federal Bushfire Recovery Grant. This encouraged more residents and visitors to support the show and spend money on accommodation, at local businesses, at stalls, on rides, and it encouraged repeat visits throughout the weekend.

The Monster Trucks and free fireworks entertainment was well received by large audiences and was one (1) of the highlights of the three (3) days. Gourmet Fiesta added new elements to their area with increased trader stalls, as well as putting on a fantastic program of celebrity chefs and beer talks that complimented many of the stall holders, as they used elements of their produce highlighted in their presentation. The pavilions had a regular stream of visitors looking at the packed displays of food, arts and craft entries.

#### 7.1.2 Australia Day

Australia Day 2020 was celebrated across the Local Government Area with a Community Breakfast and the main Australia Day Celebrations held at Land of the Beardies History House Museum.

The following awards were presented:

Award	Recipient
Citizen of the Year	Dorothy Wooder
Young Citizen of the Year	Brodie Taylor
Community Event of the Year	A night at the Trocadero – Historical Society
Emergency Service Volunteer of the Year	Graham Pagden and Matthew Wharton
Voluntary Community Organisation of the Year Award	Deepwater School of Arts Hall Trust
Environmental Citizen of the Year	Kylie Falconer

The Australia Day Ambassador for the Glen Innes Severn Local Government Area was Graham Wilson. There were no Order of Australian Medal (OAM) recipients for 2020.

### **7.1.3 Deepwater Races**

The Deepwater Races usually attracts around 3,200 attendees that would contribute to the economy. In 2020, the horse races themselves were cancelled due to extremely heavy rains that plagued the racecourse in the days leading up to the event. The day went ahead though, without the horses and attracted 1,700 people, which was an extremely high number considering the horse races were not being held.

The organisers provided entertainment for the crowds with footraces, fashions in the field, and bands to help the attendees keep in a celebratory mood. Deepwater Races is one (1) of the premium events on the social calendar and maintained a high contribution to the economy of Deepwater and the Local Government Area.

### **7.1.4 Minerama Fossicking and Gem Show**

Each year, on the second weekend in March, Glen Innes hosts Minerama, the largest fossicking, gem and jewellery festival in NSW. Glen Innes Severn Council is a major sponsor of this event.

Organised by a Section 355 Community Committee of Council, Minerama includes a gem show and fossicking field trips. Field trips cater for beginners and families, all the way up to experienced fossickers.

The money contributed for marketing this year helped attract some target audiences. The week that Minerama was to be held saw the beginning of COVID-19 restrictions. The seriousness of the pandemic and NSW Health legislation and awareness deterred some visitors.

This year Minerama attracted over 2,000 people, over three (3) days and contributed to the economy with over 100 stallholders using accommodation, local businesses and facilities. The event also raised money for many local charities including Westpac Helicopter Service, Lioness Club and the RFS.

The Showground was a wonderful backdrop and regular stallholders feedback suggested that the new venue is working for them. The UNE held its school info days, as well as a new *Ask The Expert* booth that encouraged children to bring in any specimens they needed to be identified and also answered questions on all things gems, fossils and palaeontology. Field trips were reduced due to the bush fires restricting available areas. Many workshops were available on and off site, with most workshops experiencing a growth in participants.



### **7.1.5 Seniors Week**

This year, our Seniors Week events took place from 11 February. The first event was the Mayoral Awards which was held at Life Choices – Support Services. This year's award nominees were Sandra Kiehne, Jenny Sloman, Stephen Ferris, Howard and Yvonne Lancaster, Joan Parker and David Nixon. Joan Parker was the winner of the Mayoral Award.

On 17 February, a Seniors week Music Festival was held at Glenwood Gardens. The Music Festival named "Love to Celebrate" saw the Deepwater Cool Choir, David Nixon and Robert Costello perform. Participants of the day enjoyed morning tea and lunch while watching the performances.

A Craft Expo was held at Life Choices – Support Services on 18 February a variety of different crafts were on displays allowing Consumers to try their hand. Crafts included alcohol ink on tiles, pots made from Plaster of Paris, chain mail jewelry by Trudi Gough, dot paint, crocheting and diamond dot key rings.

The final event for Seniors Week was held on 19 February a Movie outing to watch CATS followed by lunch at the Red Lion Tavern.

### **7.1.6 Youth Week**

Youth week activities were well planned and ready to go when the Government cancelled all such events due to COVID-19. We remain hopeful of having a function or activity for Youth prior to 31 December 2020, however Public Health Restrictions on (gathering and movement) remain an obstacle to **holding** an event.

### **7.1.7 The Australian Celtic Festival**

The Australian Celtic Festival unfortunately was cancelled due to the NSW Health Orders surrounding the COVID-19 pandemic.

### **7.1.8 Mosman Friendship**

The Mosman Council Community Grant is annually extended to the Glen Innes Severn Council for a local Aboriginal women's project. In 2019/2020, Council's Library Learning Centre worked with the Glen Innes Family and Youth Services, and a local Aboriginal group associated with their services to create and produce the artwork on six (6) metal light poles along the Library's entrance walkway. This project was called the Aboriginal Totem Pole Project and was supported by a local, world-renowned Aboriginal artist, Lloyd Hornsby.

This project produced stunning and distinctive Aboriginal artworks using local Aboriginal emblems, striking earth colours, and messages that were relevant to the whole Glen Innes community. One (1) of these messages, 'Because of her, we can!' is an indication of the growing confidence and pride the local Aboriginal women have achieved through participating in public artwork projects that are highly visible in the community.

### **7.1.9 NAIDOC Week Celebration**

The local aboriginal community sought to postpone an official NAIDOC celebration from NAIDOC week in July to the warmer months. This has been a trend over recent years. A one-day celebration is hoped to be held later in 2020 pending NSW Public Health Orders and organisation.

### **7.1.10 Emmaville GemFest**

The Emmaville Gem Fest unfortunately was cancelled due to the NSW Public Health Orders.

### **7.1.11 Glen Innes Races**

Glen Innes Races had a very successful year attracting many visitors to Glen Innes. Run by the Glen Innes Jockey Club, it is a wonderful social event with new boutique food and beverage outlets, fashions on the field, and a large turnout of over 1,000 attendees who contributed to the local economy and enjoyed the first start of the rain after the drought.

### **7.1.13 Gemorama**

Gemorama is held on the June long weekend each year in Emmaville. It is a big drawcard to the mining village where attendees get to fossick and enjoy trader stalls. Due to NSW Public Health Orders this event was cancelled.

### **7.1.14 Alpaca Show**

The New England Alpaca Show, which is held every June long weekend has been enjoying their new location at the Glen Innes Showgrounds. Unfortunately, this year's event was cancelled due to NSW Public Health Orders.

### **7.1.15 GlenFest**

The GlenFest Seniors Concert, Youth Workshop, Concert Series and Art Prize held in September was cancelled due to NSW Public Health Orders and has been rescheduled for March 8 to 12, 2021.

## 7.2 Environment, Planning and Economic Development

The Department continued to provide a range of services and functions to the community.

Section 10.7 Certificates are issued under the provisions of the *Environmental Planning and Assessment Act 1979*. It is compulsory for every property sold to be accompanied by a Section 10.7 Certificate. A total of 329 certificates were issued.

For the 2019/2020 period the following approval data applied:

### DEVELOPMENT APPLICATION (DA) DATA

	2019/2020
Total Number of DAs Determined	95
Average Determination Time (days) – All Applications	21
Average Determination Time (days) – Minor Development*	19
Average Determination Time (days) – Major Development**	35
Value of DAs	\$11,354,797.84
Number of single dwellings	21
Number of multi-unit dwellings	3
Number of Subdivisions	9
Number of commercial developments	16
Number of industrial developments	3
Withdrawn	1
Refused	0
Cancelled	0

\* Typically, residential applications such as dwellings, sheds and alterations and additions that don't meet the Complying Development Criteria.

\*\*Commercial and industrial applications and applications requiring referral to other Government Departments.

### COMPLYING DEVELOPMENT APPLICATION (CDC) DATA

	2019/2020
Total Number of CDCs	11
Value of CDCs	\$444,250.27
Number of Single Dwellings	1

Council continued to support local business in several ways, including:

- A Local Industry Policy which makes provision for a 10% price discount for goods and services provided by local businesses when competing with out-of-town businesses;
- Development of a \$50,000 Business Incentive Fund which aids businesses wishing to relocate to Glen Innes, or for existing businesses to expand;
- An annual financial allocation to assist with removal costs for new doctors coming to town;

- A Significant Development Committee to provide an opportunity for potential developers to meet directly with Councillors and senior staff to discuss their project;
- Development Assessment Unit meetings are held as required so that developers can meet with Council staff to simplify the development application process (meetings are scheduled weekly);
- Financial support is provided for a range of festivals and events (a 2017 report done by Southern Cross University indicates that the Celtic Festival alone is worth approximately \$3million to the local economy);
- Financial support is provided for the Glen Innes Highlands Visitor Association and Business in Glen; senior staff regularly attend these meetings to provide information and assistance to business;
- A Heritage Assistance Fund is provided to assist owners of heritage buildings to upgrade their buildings. This fund has assisted in the painting of several significant heritage buildings in Grey Street; and
- A part time Grants Officer was employed to ensure that all grant opportunities are exercised as well as provide information to the community regarding grant and funding opportunities. Thirteen (13) grants were received in 2019/2020 totalling \$5,424,252.

In addition, Council undertook several economic development initiatives including:

- Marketing and promotional activities through the Glen Innes Highlands brand to visit, live and invest in Glen Innes;
- Provided tourism services through the Visitor Information Centre including Trainlink;
- Facilitated 'Christmas in the Highlands' annual Christmas event in conjunction with community organisations and provided the funding and installation of Christmas decorations;
- Commenced a review of the existing Economic Development Strategy and developed a new 'Whole of Place' Economic Development Strategy and Action Plan;
- Delivered an engagement program for local businesses through the Glen Innes Highlands Economic Development newsletter and the Highlands Hub – Business platform;
- Provided leadership and guidance to align with and support the Glen Innes Highlands brand;
- Provided regular economic development updates to Business in Glen and /or the Glen Innes Highlands Visitor Association;
- Continued to support the development of the New England Rail Trail; and
- Developed and adopted the Centennial Parklands Master plan to increase tourism product and provide the local community with additional recreational facilities.

## 7.3 Financial and Performance Highlights

Council is required under the *Local Government Act 1993*, to prepare financial reports that reflect its financial performance for the reporting period. The following is a summary of the key financial results for 2019/2020. Council's full Financial Report is included in this Report as **Annexure A**.

### 7.3.1 Key Financial Indicators

\$ '000	Amounts 2020	Indicator 2020	Prior periods 2019 <sup>3</sup> 2018		Benchmark
<b>1. Operating performance ratio</b>					
Total continuing operating revenue excluding capital grants and contributions less operating expenses <sup>1,2</sup>	(598)	(1.97)%	0.73%	7.75%	>0.00%
Total continuing operating revenue excluding capital grants and contributions <sup>1</sup>	30,426				
<b>2. Own source operating revenue ratio</b>					
Total continuing operating revenue excluding all grants and contributions <sup>1</sup>	18,789	56.59%	60.84%	64.75%	>60.00%
Total continuing operating revenue <sup>1</sup>	33,200				
<b>3. Unrestricted current ratio</b>					
Current assets less all external restrictions	14,306	2.43x	2.93x	4.65x	>1.50x
Current liabilities less specific purpose liabilities	5,893				
<b>4. Debt service cover ratio</b>					
Operating result before capital excluding interest and depreciation/impairment/amortisation <sup>1</sup>	7,771	3.07x	3.12x	3.64x	>2.00x
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)	2,533				
<b>5. Rates, annual charges, interest and extra charges outstanding percentage</b>					
Rates, annual and extra charges outstanding	1,059	8.35%	9.90%	6.63%	<10.00%
Rates, annual and extra charges collectible	12,689				
<b>6. Cash expense cover ratio</b>					
Current year's cash and cash equivalents plus all term deposits	20,627	8.21	12.35	9.77	>3.00
Monthly payments from cash flow of operating and financing activities	2,512	mths	mths	mths	mths

(1) Excludes fair value increments on investment properties, reversal of revaluation decrements, reversal of impairment losses on receivables, net gain on sale of assets, and net share of interests in joint ventures and associates using the equity method and includes pensioner rate subsidies.

(2) Excludes impairment/revaluation decrements of IPPE, fair value decrements on investment properties, net loss on disposal of assets, and net loss on share of interests in joint ventures and associates using the equity method.

(3) Please refer to Note 13 for Prior Period Adjustments

## **7.4 Glen Innes Aggregates**

Glen Innes Aggregates was purchased by Council in July 2011 to secure long-term water storage for the town of Glen Innes. This also has the side-benefit of gaining a source of quarry hard rock for Council operations.

### **7.4.1 Quarry Sites**

The area of the primary site is nearly 73 hectares, with frontage to the Gwydir Highway and Shannon Vale Road. There are now three (3) quarry pits, being the western, southern and northern pits. The southern and northern pits have been converted to off-stream water storage to service Glen Innes' potable water supply, with the site having been named Eerindii Ponds.

The business also operates several rural quarries that provide unsealed road re-sheet material. The unsealed road re-sheet program has again significantly expanded in 2019/2020, with major crushing campaigns being conducted in Crosby's and Hartmann's Pit, and in newly developed pits on Costello's Road and Pretty Valley Road.

### **7.4.2 Extraction Operations**

Basalt rock is drilled and blown by a licensed sub-contractor before being loaded by a 30-tonne excavator into a contracted mobile crushing plant.

Dust suppression is managed by the application of water, which is supplied from site water stored in an existing quarry. Any over-burden is sold as clean fill material or stockpiled for future clay lining operations.

### **7.4.3 The Crushing Plant**

The previous on-site crushing plant was decommissioned during 2014/2015 as forecast in previous reports. Crushing is now performed by contractors using mobile equipment.

### **7.4.4 Products**

The quarry can produce:

- Aggregate in five (5) sizes: 20mm, 14mm, 10mm, 7mm, or 5mm, depending upon screen configuration. Usually only four (4) sizes can be crushed at any one time;
- Pre-coated aggregates for bitumen sealing;
- Crusher dust;
- Road base (20mm and 40mm).

Road making materials can be blended to meet Roads and Maritime Services (RMS) specifications by combining road base with granite brought in from other quarries. This product is mainly sold to RMS and Council; however, private customers also purchase it for use under concrete slabs, and roads through farms etc. This product is quality assured and complies with RMS specifications. Testing is conducted by a National Accredited Testing Authority (NATA) approved laboratory.

#### **7.4.5 Sales and Business**

Sales were compromised by exceptional circumstances of drought for the 2019/2020 financial year, and the interim profit result of \$274,000 before capital expenses was also less than the target of \$500,000.

#### **7.4.6 Management**

A report on revenue and expenditure, and crusher production is published monthly in the Council Business Paper. Council adopted a long-term Business Plan for the Glen Innes Aggregates enterprise in September 2013 and made further resolutions on the implementation of the Business Plan in November 2013. The decisions implemented from that plan have supported ongoing profit in the years since.

Existing suppliers, mainly local, are contracted to supply materials and services to the business. The site has been significantly remodeled to enhance operations and safety.

#### **7.4.7 Off-Stream Storage**

The quarry will be converted to off-stream water storage in a staged fashion over the life of the quarry, which is expected to be at least 12 years, based on exploratory drilling.

**Stage 1** involved reshaping and some clay sealing of the southern quarry pit. The holding capacity of the completed Stage One (1) is 200 megalitres.

**Stage 2** operations involved final shaping of the northern pit, with that pit being fully converted to a permanent off-stream storage, approximately 365 megalitres in capacity. A new pumping station was constructed during 2014/2015 on the southern pit, powered largely by a 90kW solar facility.

**Stage 3** involves quarry operations in a new third pit located adjacent to and under the existing infrastructure. The ability to complete the Stage Three (3) pit may be limited by safety considerations due to water inrush risk posed by the existing pits, and an alternate site is under investigation approximately 2km north of the existing site.

#### **7.4.8 Resource Security**

The quarry has a variety of material present including hard rock (basalt) suitable for aggregate production, decomposed basalt suitable for road base products, and orange clay that meets the Environmental Protection Authority (EPA) standard for lack of water permeability.



## 8. LOCAL GOVERNMENT ACT 1993 AND GENERAL REGULATION

### 8.1 Audited Financial Statements

Please refer to Annexure A for the audited Financial Statements for 2019/2020.

### 8.2 Performance of Principal Activities

Please refer to Annexure B for the Report on Principal Activities - on the four (4) Year Delivery Program (2017-2021) and Operational Plan for 2019/2020.

### 8.3 Rates and Charges Written Off

Rate or Charge	Amount Written Off
General Rates	\$83,076.17
Water Service Availability Charge	\$36.40
Water Consumption Charges	\$1,401.39
Sewerage Service Charges	\$294.24
Other Charges	\$39,130.88
<b>Total</b>	<b>\$123,939.08</b>

### 8.4 Overseas Visits

There were no overseas visits undertaken by Councillors or Council staff during the 2019/2020 Financial Year.

## 8.5 Payment of Expenses of, and the Provision of Facilities to, Councillors

Council annually reviews its Policy concerning the payment of expenses incurred by, and the provision of facilities to, the Mayor and Councillors in relation to discharging the functions of civic office.

The Mayoral Fee for the year was \$33,451. The Councillors' fees for the year totalled \$80,369.

Office accommodation in a shared office space is provided to the Mayor in relation to discharging the functions of civic office. There were no costs associated with this provision, as no operational or capital expenditure was incurred.

Details	Cost
The provision during the year of dedicated office equipment allocated to Councillors on a personal basis, such as laptop computers, mobile telephones and landline telephones and facsimile machines installed in Councillors' homes (including equipment and line rental costs and internet access costs but not including call costs).	\$110
Telephone calls made by Councillors, including calls made from mobile telephones provided by the Council and from landline telephones and facsimile services installed in Councillors' homes.	\$1,721
The attendance of Councillors at conferences and seminars.	\$3,700
The training of Councillors and the provision of skill development for Councillors.	\$14,410
Interstate visits undertaken during the year by Councillors while representing the Council, including the cost of transport, the cost of accommodation and other out-of-pocket travelling expenses.	\$3,848
The expenses of any spouse, partner (whether of the same or the opposite sex) or other person who accompanied a Councillor in the performance of his or her civic functions, being expenses payable in accordance with the <i>Guidelines for the payment of expenses and the provision of facilities for Mayors and Councillors for Local Councils in NSW</i> prepared by the Director-General from time to time.	Nil
Expenses involved in the provision of care for a child of, or an immediate family member of, a Councillor, to allow the Councillor to undertake his or her civic functions.	Nil

## 8.6 Major Contracts Awarded

Council awarded the following contracts during 2019/2020:

- Clipex for the upgrade of the sheep selling facility at the Glen Innes Saleyards; Payments totalled \$893,727.12;
- Michael Davis Architecture for architectural services Glen Innes Regional Netball Facility; Payments totalled \$390,920.00;
- BMR Quarries Pty Ltd for crushing activities at Glen Innes Aggregates; Payments totalled \$679,704.95;
- Fulton Hogan Industries for bitumen sealing services; Payments totalled \$161,156.65;
- Hutchison Quarries for crushing activities at Glen Innes Aggregates; Payments totalled \$1,346,127.27;
- Interflow Pty Ltd for relining of sewer mains; Payments totalled \$714,447.13;
- Allquip Water Trucks for supply of 6 x 4 water truck; Payments totalled \$265,678.16;
- Big River Group for supply of laminated bridge timber components Waterloo Bridge Matheson; Payments totalled \$227,960.19
- Grant McCarroll Isuzu for supply of light vehicles; payments totalled \$446,746.90
- Weirbuilt Pty Ltd for construction of concrete bridges at Polhill Road Wellingrove, Ten Mile Road Deepwater, and emergency works over Mann River on Old Grafton Road; Payments totalled \$859,456.78

## 8.7 Legal Proceedings Taken by or Against the Council

A summary of the amounts incurred by Council during 2019/2020 in relation to actual legal proceedings taken by or against Council including amounts, costs and expenses paid or received by way of out of court settlements, other than those the terms of which are not to be disclosed. A summary of the state of progress of legal proceedings is shown in the table below. During 2019/2020 total legal fees amounting to \$136,780.33 were incurred for advice on various matters.

Cases	Resolved/Unresolved	Amount Incurred
Rates, Water and Sundry Debtors Recovery - various	Resolved	\$92,626.62
Beardy Waters Silt Extract Legal Costs*	Resolved	\$27,861.55
Planning Related	Resolved	\$16,292.16
<b>TOTAL for 2018/19</b>		<b>\$136,780.33</b>

\*The Beardy Waters Silt Extraction amount was incurred by Council during 2019/2020 in relation to action taken against Council by the Department of Primary Industries (DPI). A fine of \$1,000 was also issued by the DPI. Council made a claim through its Public Liability Insurance Policy and received a payment of \$19,590.55, which was received in the 2020/2021 financial year.

## 8.8 Work Carried Out on Private Land

Council undertook various private works on private land in 2019/2020, but all costs were borne by the property owner.

Council sets separate hire charges for private works that are outlined in Council's Fees and Charges Schedule. These rates are generally like commercial contractor rates, as Council does not wish to unfairly compete with private enterprise.

## 8.9 Contributions Granted Under Section 356

Community Donations are provided annually through an application process that is open to all community groups in the Local Government Area. The following groups were awarded donations for the 2019/2020 Financial Year:

Organisation	Amount Awarded
Chapel Theatre/Cinema (Glen Innes Arts Council)	\$500
Deepwater and District Community Radio Inc.	\$1,500
Deepwater Jockey Club and Deepwater Golf Club	\$3,000
Deepwater Progress Association	\$1,670
Friends of the Library	\$600
Glen Innes and District Football Association	\$900
Glen Innes and District Anglers Club	\$680
Glen Innes Minor Rugby League Club Inc.	\$1,000
Glen Innes Opportunity Shop	\$3,000
Glen Innes Pottery Club	\$3,500
Glen Innes Public School P&C	\$3,925
Glen Innes Redfins	\$800
Glen Innes Rotary and Rotary Satellite Club	\$1,000
Glen Innes Rugby League	\$1,000
Glen Severn Community Christmas Day Luncheon	\$1,500
Holy Trinity Anglican Church Glen Innes	\$1,000
POWER (People Organised Will Encourage Richness)	\$3,425
Reachout Toy Library	\$900
Red Range Public School P&C Association	\$600
Wellingrove Progress Association Inc.	\$2,500
<b>Total</b>	<b>\$33,000</b>

Mayoral Donations totalling \$2,920 were made to the following beneficiaries during the reporting period:

Beneficiary	Amount
Glen Innes Swimming Club	\$250.00
Jacaranda Highland Dancers – Dance Competition	\$250.00
Riley Key – Youth Centre name / design competition	\$200.00
GlenFest - event	\$250.00
Glen Innes High School – including funds from the 2019 Mayoral Lunch	\$500.00
First (1 <sup>st</sup> ) Glen Innes Scouts – including funds from the 2019 Mayoral Lunch	\$500.00
Glen Innes Jockey Club – Glen Innes Cup	\$220.00
William Geach – Contribution towards sound equipment for fundraiser event held in January 2020	\$250.00
Michael Burge Media – High Country Indie Book Award	\$250.00
Wyaliba Public School P&C Association	\$250.00
<b>TOTAL</b>	<b>\$2,920.00</b>

## 8.10 External Bodies that Exercised Functions Delegated by Council

Activities under the control of Council with participation from external bodies are:

- **The Materials Recovery Facility**, which is operated by Glen Industries in accordance with a Service Level Agreement;
- **New England Weeds Authority** undertakes Council's noxious weeds function;
- The **NSW Rural Fire Service** exercises certain functions, powers and duties imposed on Council by and under the *Rural Fires Act 1997*, under a Rural Fire District Service Agreement;
- **Glen Innes Tree Services** provides services for the pruning and removal of roadside trees;
- **Mr Jeff Moss** External Pool Contractor for Emmaville Swim Centre and has assisted in overseeing Glen Innes Swim Centre;
- Two (2) organisations provide direct support services to Life Choices – Support Services consumers who receive assistance under Council's funded programs for people who are aged and people who have disability.

## 8.11 Companies in which Council held a Controlling Interest

Council has no controlling interests in any companies for the 12-month period ending 30 June 2020.

## 8.12 Partnerships, Co-operatives and Joint Ventures

Council participates in:

- The **Northern Inland Regional Waste Group (NIRW)**, which is a voluntary association of councils that participate in the joint calling of tenders for various waste management activities;
- The **Northern Regional Food Surveillance Group**, which is supported through the NSW Food Authority;
- The **Northern Tablelands Regional Weed Committee**, which is one (1) of 11 statutory Regional Weed Committees across NSW. The regional committee comprises Local Control Authorities, public and private landholders and community members, supporting regional planning under the *Biosecurity Act 2015*. Each Regional Weeds Committee has developed a five-year Regional Strategic Weed Management Plan to focus on managing weed biosecurity. The plans are based on the best available local knowledge, research and technology and a rigorous assessment of the biosecurity risks posed by weeds.
- The **North West Weight of Loads Group**, which enforces the *Roads Act 1993*, imposes limits on the weight of vehicles using public roads with a view to reduce road maintenance costs;
- The **Northern Tableland Cooperative Library Service** is a partnership across five (5) local councils, which use a combined annual budget for the purchase of library resources and online eResources for the benefit of their communities;



## 8.13 Equal Employment Opportunity (EEO) Management Plan

Council continued to implement its EEO Management Plan during the year, in consultation with its EEO Committee and workplace representatives.

EEO targets are addressed by:

- Complying with the *NSW Anti-Discrimination Act 1977* and other relevant legislation;
- Providing all employees with equal opportunity for employment, training and promotion;
- Reviewing and updating selection criteria for all jobs prior to advertising to ensure that applicants are selected solely based on their merit and abilities;
- Incorporating EEO statements and information in job advertisements and information packs for all advertised positions;
- Ensuring that gender-based language is not included in job advertisements or related material;
- Providing for gender balance and target group representation on selection panels;
- Ensuring that all appointment decisions are justified and documented on merit-based grounds;
- Encouraging target groups to access training and promotion through incentives such as Council's Study Incentives Policy;
- Maintaining a Workplace Discrimination and Bullying / Harassment Policy and Grievance Resolution Policy and providing awareness training for all employees;
- Providing induction and refresher training for staff in Council's Code of Conduct;
- Ensuring that training, skills assessment and job evaluation programs are non-discriminatory in content;
- Providing EEO awareness training for all new staff and ensuring that they are aware of conditions of employment through the provision of induction material;
- Establishing and publicising a Corporate Training Plan for all employees;
- Conducting regular meetings between management, staff and the EEO Committee (Council's Staff Consultative Committee) regarding the implementation of Council's EEO Management Plan;
- Including knowledge of EEO as an essential requirement in all job specifications for supervisory positions;
- Extending paid maternity leave to all female employees and providing flexible work arrangements for employees with childcare responsibilities;
- Including access for people with physical disabilities in all new design plans for staff accommodation;
- Implementing the Aboriginal Employment Strategy and participating in local Aboriginal Consultative Committee meetings.

Specific EEO actions completed in 2019/2020 included:

- Implementing Council's Mature Age Workforce Policy and five-year Mature Age Workforce Program;
- Consulting with the Aboriginal community to implement the revised Aboriginal Employment Strategy 2018-2021;
- Reviewing and updating Council's staff performance management system to ensure that it is based on job requirements, is non-discriminatory, and matches Council's strategic vision and goals.
- Reviewing Council's recruitment system to streamline processes and support the selection of new staff who have job-related skills that meet or exceed expectations.
- Preparing and publicising the EEO Annual Report within Council's Annual Report.

## 8.14 Senior Staff Remuneration

For the purposes of the *Local Government Act 1993*, as amended, the only employee designated as being "Senior Staff" is the General Manager.

The total remuneration package of the General Manager is listed below. The remuneration package includes the following:

- The total value of the salary component of the package;
- The total amount of any bonus payments, performance payments or other payments made to the staff member that do not form part of the salary component;
- The total amount payable by the Council by way of the employer's contribution or salary sacrifice to any superannuation scheme to which the staff member may be a contributor;
- The total value of any non-cash benefits for which the staff member may elect under the package; and
- The total amount payable by the Council by way of fringe benefits tax for any such non-cash benefits.

Salary Package Component	Value
Salary	\$209,000.00
Housing Allowance	\$26,000.00
Superannuation (Salary Sacrifice)	\$1,000.00
Superannuation (Employer's Contribution)	\$24,000.00
Non-Cash Benefits	\$720.00
Reportable Fringe Benefits Tax	\$3,271.45
<b>Total Package</b>	<b>\$263,991.45</b>

## 8.15 Storm Water Management Services

The Storm Water Management Plan is no longer required, having been replaced by the introduction of a drainage charge in Glen Innes, Emmaville and Deepwater.

## 8.16 Capital Works Projects

### 8.16.1 Major projects

Council undertook the following major works during 2019/2020:

#### **Rehabilitation of local roads**, including:

- Gravel re-sheeting of Pretty Valley Road, Pinkett Road, Linwood Road and Old Grafton Road, and sections of Haymarket Road, Cherry Tree Road and Shannon Vale Road;
- Rehabilitation of Emmaville Road Segment 70;

#### **Bridge Works:**

- Completed replacement of Polhill Road, Wellingrove Creek bridge;
- Completed rehabilitation of King Edward Park and Veness Park pedestrian bridge;
- Completed rehabilitation of second Brown's Road bridge;

#### **Sewer Reticulation Works:**

- Completed relining of sewer 2150 metres of mains.

#### **Council building and facility projects:**

##### **Town Hall Clock Upgrade:**

- The original Town Hall clock was dismantled and removed to be rebuilt and reinstalled at a cost of \$43,615 (completed).

##### **Grant Project Updates**

- Wilson Park Amenities upgrade completed by local contractors and Council. (\$102,542)
- Rugby Park Amenities upgrade completed by local contractors and Council. (\$71,071)
- Mead Park new amenities completed by Local Contractors. (\$393,344)
- Upgrade of Glen Innes Tennis Club facilities. (\$56,530)
- Two (2) outdoor netball courts at Wilson Park have been completed with works carried out by Grass Sports Australia. (\$200,228)

- Lighting at Standing Stones completed with three (3) new light poles (\$35,904)
- Development of new grounds at Mead Park is underway and will be completed as part of the 2020/2021 financial year works being done by Council.
- Upgrade of playing surfaces at Wilson Park is underway and will be completed as part of the 2020/2021 financial year works being done by Council.
- Upgrade to The Youth Booth with a new kitchen and outdoor shade area (\$55,884).

## 9. COMPANION ANIMALS MANAGEMENT ACTIVITIES

Council has adopted a Strategic Companion Animals Management Policy. This policy is used to guide Council and its officers in fulfilling their responsibilities and duties under the *Companion Animals Act 1998*. The policy aims to:

- Ensure companion animals remain a valued part of the Glen Innes Severn community;
- Create harmony between the needs of companion animals, their owners and other residents;
- Facilitate responsible companion animal ownership through a balance of education and enforcement;
- Ensure compliance with the requirements of the *Companion Animals Act 1998* and *Companion Animals Regulation 2008* through the proper exercise of the functions of Council under the *Companion Animals Act 1998*.

For the 2019/2020 financial year, the following animal activities relating to the Glen Innes pound were lodged with the Office of Local Government:

- Impounded Dogs - 177;
- Impounded Cats - 38;
- Released Dogs - 108;
- Released Cats - 6;
- Sold Dogs - 0;
- Sold Cats - 0;
- Rehoused through Organisation: Dogs - 62;
- Rehoused through Organisation: Cats - 17;
- Euthanized Dogs - 24;
- Euthanized Cats - 17;
- Restricted Dogs – 0;

- Menacing Dogs - 0;
- Dangerous Dogs – 3;
- Still in Pound at the end of 2019/2020 – 0 Dogs and 0 Cats.

## Animal Complaints

Council's Rangers have investigated thirteen (13) reported dog attacks/unreasonable aggression incidents and forty-six (46) nuisance complaints during the 2019/2020 year.

## Dog Attacks

During the 2019/2020 Period, three (3) dogs were declared menacing. Data has been lodged with the Office of Local Government as per requirements.

## Funding

Animal Control Income	
Livestock Fines	Nil
Sale of Dogs (Includes Vaccination)	Nil
Commission	\$26,260.10
Collar Hire Fees	Nil
Microchipping Fees	\$698.22
Impounding Fees	\$1,055.00
Regulatory Fees	\$13,658.00
Sundry Income	\$295.45
Certificate of Compliance	Nil
Grant Funding	\$4,000
<b>TOTAL ANIMAL CONTROL INCOME</b>	<b>\$45,966.77</b>

Animal Control Expenses	
Wages and Allowances	\$96,032.77
Maintenance	\$9,929.35
Sundry Expenses	\$5,029.24
Stationery	\$15.51
Advertising	\$89.09
Grant Expenditure	\$4,643.55
<b>TOTAL ANIMAL EXPENSES</b>	<b>\$115,739.51</b>

**Strategies in place to comply with Section 64 (5) of the *Companion Animals Act 1998*, – seeking alternatives to euthanasia for unclaimed animals**

Council's Rangers assisted in the Local RSPCA Day and Microchipping / Vaccination Days during the 2019/2020 Period.

The Rangers support and work collaboratively with rescue and rehoming organisations such as the Local Glen Innes RSPCA and Lucky Paws to rehome surrendered, unclaimed and unregistered pets to significantly reduce the number of euthanasia statistics within the Glen Innes Pound.

**Off leash areas provided in the Glen Innes Severn Local Government Area**

Council provides three (3) off-leash areas within the LGA:

- Lynch Oval;
- Centennial Parklands;
- Lions Park.

The following link from Council's website provides a map showing the location of each off-leash area:

<https://www.gisc.nsw.gov.au/sites/gleninnes/files/public/images/documents/gisc/mig/2330-OffLeash.pdf>

A grant was received for \$4,000 to upgrade the Glen Innes Severn Council Pound. With the grant funding WHS hazards were eliminated, dog and cat cages were up-graded, drainage was improved, and a secure enclosure was created to allow safe animal handling from Ranger vehicles into and out of the facility.

Council also received a portion of the fees taken from Companion Animal registrations.

## 10. GOVERNMENT INFORMATION (PUBLIC ACCESS) ACT 2009

### 10.1 Background

The *Government Information (Public Access) Act 2009* (GIPA Act) commenced on 1 July 2010 and introduced a new “Right to Information” regime to NSW. The GIPA Act replaced the Freedom of Information Act and the other main legislative provision for access to Council information, which was section 12 of the *Local Government Act 1993*. The GIPA Act is supported by the *Government Information (Public Access) Regulation 2009* (GIPA Regulation).

This regime is designed to maintain and advance a system of responsible and representative democratic government that is open, accountable, fair and effective that requires information disclosure through the following processes:

1. Mandatory proactive release of “open access information” free of charge on Council’s website, (unless to do so would impose unreasonable additional costs on Council);
2. Authorised proactive release of information (unless there is an overriding public interest against disclosure of the information);
3. Informal release of information (unless there is an overriding public interest against disclosure of the information);
4. Formal access applications (unless there is an overriding public interest against disclosure of the information).

**Note:** Section 18 of the GIPA Act and Schedule 1 of the GIPA Regulation defines what constitutes “open access information”.

Council is required to prepare an annual report in accordance with the requirements of section 125 of the GIPA Act and Clause 7 of the GIPA Regulation. The annual report is also required to include statistical information on formal access applications in the form required by Schedule 2 of the GIPA Regulation. Further the recent use of the IPC GIPA tool to manage GIPA applications has assisted Council’s compliance with the legislation and to meet annual reporting requirements through the easy online lodgement of reports at the end of the financial year.

This report is Council’s GIPA Act Annual Report for the period 1 July 2019 to 30 June 2020.



## 10.2 Review of Proactive Release Program

Under Section 7 of the GIPA Act, agencies must review their programs for the release of government information to identify the kinds of information that can be made publicly available. This review must be undertaken at least once every 12 months.

This year's review resulted in the following key findings:

- Council provides details to contact the Right to Information Officer for assistance with locating and accessing information;
- Glen Innes Severn Council makes as much information as possible publicly available in the most appropriate manner, including on its website. The information is available free of charge where possible or at the lowest cost. Information made available includes frequently requested information or information of public interest that has been released as a result of other requests;
- Council's Integrated, Planning and Reporting Framework documents are available for viewing and/or printing on Council's website;
- All Council's Business Paper Reports and associated documentation are available on Council's website and hard copies are available at certain locations that are advertised in Council's weekly 'Our Council' advertising in the local Glen Innes Examiner;
- Members of the community can be involved in decision-making processes of Council through the livestreaming of Council meetings being made available.

## 10.3 Number of Access Applications Received

During the reporting period, Council received zero formal Access Information Applications.

## 10.4 Number of Refused Applications for Schedule 1 Information

During the reporting period, Council refused zero formal access application from a member of the public seeking information other than personal information.

## 10.5 Statistical Information About Access Applications

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

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

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

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

Table C: Invalid applications	
Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	0
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	0
Invalid applications that subsequently became valid applications	0

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of the Act	
	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	0
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

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

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of the Act	
	Number of occasions when application not successful
Responsible and effective government	0
Law enforcement and security	0
Individual rights, judicial processes and natural justice	0
Business interests of agencies and other persons	0
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

Table F: Timeliness	
	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	0
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0
<b>Total</b>	<b>0</b>

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)			
	Decision varied	Decision upheld	Total
Internal review	0	0	0
Review by Information Commissioner	0	0	0
Internal review following recommendation under section 93 of Act	0	0	0
Review by ADT	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>

Table H: Applications for review under Part 5 of the Act (by type of applicant)	
	Number of applications for review
Applications by access applicants	0
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0

## 11. ENVIRONMENT PLANNING AND ASSESSMENT ACT 1979

### 11.1 Planning Agreements

No Planning agreements have been entered into by Council during the period.

### 11.2 Programs Undertaken to Preserve, Protect, Restore and Enhance the Environment

#### 11.2.1 Waste Management Strategies

Council has been one (1) of the founding members of Northern Inland Regional Waste since its inception in 1996 and continues to support this entity. Council aligns its waste management operations with the Regional Waste Strategy and Action Plan that was developed through Northern Inland Regional Waste and member councils.

#### 11.2.2 Alternate Energy

Council continues to actively pursue renewable energy opportunities.

Council's renewable energy projects have made significant energy savings and cost savings. An estimated energy saving to Council of up to 357,700 kw/h annually, which equates to an approximate annual saving of in excess of \$100,000, whilst reducing Council's carbon emissions by approximately 252 tonnes annually.

Council also adopted a Renewable Energy Action plan in June 2020.

#### 11.2.3 Weeds Management

**New England Weeds Authority (NEWA)** continues to provide Council's noxious weeds function.

Due to severe drought conditions during 2019/2020 inspection programs were scaled down to complaints and enquiries in rural areas, not only in the Glen Innes Severn Council area, but most of the New England Weeds Authority area and most of western NSW.

NEWA has a fleet of 10 spray units that are utilised for weed control activities throughout the area under its jurisdiction. As a result, this fleet and the staff can be deployed to various areas to ensure an effective roadside control program is carried out. In the Glen Innes Severn Local Government Area, roadside weed control programs have been carried out on a yearly basis to treat the following weeds:

- Roadside Broome infestations;
- Chilean Needle Grass infestations;

- Roadside St. Johns Wort infestations;
- Roadside Blackberry control programs;
- Sweet Briar and Blackberry; and
- Serrated Tussock infestations.

#### **11.2.4 Partnerships with other organisations**

##### **Membership of GLENRAC**

The Glen Innes Natural Resources Advisory Committee (GLENRAC) consists of representatives from stakeholder groups interested in land management and land conservation issues in the local area, including Council. Other members represent landholders, the Glen Innes Aboriginal Land Council, National Parks and Wildlife Service, State Government agencies, and the Local Land Services.

##### **Membership of Arts North West**

Arts North West is a not-for-profit incorporated association and charitable institution whose role is to facilitate and deliver arts and cultural development in the region. The partners of Arts North West include: Arts NSW; Australian Government Office for the Arts Indigenous Cultural Support; and 12 Local Government Areas being: Armidale Regional; Glen Innes Severn; Gunnedah Shire; Gwydir Shire; Inverell Shire; Liverpool Plains Shire; Moree Plains Shire; Narrabri Shire; Tamworth Regional; Tenterfield Shire; Uralla Shire; and Walcha.

##### **Membership of the Institute of Public Works Engineering Australasia (IPWEA) Roads and Transport Directorate**

The IPWEA's Roads and Transport Directorate aids IPWEA, the Local Government NSW, individual Councils and Directorate members to effectively discharge their road management roles using the most recent technical practices and applying consistent and cost-effective asset management. This is achieved through a technical and research resource on asset management and transport issues and lobbying for an equitable share of resources and funding.

##### **Membership of the Institute of Public Works Engineering Australasia (IPWEA) National Asset Management Strategy (NAMS)**

The IPWEA's National Asset Management Strategy provides national leadership and advocacy in the sustainable management of community infrastructure, and resources to assist asset management practitioners.

## 12. PUBLIC INTEREST DISCLOSURE ACT 1994 AND REGULATION

Under section 6D of the *Public Disclosures Act 1994* (the *PID Act*), public authorities, including councils, are required to have a policy and procedures for receiving, assessing and dealing with protected disclosures.

Accordingly, Glen Innes Severn Council has adopted an Internal Reporting Policy – Public Interest Disclosures, which was developed from guidelines provided by the NSW Ombudsman. The Policy ensures Council's compliance and commitment to the legislation. Council has provided awareness training for its employees to ensure that they are aware of their rights and obligations under the Policy.

During the year ending 30 June 2020, Council received one (1) public interest disclosure.

## 13. CARER'S (RECOGNITION) ACT 2010

Managers were reminded of their obligations under this Act, and to include appropriate reference to Carers when reviewing policies.

The Rights of Carers are incorporated in Council's Disability Action Plan.

## 14. CONDITION OF PUBLIC WORKS

It is a statutory requirement of the *Local Government Act 1993*, that Council provide information on the Condition of Public Works, including public buildings, public roads, water, sewerage and drainage as at 30 June 2020.

The information contained in this section comprises accounting estimates formulated in accordance with the NSW Local Government Code of Accounting Practice and Financial Reporting. Nothing contained in this section may be taken to be an admission of any liability to any person under any circumstances.



## Glen Innes Severn Council

## Report on Infrastructure Assets

as at 30 June 2020

Asset Class	Asset Category	Estimated cost to bring assets to satisfactory standard	Estimated cost to bring to the agreed level of service set by Council	2019/20 Required maintenance	2019/20 Actual maintenance	Net carrying amount	Gross replacement cost (GRC)	Assets in condition as a percentage of gross replacement cost				
		\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	1	2	3	4	5
<b>Buildings</b>	Buildings	3,402	3,402	7	117	13,729	27,995	27.0%	0.0%	72.0%	0.0%	1.0%
	Other	—	—	—	—	(1)	—	0.0%	0.0%	0.0%	0.0%	0.0%
	Buildings - Quarry	108	108	30	9	272	659	4.0%	0.0%	92.0%	3.0%	1.0%
	Buildings - Water	414	414	—	2	1,247	3,059	9.0%	1.0%	90.0%	0.0%	0.0%
	Buildings - Sewer	108	108	—	1	278	495	27.0%	0.0%	55.0%	18.0%	0.0%
	Buildings - Public Halls	1,869	1,869	12	3	3,978	12,431	0.0%	0.0%	100.0%	0.0%	0.0%
	<b>Sub-total</b>	<b>5,901</b>	<b>5,901</b>	<b>49</b>	<b>132</b>	<b>19,503</b>	<b>44,639</b>	<b>17.9%</b>	<b>0.1%</b>	<b>81.1%</b>	<b>0.2%</b>	<b>0.6%</b>
<b>Other structures</b>	Other structures	13	13	117	103	4,545	10,856	10.0%	90.0%	0.0%	0.0%	0.0%
	<b>Sub-total</b>	<b>13</b>	<b>13</b>	<b>117</b>	<b>103</b>	<b>4,545</b>	<b>10,856</b>	<b>10.0%</b>	<b>90.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>
<b>Roads</b>	Roads – Local Rural Sealed	8,757	8,757	390	379	15,166	53,496	42.0%	40.0%	11.0%	7.0%	0.0%
	Roads – Local Rural Unsealed	7,959	7,959	1,900	1,956	20,650	37,899	34.0%	46.0%	18.0%	1.0%	1.0%
	Roads – Local Urban Sealed	2,185	2,185	340	372	15,166	22,848	50.0%	38.0%	11.0%	1.0%	0.0%
	Footpaths	361	361	40	10	3,340	4,544	37.0%	34.0%	22.0%	7.0%	0.0%
	Roads – Regional Rural Sealed	1,163	1,163	45	45	12,808	18,266	50.0%	48.0%	2.0%	0.0%	0.0%
	Roads – Regional Urban Sealed	59	59	30	24	891	1,042	79.0%	21.0%	0.0%	0.0%	0.0%
	Roads – Other Urban Sealed	534	534	—	32	1,293	2,222	85.0%	6.0%	5.0%	4.0%	0.0%
	Carparks	36	36	—	1	969	1,395	52.0%	38.0%	9.0%	1.0%	0.0%
	Bulk earthworks	37	37	—	—	64,708	64,708	35.0%	45.0%	16.0%	2.0%	2.0%
	Other	—	—	—	—	17,136	—	0.0%	0.0%	0.0%	0.0%	0.0%
	Bridges – Local Rural Concrete/Steel	1,817	1,817	—	—	21,553	35,438	12.0%	53.0%	34.0%	1.0%	0.0%
	Bridges – Local Urban Concrete/Steel	330	330	60	—	1,836	3,632	0.0%	49.0%	49.0%	2.0%	0.0%
	Bridges – Local Urban Timber	36	36	3	53	—	278	0.0%	12.0%	88.0%	0.0%	0.0%
	Bridges – Regional Concrete/Steel	421	421	—	—	4,123	6,106	16.0%	41.0%	42.0%	1.0%	0.0%
	Bridges – Local Rural Timber	874	874	—	—	567	1,979	3.0%	44.0%	26.0%	27.0%	0.0%
	Culverts	606	606	—	—	6,649	11,147	9.0%	65.0%	23.0%	3.0%	0.0%
	Causeways	876	876	—	—	2,919	7,166	3.0%	53.0%	35.0%	6.0%	3.0%
	<b>Sub-total</b>	<b>26,051</b>	<b>26,051</b>	<b>2,808</b>	<b>2,872</b>	<b>189,774</b>	<b>272,166</b>	<b>33.1%</b>	<b>45.1%</b>	<b>18.2%</b>	<b>2.9%</b>	<b>0.7%</b>
	Dams/Weirs	—	—	—	—	3,266	4,978	1.0%	99.0%	0.0%	0.0%	0.0%
	Total Reticulation	1,984	1,984	115	134	9,691	13,989	0.0%	0.0%	0.0%	0.0%	100.0%
	Reservoirs	107	—	4	3	2,144	3,948	0.0%	0.0%	15.0%	0.0%	85.0%

## Glen Innes Severn Council

## Report on Infrastructure Assets - Values (continued)

as at 30 June 2020

Asset Class	Asset Category	Estimated cost to bring assets to satisfactory standard	Estimated cost to bring to the agreed level of service set by Council	2019/20 Required maintenance <sup>a</sup>	2019/20 Actual maintenance	Net carrying amount	Gross replacement cost (GRC)	Assets in condition as a percentage of gross replacement cost				
		\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	1	2	3	4	5
<b>Water supply network</b>	Pumping Stations	—	—	—	—	926	1,819	59.0%	41.0%	0.0%	0.0%	0.0%
<b>Water supply network</b>	Rising Mains	25	25	1	19	1,941	2,556	20.0%	73.0%	7.0%	0.0%	0.0%
<b>Water supply network</b>	Treatment	1,985	1,985	—	72	17,889	12,461	53.0%	47.0%	0.0%	0.0%	0.0%
<b>Water supply network</b>	Bores	—	—	—	—	349	397	100.0%	0.0%	0.0%	0.0%	0.0%
<b>Water supply network</b>	Off Stream Storages	—	—	—	—	439	559	100.0%	0.0%	0.0%	0.0%	0.0%
	<b>Sub-total</b>	<b>4,101</b>	<b>3,994</b>	<b>120</b>	<b>228</b>	<b>26,999</b>	<b>40,707</b>	<b>22.6%</b>	<b>32.9%</b>	<b>1.9%</b>	<b>0.0%</b>	<b>42.6%</b>
<b>Sewerage network</b>	Total Reticulation	6,233	6,233	72	80	15,857	22,965	21.0%	10.0%	40.0%	28.0%	1.0%
	Pumping Stations	9	9	4	3	221	508	49.0%	38.0%	13.0%	0.0%	0.0%
	Treatment	—	—	—	—	4,497	7,095	98.0%	2.0%	0.0%	0.0%	0.0%
	Rising Mains	16	16	—	2	1,187	1,362	82.0%	10.0%	8.0%	0.0%	0.0%
	<b>Sub-total</b>	<b>6,258</b>	<b>6,258</b>	<b>76</b>	<b>85</b>	<b>21,765</b>	<b>31,930</b>	<b>41.2%</b>	<b>8.7%</b>	<b>29.3%</b>	<b>20.1%</b>	<b>0.7%</b>
<b>Stormwater drainage</b>	Stormwater Conduits	1,229	1,229	76	24	9,078	15,256	6.0%	42.0%	51.0%	1.0%	0.0%
	Inlet and Junction Pits	112	112	—	—	1,416	2,333	8.0%	72.0%	17.0%	2.0%	1.0%
	<b>Sub-total</b>	<b>1,341</b>	<b>1,341</b>	<b>76</b>	<b>24</b>	<b>10,491</b>	<b>17,589</b>	<b>6.3%</b>	<b>46.0%</b>	<b>46.5%</b>	<b>1.1%</b>	<b>0.1%</b>
<b>Open space / recreational assets</b>	Swimming pools	232	232	—	160	1,304	3,147	15.0%	51.0%	31.0%	2.0%	1.0%
	Other Recreation	197	197	286	9	3,138	3,525	49.0%	32.0%	15.0%	3.0%	1.0%
	<b>Sub-total</b>	<b>429</b>	<b>429</b>	<b>286</b>	<b>169</b>	<b>4,442</b>	<b>6,672</b>	<b>33.0%</b>	<b>41.0%</b>	<b>22.5%</b>	<b>2.5%</b>	<b>1.0%</b>
<b>Other infrastructure assets</b>	Major Street Furniture	8	8	—	—	2,122	1,516	89.0%	10.0%	1.0%	0.0%	0.0%
	Kerb and Gutter	363	363	—	—	5,788	11,330	38.0%	51.0%	9.0%	2.0%	0.0%
	<b>Sub-total</b>	<b>371</b>	<b>371</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>12,846</b>	<b>44.0%</b>	<b>46.2%</b>	<b>8.1%</b>	<b>1.8%</b>	<b>0.0%</b>
<b>TOTAL - ALL ASSETS</b>		<b>44,465</b>	<b>44,358</b>	<b>3,532</b>	<b>3,613</b>	<b>277,519</b>	<b>437,405</b>	<b>29.8%</b>	<b>37.8%</b>	<b>24.3%</b>	<b>3.4%</b>	<b>4.5%</b>

<sup>(a)</sup> Required maintenance is the amount identified in Council's asset management plans.

## Infrastructure asset condition assessment 'key'

## Glen Innes Severn Council

### Report on Infrastructure Assets - Values (continued)

as at 30 June 2020

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1	Excellent/very good	No work required (normal maintenance)
2	Good	Only minor maintenance work required
3	Satisfactory	Maintenance work required
4	Poor	Renewal required
5	Very poor	Urgent renewal/upgrading required

## **15. OTHER LEGISLATIVE INFORMATION**

### **15.1 Bush Fire Hazard Reduction Activities**

Council has been actively engaged in the Bush Fire Management Committee (BFMC). The following areas have been identified and are being tracked in the Bush Fire Management Risk Plan (BFMRP): Neighbourhood Safe Places (NSP), major evacuation routes from villages, key water and transport assets, aerodrome, Rural Fire Service (RFS) sheds, all timber bridges, protection zones, and known hazard areas.

### **15.2 Business Activities**

#### **15.2.1 List of Category 1 Business Activities**

Glen Innes Aggregates is a Category 1 Business for the 2019/2020 financial year.

#### **15.2.2 List of Category 2 Business Activities**

Council has two (2) Category 2 Business Activities, namely Water and Sewerage. These business activities have been accounted for in accordance with the NSW Government's Policy Statement "Application of National Competition Policy to Local Government" and the Department of Local Government Guidelines "Pricing and Costing for Council Businesses: A Guide to Competitive Neutrality".

#### **15.2.3 Category 1 Business Activities Statement of Expenses Revenue and Assets**

Glen Innes Aggregates is a Category 1 Business for the 2019/2020 financial year. The Income Statement and Statement of Financial Position as at 30 June 2020 are included as Special Purpose Financial Statements as part of Council's Audited Financial Statements.

#### **15.2.4 Competitive Neutrality Implementation Progress**

The competitive neutrality pricing requirements have been applied to all of Council's businesses. The charge is based upon the cost of supply of the service and, in the case of the Water business, a consumption charge has also been applied. The operating result of the Water business activity before capital amounts was a deficit of \$27,000 after payment of a \$56,000 Debt Guarantee Fee to the General Fund. The Sewerage business activity operating result before capital amounts was a surplus of \$133,000 after payment of a Debt Guarantee Fee of \$36,000 to the General Fund.

### **15.2.5 Category 1 Business Activities Competitive Neutrality Statement**

Glen Innes Aggregates is a Category 1 Business for the 2019/2020 financial year.

The result for the year ended 30 June 2020 was a surplus of \$326,000 after payment of a Debt Guarantee Fee of \$67,000

### **15.2.6 Competitive Neutrality Complaints Handling Mechanism**

Council has an established complaint handling mechanism, which is known to all Councillors and staff. Information concerning the complaints handling mechanism is made known to the public through information contained in Council's Annual Report.

### **15.2.7 Category 1 Business Activities Performance**

Glen Innes Aggregates is a Category 1 Business for the 2019/2020 financial year.

### **15.2.8 Summary of Competitive Neutrality Complaints**

Glen Innes Severn Council received no competitive neutrality complaints during the reporting period.

## **15.3 Code of Conduct**

Under the provisions of Section 440 of the *Local Government Act 1993*, every Council must adopt a Code of Conduct that incorporates the provisions of the Model Code. On 28 February 2019, Council adopted the Model Code of Conduct for Councillors, Model Code of Conduct for Council Staff and Model Code of Conduct for Council Committee Members, Delegates of Council and Council Advisers, as prescribed by the NSW Office of Local Government.

Under the Procedures for the Administration of the Model Code of Conduct, the Complaints Coordinator must report annually to Council on Code of Conduct complaints statistics. This report was presented to Council on 28 November 2019 and included the following information, covering the reporting period 1 September 2018 to 31 August 2019:

Statistic(s) Required	Response
Total number of Code of Conduct complaints made about Councillors and the General Manager under the Code of Conduct in the year to September 2019 (the reporting period).	Eight (8)
Number of Code of Conduct complaints referred to a conduct reviewer during the reporting period.	Eight (8)
The number of Code of Conduct complaints finalised by a conduct reviewer at the preliminary assessment stage during the reporting period and the outcome of those complaints.	Nil
The number of Code of Conduct complaints investigated by a conduct reviewer during the reporting period.	Eight (8)
The number of Code of Conduct complaints investigated by a conduct review committee.	Nil.
Without identifying matters, the outcome of investigations completed under these procedures during the reporting period.	
<p>Breaches of the Code were found with all eight (8) complaints. Of these, the following breaches of the <b>Former Model Code of Conduct (FMCC)</b> were found:</p> <ul style="list-style-type: none"> <li>• Eight (8) breaches of Part 3 (General Conduct);</li> <li>• One (1) breach of Part 4 (Conflict of Interest); and</li> <li>• Five (5) breaches of Part 6 (Relationship between Council officials).</li> </ul> <p>Recommended actions included:</p> <ul style="list-style-type: none"> <li>• One (1) recommendation for Council to revise its policies or procedures;</li> <li>• Six (6) recommendations that the subject person receives additional training;</li> <li>• Eight (8) recommendations that the subject person be counselled;</li> <li>• Five (5) recommendations that the subject person apologise to affected parties;</li> <li>• Four (4) recommendations that the inappropriate conduct be made public;</li> <li>• Four (4) recommendations that the subject councillors be formally censured under s440G of the <i>Local Government Act 1993</i>; and</li> <li>• Two (2) recommendations that matters involving subject councillors be referred to the Office of Local Government.</li> </ul>	
The number of matters reviewed by the Office during the reporting period and, without identifying matters, the outcome of the reviews.	Five (5) complaints are currently with the Office of Local Government.
The total cost of dealing with code of conduct complaints made about councillors and the general manager during the reporting period, including staff costs.	\$139,162.24

Under the Procedures for the Administration of the Model Code of Conduct, Council is to provide the Office of Local Government with a report containing the statistics set out above, which was lodged on 19 November 2019.

## 15.4 Inspections of Private Swimming Pools

Under the provisions of Section 22 of the *Swimming Pools Act 1992* (the Act), and Clause 18 of the *Swimming Pools Regulation 2018* (the Regulation), Council is to provide details of inspections of private swimming pools.

Details	Number of inspections
Number of inspections of tourist and visitor accommodation	0
Number of inspections of premises with more than two (2) dwellings	0
Number of inspections that resulted in issuance of a certificate of compliance under Section 22D of the Act	4
Number of inspections that resulted in issuance of a certificate of non-compliance under Clause 18 of the Regulation	0



## 16. HUMAN RESOURCE ACTIVITIES

### 16.1 Staff Profile / Workforce Planning

#### Workforce Age Profile (Excluding Casual Staff): 30 June 2020

	Under 20	20-24	25-34	35-44*	45-54	55-64	65 and over	Total Staff
Admin & Finance	0	0	3	7	8	5	1	24
Children & Youth	0	0	2	1	1	0	0	4
Community Services	0	0	0	0	0	1	0	1
Economic Development	0	0	1	1	2	2	0	6
Glen Innes Aggregates	0	0	0	1	0	2	1	4
Infrastructure	0	0	2	10	9	8	2	31
Integrated Water Services	0	1	3	2	1	2	0	9
Library	0	1	0	1	2	0	1	5
Life Choices	0	1	5	4	8	6	3	27
Planning & Regulatory	0	0	2	4	6	5	1	18
Recreation & Open Spaces	0	0	0	6	1	2	0	9
Technical Services	0	1	0	3	1	2	0	7
<b>Totals</b>	<b>0</b>	<b>4</b>	<b>18</b>	<b>40</b>	<b>39</b>	<b>35</b>	<b>9</b>	<b>145</b>
<b>% of Total Workforce</b>	<b>0.00</b>	<b>2.75</b>	<b>12.42</b>	<b>27.59</b>	<b>26.90</b>	<b>24.14</b>	<b>6.20</b>	<b>100.00</b>

\* Most populated age bracket

#### Workforce Equal Employment Opportunity Statistics: 30 June 2020

	Total Staff	Male	Female	Aboriginal or Torres Strait Islanders	Racial, Ethnic, Ethno-religious Minority Groups	Non-English Speaking Back-ground	Persons with a Disability
Permanent Full-Time	110	73	37	2	0	1	0
Permanent Part-Time	31	6	25	4	0	1	0
Temporary Full-Time	4	2	2	0	0	0	0
Temporary Part-Time	0	0	0	0	0	0	0
Casual	39	15	24	2	0	1	1
<b>Total %</b>		<b>52.17%</b>	<b>47.83%</b>	<b>4.35%</b>	<b>0.00%</b>	<b>1.63%</b>	<b>0.54%</b>
<b>Total Staff</b>	<b>184</b>	<b>96</b>	<b>88</b>	<b>8</b>	<b>0</b>	<b>3</b>	<b>1</b>

## 16.2 Staff Consultative Committee

The Constitution of the Glen Innes Severn Council Staff Consultative Committee provides for the following representatives:

- Two (2) elected representatives from the Corporate and Community Services Directorate, one (1) or more of which shall be a member of the United Services Union (USU);
- Two (2) elected representatives from the Infrastructure Services Directorate, one (1) of which shall be a member of the Local Government Engineer's Association (LGEA) and the other a member of the USU;
- Two (2) elected representatives from the Development, Planning and Regulatory Services Directorate, one (1) of which shall be a member of the Development and Environmental Professionals Association (DEPA) and the other a member of the USU;
- Up to four (4) management representatives appointed by the General Manager;
- Ex officio members comprising Council's Manager of Administration and Human Resources and Human Resources Officer (Payroll), plus others as required.

Staff Consultative Committee meetings are held each month. The Committee keeps minutes of all meetings, signed by the Chair.

## 16.3 Recruitment and Selection

Council conducts all recruitment and selection activities in accordance with its Equal Employment Opportunity (EEO) Management Plan, EEO Policy, and recruitment and selection policies and procedures. All positions, including casual and short-term positions, are advertised to attract suitably qualified applicants.

Prior to advertising, each new or vacant position has a detailed position description developed, with selection criteria appropriate to the duties and responsibilities. Applicants are required to address each criterion.

Independent selection panels, approved by the Manager of Administration and Human Resources, make all selection recommendations or decisions. Where practicable, each panel will include at least one (1) member who is completely independent of Council.

All panel members receive instruction in merit-based recruitment principles/procedures and are required to declare conflicts of interest. Panel decisions/recommendations, and the reasons for such, are documented.

Applicants who are dissatisfied with the recruitment/selection process may appeal the decision to the General Manager.

## 16.4 Position Descriptions

Position descriptions are reviewed prior to positions being advertised or otherwise when a job is redesigned or has altered responsibilities. Each employee is provided with a copy of his/her position description when she/he is offered a position.

## 16.5 Employee Remuneration and Job Evaluation

Council has adopted a 24 Grade Salary System to complement the Bands and Levels in the Local Government (State) Award 2017. Positions are evaluated using the eComp™ Job Evaluation and Salary Management System for NSW Local Government. The Salary System and eComp™ system comprise Council's principal means of determining the salaries of staff other than Senior Staff.

## 16.6 Enterprise Bargaining

Council has no Registered Enterprise Agreements.

## 16.7 Equal Employment Opportunity

Refer to Section 8.13 of the Annual Report.

## 16.8 Staff Development and Training

New employees are inducted to ensure that staff obligations, rights and conditions of employment are covered at commencement. In addition to work site inductions, individual induction sessions are held for new employees.

Employees are required to participate in Council's annual skills / performance appraisal process, with appraisals occurring in June each year. Skills gaps and training requirements are identified through this process, and employees are provided with the training necessary to meet skill / competency requirements.

Council also provides staff with the opportunity to participate in its Study Incentives Policy, which aims to encourage employees to further develop their knowledge and skills through the provision of incentives to undertake education and training in work-related approved study courses.

The coronavirus pandemic had a significant negative impact on Council's ability to deliver training during 2019/2020; however, corporate training was provided in the following areas:

- Induction training for new staff;
- Work Health and Safety (WHS);
- Code of Conduct awareness.

In addition to the above training, individual sections provided an extensive range of training for their staff.

Council supported the following government-funded traineeships or apprenticeships:

- Automotive Technology;
- Local Government Regulatory Services;
- Water and Wastewater Plant Operation.

In addition to Council's formal training programs and traineeships, a number of staff members accessed Council's Study Incentives Policy during the year to further their education and professional development.

## 16.9 Grievance Management

Staff grievances are managed in accordance with Council's Grievance Resolution Policy and Procedures.

## 16.10 Work Health and Safety (WHS)

To meet its WHS obligations and manage workplace injuries, Council has adopted a:

- Work Health and Safety Policy;
- Work Health and Safety Management Plan;
- Workplace Injury Management and Return to Work Policy;
- Risk Management Policy;
- Smoke Free Workplace Policy;
- Sun Smart and Personal Protective Equipment Policy;
- First Aid Policy;
- Officers' Due Diligence Framework.

Council's agreed methods of workplace consultation under the *Work Health and Safety Act 2011* include workplace committees, Health and Safety Representatives (HSRs), team meetings and toolbox meetings. Safety issues or initiatives agreed on at a workplace level are referred to the WHS Consultative Group, which includes all members of Council's Management Executive team, HSRs, Council's WHS Co-ordinator and managers from high risk work groups. These arrangements have been in place since April 2012.

Council's WHS Management Plan sets out requirements for regular workplace hazard inspections and WHS audits, to ensure that workplaces are free from hazards and other risks. Council maintains a Hazardous Substances Register, Confined Spaces Register, Asbestos Register and WHS training registers. The WHS Co-ordinator reports workplace injuries and time lost to Council on a monthly basis.

In addition to the above, other WHS activities completed/undertaken included:

- Successful completion of the WHS Self Audit and Public Liability Audit as required by Council's insurer StateCover and StateWide Mutual respectively;
- Testing of fire-fighting equipment and emergency equipment at all worksites is in accordance with legislative requirements;
- Review of all accident reports and hazard/incident reports by the WHS Consultative Group with recommended appropriate actions where necessary;
- Attendance by Council representatives at meetings of the Northern Inland Risk Management Group and annual StateWide Mutual Risk Management Conference;
- Ergonomic assessments of office workstations and construction plant;
- Regular functional assessments for staff working in positions with high physical demands;
- Health screening for staff working in positions with potential exposure to dust related illnesses;
- Vaccinations for staff as part of Council's Vaccination Policy;
- Drug and alcohol testing conducted on a random basis throughout the year;
- Hearing tests for all staff identified as being high risk for hearing loss;
- Skin checks for all staff identified as being high risk for sun exposure.

Employees received the following WHS training:

- StateCover Recover at Work (Workers Compensation) information sessions;
- First Aid;
- Chemical Accreditation;
- High Risk Work Licence – Dogman;
- High Risk Work Licence – Forklift;
- Working Near Overhead Powerlines;
- Confined Space;
- Working at Heights;
- Asbestos removal training;
- RMS Prepare Work Zone Management Plan;
- Chainsaw – trim cut and fall trees.

## **16.11 Secondary Employment**

Council has adopted a Secondary Employment Policy, which may prohibit employees from engaging in secondary employment that does or could cause a conflict of interest with the employee's service with Council. Prior to engaging in employment that may constitute a conflict of interest, employees must apply to the General Manager for approval.

## **16.12 Exit of Staff**

It is Council's policy to conduct exit interviews with employees upon retirement, resignation or any other exit.

## **17. ACCESS AND EQUITY ACTIVITIES TO MEET RESIDENTS' NEEDS**

### **17.1 Children Services**

The Family Picnic Day for 2020 has been yet another victim of COVID-19 and the Government restrictions which apply to public gathering and movement. Dependent upon the lifting of restrictions, the 2021 event will be held prior to April 2021.

The Children and Family Services staff have continued the delivery of Early Intervention Supports under the National Disability Insurance Scheme (NDIS) this year.

Parenting programs were restricted due to COVID-19, however planning has continued with a minimum of two (2) events planned for 2020/2021. The events will be held at the Pool House in conjunction with other community groups such as the Benevolent Society, Glen Innes Family and Youth Support Services and Centacare.

The Glen Innes Severn Public Library delivers a range of children's programs which include onsite and offsite storytelling; school holiday activities; reader education resources and special celebrations such as a SANTA's visit at Christmas; WIRES visit with a tiny orphan kangaroo and the National Simultaneous Storytelling activities. These activities continued as per normal from July 2019 through to March 2020 and during COVID-19, the Library services were delivered online with weekly storytelling, online craft demonstrations and craft bags delivered with no contact during school holidays.

Available for loan are literacy and early reader resources, eBooks, Playaways, and free online databases for academic and reference purposes are offered to the Glen Innes Severn community.

### **17.2 Ageing Population Services**

Healthy Ageing programs for people of all ages and abilities remain central to Council's service provision. Tai Chi and Qi Gong are very popular, and Council receives excellent and frequent feedback on the positive outcomes that have resulted from these classes. Wellness, reablement, and independence are supported and encouraged across all service initiatives.

Direct support is provided for participation in a diverse range of activities in the home and community, facilitating choice and person-centred planning.

A variety of activities and outings are conducted for groups and individuals according to the preference of the consumer/s.

### 17.3 Services for People Who are Older and People with a Disability

Council's Community Access Committee advocate for people who are older and people with a disability in relation to access and safety of mobility. The committee make recommendations to Council for its consideration and many of the points raised have been included in Council works projects which have improved access generally for people of all abilities.

The Home Library Service at the Glen Innes Severn Public Library co-ordinates and delivers a personalised library service to frail, aged people, people with a disability and to their carers at private homes, hostels, nursing homes or hospitals across the communities of Glen Innes, Emmaville and Deepwater.

Specialised resources are provided for the visually impaired including Large Print, Talking Books, eReaders and Playaways. A Senior Kiosk with three (3) computers is available to service the needs of senior members.

During COVID-19 a Seniors Book Chat was organised and delivered via a teleconference link and allowed isolated seniors to chat with each other about their current reading material.

Council continues to provide innovative services equitably to people who are older, people who have a disability, and their carers across its Children and Family Services and Life Choices – Support Services. The community services teams adopt a person-centred approach which focuses on the individuals needs and goals and then style assistance types to best assist the individual to meet and achieve their goals.

### 17.4 Aboriginal Community Services

Council staff support the Aboriginal Consultative Committee with attendance and participation at quarterly meetings. The committee is made up of representatives from a variety of local interest groups including Armajum and the Lands Council. The committee facilitates a forum for developing and maintaining meaningful communication which supports and encourages reconciliation with the wider community.

Council facilitates several playgroups for children from 0 to five (5) years. All of the playgroups were suspended at the height of COVID-19 between March and July 2020. They have since recommenced with an aboriginal specific Playgroup (Jarjums) facilitated at the Pool House each Thursday morning. The playgroup provides parenting information and support, nutritional advice in conjunction with a healthy snack along with a safe and supported play time for the children.

Council continues to work within the Targeted Earlier Intervention Program reform across Youth Services and Children and Family Services.



## 17.5 Women's Services

Council continues to support the 'Safe in our Town' domestic violence initiative and works collaboratively to assist women who suffer domestic violence.

For International Women's Day (IWD) in March 2020, Council hosted an inclusive fashion parade, Indonesian dancers and a digeridoo performance at the Library, with finger food and entertainment. The 2020 campaign was 'Each for Equal' and the campaign theme provided a unified direction to guide and galvanize continuous collective action, with activity reinforced and amplified all year.

There was a focus on local businesswoman this year with a performance by a group of Indonesian women performing a dance about women and motherhood, a Ngoorabul, Bob Blair, giving the Acknowledgement to Country and a digeridoo performance. The speakers were Christine Gellie, from Rose Farm at Guyra who had successfully diversified her pastoral grazing farm with growing roses and the second speaker was Hollie Smith, the owner and Manager of Coffee Incident, a local café that reflects her personality and style through her décor and menu.

## 17.6 Young People's Services

The Family Picnic Day for 2020 was cancelled due to Government restrictions for Public Movement and Gatherings due to COVID-19.

During July 2019 Council opened its youth meeting place (later named The Youth Booth) at the 152 Wentworth Street building formerly occupied by Northern Community Care. Council's Youth Worker and volunteers facilitate a meeting place for young people aged between 12 and 18 years with games, activities and a healthy snack on offer Tuesday to Thursday each week through the school term.

After a slow start the attendance gradually increased and during February 2020 there were consistently more than 30 attendees per day. There were some problems experienced with behaviours at this time and then during March the venue was closed in accordance with the COVID-19 Government guidelines.

The Youth Booth remained closed until the third week of August 2020. There were some benefits from the closure. The Youth Worker maintained in contact with young people via electronic means and developed activity packs and other interesting tasks which were delivered via social media.

Council was successful in attracting Grant Funding to renovate The Youth Booth kitchen and to erect a Covered Outdoor Learning Area (COLA). The works were completed during the closure. The building underwent a complete refurbishment with a new kitchen, fresh paint and floor coverings along with some youth suggested additions, such as a handball court, outdoor art boards, and bag hooks for school bags.

Also implemented, in consultation with the young people, were new boundaries and rules for becoming a member at The Youth Booth. These measures have significantly changed the environment, and it is currently operating very successfully in accordance with the current NSW Public Health Orders.

The Youth Advisory Committee now hold their meetings at the sparkling new Glen Innes Youth Booth.

The annual Youth Week event called LIVE@ The Library where school students give musical, band and dance performances was cancelled due to the Government restrictions for Public Movement and Gatherings due to COVID-19.

## **17.7 People with Culturally and Linguistically Diverse Background Services**

Despite a significant amount of planning and preparation, the 2020 Harmony Day celebration was cancelled due to the Government restrictions for Public Movement and Gatherings due to COVID-19.

## **17.8 Disability Inclusion Action Plan**

Council continues to progress the actions of the Disability Inclusion Action Plan 2017-2021. Whilst some events and forums have been compromised or cancelled due to NSW Public Health Orders during the second half of the year, Council has endeavoured to maintain its focus on inclusion and supporting people of all abilities within the community.

### Building Positive Attitudes

Council staff continue to provide administrative support to the Community Access Committee which is regularly attended by people with a disability to have valuable input.

Liaison with the Police and monitoring by the Community Access Committee members, continues to achieve compliance with only eligible people parking in accessible parking zones.

### Creating Liveable Communities

The Mobility Brochure (including the document link) is promoted on Council's website and positive feedback has been received from locals and visitors. A guide to accessible places to visit has been developed and is available on Council's website for the benefit of residents and tourists to Glen Innes.

Stickers remain in use in businesses to welcome people of all abilities and display the business phone number to call if barriers to access are encountered.

Accessible Systems, Information or Processes

Feedback from the community residents that are blind continues to be positive in relation to accessing Council's information.

Positive feedback on the progress of Council's initiatives has been gained through individual feedback, both to Council staff and through the Community Access Committee members.

## **18. ANNEXURES**

**A: Audited Financial Statements for the year ended 30 June 2020**

**B: Report on the 4 Year Delivery Program (2017-2021) and Operational Plan for 2019/2020**

# ANNEXURE A

## Glen Innes Severn Council

ANNUAL FINANCIAL STATEMENTS  
for the year ended 30 June 2020

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*"Embracing Change, Building on History"*



# Glen Innes Severn Council

GENERAL PURPOSE FINANCIAL STATEMENTS  
for the year ended 30 June 2020

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*"Embracing Change, Building on History"*



# General Purpose Financial Statements

for the year ended 30 June 2020

Contents	Page
<b>1. Understanding Council's Financial Statements</b>	<b>3</b>
<b>2. Statement by Councillors &amp; Management</b>	<b>4</b>
<b>3. Primary Financial Statements:</b>	
Income Statement	5
Statement of Comprehensive Income	6
Statement of Financial Position	7
Statement of Changes in Equity	8
Statement of Cash Flows	9
<b>4. Notes to the Financial Statements</b>	<b>10</b>
<b>5. Independent Auditor's Reports:</b>	
On the Financial Statements (Sect 417 [2])	93
On the Conduct of the Audit (Sect 417 [3])	96

## Overview

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

265 Grey Street  
Glen Innes NSW 2370

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

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

A description of the nature of Council's operations and its principal activities are provided in Note 2(b).

Through the use of the internet, we have ensured that our reporting is timely, complete and available at minimum cost. All press releases, financial statements and other information are publicly available on our website: [www.gisc.nsw.gov.au](http://www.gisc.nsw.gov.au).

## General Purpose Financial Statements

for the year ended 30 June 2020

## Understanding Council's Financial Statements

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### Introduction

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

### What you will find in the Statements

The financial statements set out the financial performance, financial position and cash flows of Council for the financial year ended 30 June 2020.

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

### About the Councillor/Management Statement

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

### About the Primary Financial Statements

The financial statements incorporate five "primary" financial statements:

#### 1. The Income Statement

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

#### 2. The Statement of Comprehensive Income

Primarily records changes in the fair value of Council's Infrastructure, Property, Plant and Equipment.

#### 3. The Statement of Financial Position

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

#### 4. The Statement of Changes in Equity

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

#### 5. The Statement of Cash Flows

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

### About the Notes to the Financial Statements

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

### About the Auditor's Reports

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

In NSW the auditor provides 2 audit reports:

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

### Who uses the Financial Statements?

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

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

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

## Glen Innes Severn Council

### General Purpose Financial Statements

for the year ended 30 June 2020

#### Statement by Councillors and Management

made pursuant to Section 413(2)(c) of the Local Government Act 1993 (NSW) (as amended)

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

- the *Local Government Act 1993 (NSW)* (as amended) and the regulations made thereunder,
- the Australian Accounting Standards and professional pronouncements, and
- the *Local Government Code of Accounting Practice and Financial Reporting*.

**To the best of our knowledge and belief, these statements:**

- present fairly the Council's operating result and financial position for the year,
- accord with Council's accounting and other records.

**We are not aware of any matter that would render these statements false or misleading in any way.**

**Signed in accordance with a resolution of Council made on 24 September 2020.**



Carol SPARKS

Mayor

24 September 2020



Craig BENNETT

General Manager

24 September 2020



Dianne NEWMAN

Deputy Mayor

24 September 2020



Anna WATT

Responsible Accounting Officer

24 September 2020



## Income Statement

for the year ended 30 June 2020

Original unaudited budget 2020	\$ '000	Notes	Actual 2020	Actual 2019
<b>Income from continuing operations</b>				
11,563	Rates and annual charges	3a	11,390	11,135
3,571	User charges and fees	3b	3,319	3,874
6,264	Other revenues	3c	3,505	2,599
11,448	Grants and contributions provided for operating purposes	3d,3e	11,637	9,395
2,329	Grants and contributions provided for capital purposes	3d,3e	2,774	2,323
584	Interest and investment income	4	398	601
540	Net gains from the disposal of assets	6	—	—
216	Rental income	13e	177	—
36,515	<b>Total income from continuing operations</b>		33,200	29,927
<b>Expenses from continuing operations</b>				
8,784	Employee benefits and on-costs	5a	10,551	9,247
1,087	Borrowing costs	5b	887	897
11,426	Materials and contracts	5c	7,740	6,726
5,473	Depreciation and amortisation	5d	7,482	6,344
4,756	Other expenses	5e	4,364	4,189
—	Net losses from the disposal of assets	6	1,276	2,449
31,526	<b>Total expenses from continuing operations</b>		32,300	29,852
4,989	<b>Operating result from continuing operations</b>		900	75
4,989	<b>Net operating result for the year</b>		900	75
4,989	Net operating result attributable to council		900	75
2,660	<b>Net operating result for the year before grants and contributions provided for capital purposes</b>		(1,874)	(2,248)

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

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

## Statement of Comprehensive Income

for the year ended 30 June 2020

\$ '000	Notes	2020	2019
<b>Net operating result for the year (as per Income Statement)</b>		<b>900</b>	<b>75</b>
<b>Other comprehensive income:</b>			
Amounts which will not be reclassified subsequently to the operating result			
Gain (loss) on revaluation of IPP&E	10	36,773	6,018
<b>Total items which will not be reclassified subsequently to the operating result</b>		<b>36,773</b>	<b>6,018</b>
<b>Total other comprehensive income for the year</b>		<b>36,773</b>	<b>6,018</b>
<b>Total comprehensive income for the year</b>		<b>37,673</b>	<b>6,093</b>
 Total comprehensive income attributable to Council		 37,673	 6,093

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

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

# Statement of Financial Position

as at 30 June 2020

\$ '000	Notes	2020	2019
<b>ASSETS</b>			
<b>Current assets</b>			
Cash and cash equivalents	7(a)	7,227	5,511
Investments	7(b)	13,400	17,000
Receivables	8	2,157	2,665
Inventories	9a	2,969	2,042
Contract assets	12a	502	—
Other	9b	9	22
<b>Total current assets</b>		<b>26,264</b>	<b>27,240</b>
<b>Non-current assets</b>			
Receivables	8	122	274
Infrastructure, property, plant and equipment	10	314,083	278,242
Investment property	11	170	170
Right of use assets	13a	814	—
<b>Total non-current assets</b>		<b>315,189</b>	<b>278,686</b>
<b>Total assets</b>		<b>341,453</b>	<b>305,926</b>
<b>LIABILITIES</b>			
<b>Current liabilities</b>			
Payables	14	1,937	3,944
Income received in advance	14	—	1,383
Contract liabilities	12b	2,755	—
Lease liabilities	13b	174	—
Borrowings	14	1,598	1,594
Provisions	15	2,347	2,346
<b>Total current liabilities</b>		<b>8,811</b>	<b>9,267</b>
<b>Non-current liabilities</b>			
Payables	14	175	7
Lease liabilities	13b	737	—
Borrowings	14	11,358	13,319
Provisions	15	4,269	4,543
<b>Total non-current liabilities</b>		<b>16,539</b>	<b>17,869</b>
<b>Total liabilities</b>		<b>25,350</b>	<b>27,136</b>
<b>Net assets</b>		<b>316,103</b>	<b>278,790</b>
<b>EQUITY</b>			
Accumulated surplus	16	146,988	146,448
Revaluation reserves	16	169,115	132,342
<b>Council equity interest</b>		<b>316,103</b>	<b>278,790</b>
<b>Total equity</b>		<b>316,103</b>	<b>278,790</b>

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

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

## Statement of Changes in Equity

for the year ended 30 June 2020

\$ '000	Notes	as at 30/06/20			as at 30/06/19		
		Accumulated surplus	IPP&E revaluation reserve	Total equity	Accumulated surplus	IPP&E revaluation reserve	Total equity
Opening balance		146,448	132,342	278,790	147,387	127,591	274,978
Correction of prior period errors		–	–	–	(1,014)	(1,267)	(2,281)
Changes due to AASB 1058 and AASB 15 adoption	16	(360)	–	(360)	–	–	–
Changes due to AASB 16 adoption	16	–	–	–	–	–	–
<b>Restated opening balance</b>		<b>146,088</b>	<b>132,342</b>	<b>278,430</b>	<b>146,373</b>	<b>126,324</b>	<b>272,697</b>
Net operating result for the year		900	–	900	75	–	75
<b>Restated net operating result for the period</b>		<b>900</b>	<b>–</b>	<b>900</b>	<b>75</b>	<b>–</b>	<b>75</b>
<b>Other comprehensive income</b>							
– Gain (loss) on revaluation of IPP&E	10	–	36,773	36,773	–	6,018	6,018
<b>Other comprehensive income</b>		<b>–</b>	<b>36,773</b>	<b>36,773</b>	<b>–</b>	<b>6,018</b>	<b>6,018</b>
<b>Total comprehensive income</b>		<b>900</b>	<b>36,773</b>	<b>37,673</b>	<b>75</b>	<b>6,018</b>	<b>6,093</b>
<b>Equity – balance at end of the reporting period</b>		<b>146,988</b>	<b>169,115</b>	<b>316,103</b>	<b>146,448</b>	<b>132,342</b>	<b>278,790</b>

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

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

## Statement of Cash Flows

for the year ended 30 June 2020

Original unaudited budget 2020	\$ '000	Notes	Actual 2020	Actual 2019 <sup>1</sup>
<b>Cash flows from operating activities</b>				
<b>Receipts:</b>				
11,563	Rates and annual charges		11,511	10,654
3,571	User charges and fees		2,127	3,664
584	Investment and interest revenue received		511	608
13,777	Grants and contributions		16,304	11,718
7,020	Other		5,847	4,724
<b>Payments:</b>				
(8,784)	Employee benefits and on-costs		(10,486)	(9,944)
(11,426)	Materials and contracts		(11,052)	(4,572)
(1,087)	Borrowing costs		(821)	(867)
–	Bonds, deposits and retention amounts refunded		(1)	(3)
(4,756)	Other		(6,138)	(4,992)
10,462	<b>Net cash provided (or used in) operating activities</b>	17b	7,802	10,990
<b>Cash flows from investing activities</b>				
<b>Receipts:</b>				
–	Sale of investment securities		3,600	–
540	Sale of infrastructure, property, plant and equipment		160	176
–	Deferred debtors receipts		–	246
<b>Payments:</b>				
(13,430)	Purchase of infrastructure, property, plant and equipment		(8,200)	(8,685)
(12,890)	<b>Net cash provided (or used in) investing activities</b>		(4,440)	(8,263)
<b>Cash flows from financing activities</b>				
<b>Payments:</b>				
(1,536)	Repayment of borrowings and advances		(1,536)	(1,487)
(70)	Lease liabilities (principal repayments)		(110)	–
(1,606)	<b>Net cash flow provided (used in) financing activities</b>		(1,646)	(1,487)
(4,034)	<b>Net increase/(decrease) in cash and cash equivalents</b>		1,716	1,240
5,511	Plus: cash and cash equivalents – beginning of year	17a	5,511	4,271
1,477	<b>Cash and cash equivalents – end of the year</b>	17a	7,227	5,511
13,400	plus: Investments on hand – end of year	7(b)	13,400	17,000
14,877	<b>Total cash, cash equivalents and investments</b>		20,627	22,511

(1) Please refer to Note 13 for Prior Period Adjustments

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

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

## Notes to the Financial Statements

for the year ended 30 June 2020

## Contents of the Notes accompanying the General Purpose Financial Statements

Note	Details	Page
1	Basis of preparation	11
2(a)	Council functions/activities – financial information	15
2(b)	Council functions/activities – component descriptions	16
3	Revenue from continuing operations	17
4	Interest and investment income	24
5	Expenses from continuing operations	25
6	Gain or loss from disposal of assets	29
7(a)	Cash and cash equivalents	30
7(b)	Investments	30
7(c)	Restricted cash, cash equivalents and investments	31
8	Receivables	33
9	Inventories and other assets	35
10	Infrastructure, property, plant and equipment	36
11	Owned Investment property	40
12	Contract assets and liabilities	41
13	Leases	42
14	Payables and borrowings	48
15	Provisions	52
16	Accumulated surplus, revaluation reserves, changes in accounting policies, changes in accounting estimates and errors	55
17	Statement of cash flow information	60
18	Interests in other entities	61
19	Commitments	63
20	Contingencies	65
21	Financial risk management	69
22	Material budget variations	72
23	Fair Value Measurement	74
24	Related party disclosures	82
25	Events occurring after the reporting date	84
26	Statement of developer contributions	84
27	Result by fund	86
28(a)	Statement of performance measures – consolidated results	87
28(b)	Statement of performance measures – by fund	89
	<b>Additional Council disclosures (unaudited)</b>	
28(c)	Statement of performance measures – consolidated results (graphs)	90
29	Council information and contact details	92

## Notes to the Financial Statements

for the year ended 30 June 2020

### Note 1. Basis of preparation

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These financial statements were authorised for issue by Council on 24 September 2020. Council has the power to amend and reissue these financial statements in cases where critical information is received from public submissions or where the OLG directs Council to amend the financial statements.

The principal accounting policies adopted in the preparation of these consolidated financial statements are set out below.

These policies have been consistently applied to all the years presented, unless otherwise stated.

These general purpose financial statements have been prepared in accordance with Australian Accounting Standards and Australian Accounting Interpretations, the *Local Government Act 1993 (NSW)* and Regulations, and the Local Government Code of Accounting Practice and Financial Reporting.

Council is a not for-profit entity for the purpose of preparing these financial statements.

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

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

- Income statement
- Statement of cash flows
- Note 21 – Material budget variations

and are clearly marked.

#### **COVID-19**

The outbreak of the Novel Coronavirus (COVID-19), declared by the World Health Organisation as a “Global Pandemic” on 11 March 2020, has impacted global financial markets. Travel restrictions have been implemented by many countries.

Potential impact of the pandemic on financial reporting for the year ended 30 June 2020 was performed through analysis of the following categories:

- Impairment of financial and non-financial assets
- Potential provisions for onerous contracts and future rehabilitation works
- Financial liabilities as a result of breach of existing contracts
- Fair value assessment of non-financial assets
- Income and revenue
- Contingent assets as a result of insurance recoveries
- COVID-19 stimulus packages
- Employee benefits
- Going concern

Analysis of the above categories was also performed considering after the balance sheet date developments of the pandemic effects in Australia and overseas.

Based on analysis performed, Council did not find any potential material adjustments required to be done as a result of the pandemic. Even though the pandemic had a widespread effect on slowing down economies around the world, as at 30 June 2020 it is hard to predict any significant future implications on Council’s business. Council’s business operations remain on the same pattern. Council is not aware of any post balance sheet date events which would result in separate disclosures or adjustments to the 30 June 2020 financial results. Hence, 30 June 2020 financial statements were prepared on a going concern basis.

#### **(a) Historical cost convention**

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

#### **(b) Significant accounting estimates and judgements**

## Notes to the Financial Statements

for the year ended 30 June 2020

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

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

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

#### Critical accounting estimates and assumptions

Council makes estimates and assumptions concerning the future.

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

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

- (i) estimated fair values of investment properties – refer Note 11
- (ii) estimated fair values of infrastructure, property, plant and equipment – refer Note 10
- (iii) estimated tip remediation provisions – refer Note 15
- (iv) employee benefit provisions – refer Note 15.

#### Significant judgements in applying the council's accounting policies

- (v) Impairment of receivables

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

### Monies and other assets received by Council

#### (a) The Consolidated Fund

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

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

- General purpose operations
- Water service
- Sewerage service
- Australia Day Committee
- Australian Standing Stones Management Board
- Emmaville Mining Museum Committee
- Glen Innes and District Sports Council
- Minerama Committee
- Pinkett Recreation Reserve Management Committee
- Stonehenge Recreation Reserve Trust
- Emmaville War Memorial Hall Committee
- Open Space Committee
- Glen Elgin Federation Sports Committee

#### (b) The Trust Fund

In accordance with the provisions of Section 411 of the *Local Government Act 1993 (NSW)* (as amended), a separate and distinct Trust Fund is maintained to account for all money and property received by the council in trust which must be applied only for the purposes of, or in accordance with, the trusts relating to those monies.

Trust monies and property subject to Council's control have been included in these reports.

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



## Notes to the Financial Statements

for the year ended 30 June 2020

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

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#### Goods and Services Tax (GST)

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

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

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

#### Volunteer services

Council relies on volunteer service within Economic Affairs and Community Services. Council cannot measure the value of volunteer services reliably therefore volunteer services are not required to be recognised.

#### New accounting standards and interpretations issued not yet effective

Certain new accounting standards and interpretations (ie. pronouncements) have been published by the Australian Accounting Standards Board that are not mandatory for the 30 June 2020 reporting period.

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

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

##### **AASB 1059 Service Concession Arrangements: Grantors**

##### **AASB 2018-5 Amendments to Australian Accounting Standards - Deferral of AASB 1059**

##### **AASB 2019-2 Amendments to Australian Accounting Standards – Implementation of AASB 1059**

This standard provides guidance for public sector entities (grantors) who have entered into service concession arrangements with private sector operators.

AASB 1059 requires grantors to recognise a service concession asset and, in most cases, a corresponding liability on the balance sheet.

A control approach is used to assess the service concession arrangements in place.

On initial recognition the asset is measured at current replacement cost based on AASB 13 Fair Value Measurement and existing assets of the grantors are reclassified at the date of transition.

After initial recognition, the grantor accounts for the assets under either AASB 116 Property, Plant and Equipment or AASB 138 Intangible Assets.

The nature of the consideration given to the operator will affect whether the grantor applies either the 'financial liability' or the 'grant of right' model for the recognition of the liability.

AASB 2019-2 makes amendments to the recognition and measurement of the asset and liability where the modified retrospective approach to transition is being used and provides a practical expedient due to the different effective dates of AASB 16 and AASB 1059.

**Council does not expect any material impact to future financial statements as we do not generally enter into service concession arrangements.**

This standard has an effective date for the 30 June 2021 reporting period.

##### **AASB2014-10 Sale or Contribution of Assets between an Investor and its Associate or Joint Venture**

##### **AASB2015-10 Amendments to Australian Accounting Standards – Effective Date of Amendments to AASB 10 and AASB 128**

## Notes to the Financial Statements

for the year ended 30 June 2020

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

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#### **AASB 2017-5 Amendments to Australian Accounting Standards – Effective Date of Amendments to AASB 10 and AASB 128 and Editorial Corrections**

The standard amendments address an acknowledged inconsistency between the requirements in AASB10 and those in AASB128 (2011) in dealing with the sale or contribution of assets between an investor and its associate or joint venture.

These amendments will only impact Council where there has been a sale or contribution of assets between Council and any Joint Venture or Associate.

The main consequence of the amendments is that a full gain or loss is recognised when a transaction involves a business (whether it is housed in a subsidiary or not). A partial gain or loss is recognised when a transaction involves assets that do not constitute a business, even if these assets are housed in a subsidiary.

#### **New accounting standards adopted during the year**

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

- AASB 16 Leases
- AASB 15 Revenue from contracts with customers and associated amending standards.
- AASB 1058 Income of Not-for-profit entities

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

## Notes to the Financial Statements

for the year ended 30 June 2020

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

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

\$ '000	Income from continuing operations		Expenses from continuing operations		Operating result from continuing operations		Grants included in income from continuing operations		Carrying amount of assets	
	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019
<b>Functions or activities</b>										
Administration	817	1,350	6,087	6,770	(5,270)	(5,420)	10	39	30,891	92,812
Community services and education	3,150	3,296	3,466	3,412	(316)	(116)	2,454	2,644	2,177	2,239
Economic affairs	2,437	1,511	2,399	2,197	38	(686)	1,695	299	4,120	491
Environment	2,415	2,233	1,474	1,353	941	880	–	9	17,829	12,499
General Purpose	9,790	9,395	112	7	9,678	9,388	2,900	2,876	–	–
Governance	6	2	440	480	(434)	(478)	–	–	–	–
Health	17	13	110	92	(93)	(79)	–	–	–	–
Housing and community amenities	297	359	392	591	(95)	(232)	12	60	–	–
Mining, manufacturing and construction	3,159	1,856	2,978	1,292	181	564	–	–	5,874	5,377
Public order and safety	762	212	1,857	824	(1,095)	(612)	4	–	88	296
Recreation and culture	1,566	937	2,489	2,599	(923)	(1,662)	1,379	762	17,245	1,839
Sewerage services	1,820	1,789	1,669	1,486	151	303	–	–	26,819	26,707
Transport and communication	4,582	4,248	6,447	6,231	(1,865)	(1,983)	3,555	3,296	203,519	130,895
Water supplies	2,382	2,726	2,380	2,518	2	208	25	25	32,891	32,771
<b>Total functions and activities</b>	<b>33,200</b>	<b>29,927</b>	<b>32,300</b>	<b>29,852</b>	<b>900</b>	<b>75</b>	<b>12,034</b>	<b>10,010</b>	<b>341,453</b>	<b>305,926</b>

## Notes to the Financial Statements

for the year ended 30 June 2020

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

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

#### Governance

Includes costs relating to Council's role as a component of democratic government, including elections, members' fees and expenses, subscriptions to local authority associations, meetings of Council and policymaking committees, public disclosure (e.g. GIPA), and legislative compliance.

#### Administration

Includes corporate support and other support services, engineering works, and any Council policy compliance.

#### Public order and safety

Includes Council's fire and emergency services levy, fire protection, emergency services, beach control, enforcement of regulations and animal control.

#### Health

Includes immunisation, food control, health centres etc.

#### Environment

Includes noxious plants and insect/vermin control; other environmental protection; solid waste management, including domestic waste; other waste management; other sanitation; and garbage, street cleaning, drainage and stormwater management.

#### Community services and education

Includes administration and education; social protection (welfare); migrant, Aboriginal and other community services and administration (excluding accommodation - as it is covered under 'housing and community amenities'); youth services; aged and disabled persons services; children's services, including family day care; child care; and other family and children services.

#### Housing and community amenities

Includes public cemeteries; public conveniences; street lighting; town planning; other community amenities, including housing development and accommodation for families and children, aged persons, disabled persons, migrants and Indigenous persons.

#### Water supplies

Includes provision of water services to the community.

#### Sewerage services

Includes provision of sewerage services to the community.

#### Recreation and culture

Includes public libraries; museums; art galleries; community centres and halls, including public halls and performing arts venues; sporting grounds and venues; swimming pools; parks; gardens; lakes; and other sporting, recreational and cultural services.

#### Mining, manufacturing and construction

Includes building control, quarries and pits, mineral resources, and abattoirs.

#### Transport and communication

Urban local, urban regional, includes sealed and unsealed roads, bridges, footpaths, parking areas, and aerodromes.

## Notes to the Financial Statements

for the year ended 30 June 2020

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

**Economic affairs**

Includes camping areas and caravan parks; tourism and area promotion; industrial development promotion; sale yards and markets; real estate development; commercial nurseries; and other business undertakings.

**General Purpose**

Provide additional information about the objectives of each function or activity.

## Note 3. Revenue from continuing operations

\$ '000	AASB	2020	2019
<b>(a) Rates and annual charges</b>			
<b>Ordinary rates</b>			
Residential	1058 (1)	3,109	3,085
Farmland	1058 (1)	3,082	3,028
Business	1058 (1)	711	651
Less: pensioner rebates (mandatory)		(143)	(142)
Less: pensioner rebates (Council policy)		(117)	(116)
<b>Rates levied to ratepayers</b>		<b>6,642</b>	<b>6,506</b>
Pensioner rate subsidies received		112	105
<b>Total ordinary rates</b>		<b>6,754</b>	<b>6,611</b>
<b>Annual charges</b>			
(pursuant to s.496, s.496A, s.496B, s.501 & s.611)			
Domestic waste management services	1058 (1)	1,196	1,169
Water supply services	1058 (1)	1,129	1,100
Sewerage services	1058 (1)	1,654	1,611
Drainage	1058 (1)	316	309
Less: pensioner rebates (mandatory)		(76)	(75)
Less: pensioner rebates (Council policy)		(62)	(61)
Waste facility management levies	1058 (1)	363	363
<b>Annual charges levied</b>		<b>4,520</b>	<b>4,416</b>
Pensioner subsidies received:			
– Water		40	37
– Sewerage		39	36
– Domestic waste management		37	35
<b>Total annual charges</b>		<b>4,636</b>	<b>4,524</b>
<b>TOTAL RATES AND ANNUAL CHARGES</b>		<b>11,390</b>	<b>11,135</b>

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

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

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

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

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

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

## Notes to the Financial Statements

for the year ended 30 June 2020

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

**Accounting policy for rates and charges**

Rates and annual charges are recognised as revenue when the Council obtains control over the assets comprising these receipts which is the beginning of the rating period to which they relate. Prepaid rates are recognised as a financial liability until the beginning of the rating period.

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

Pensioner rate subsidies are received from the NSW Government to provide a contribution towards the pensioner rebates and are in substance, a rates payment.

**2019 accounting policy**

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

\$ '000	AASB	2020	2019
<b>(b) User charges and fees</b>			
<b>Specific user charges</b>			
(per s.502 - specific 'actual use' charges)			
Water supply services	15 (2)	1,133	1,452
Sewerage services	15 (2)	31	42
Waste management services (non-domestic)	15 (1)	436	250
Other	15 (2)	3	4
<b>Total specific user charges</b>		<b>1,603</b>	<b>1,748</b>
<b>Other user charges and fees</b>			
<b>(i) Fees and charges – statutory and regulatory functions (per s.608)</b>			
Planning and building regulation	15 (1)	49	75
Private works – section 67	15 (2)	275	418
Regulatory/ statutory fees	15 (1)	67	60
Town planning	15 (1)	46	41
<b>Total fees and charges – statutory/regulatory</b>		<b>437</b>	<b>594</b>
<b>(ii) Fees and charges – other (incl. general user charges (per s.608))</b>			
Cemeteries	15 (1)	147	146
Child care	15 (2)	187	161
Leaseback fees – Council vehicles		–	61
Saleyards	15 (1)	182	343
Swimming centres	15 (1) & 15 (2)	119	102
Quarries and gravel pits	15 (1) & (2)	598	678
Trade waste fees	15 (1)	43	33
Other	15 (1)	3	8
<b>Total fees and charges – other</b>		<b>1,279</b>	<b>1,532</b>
<b>TOTAL USER CHARGES AND FEES</b>		<b>3,319</b>	<b>3,874</b>

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

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

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

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

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

## Notes to the Financial Statements

for the year ended 30 June 2020

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

**Accounting policy for user charges and fees**

Revenue arising from user charges and fees is recognised when or as the performance obligation is completed and the customer receives the benefit of the goods/services being provided.

The performance obligation relates to the specific services which are provided to the customers and generally the payment terms are within 30 days of the provision of the service or in some cases such as caravan parks, the customer is required to pay on arrival. There is no material obligation for Council in relation to refunds or returns.

Where an upfront fee is charged such as membership fees for leisure centre the fee is recognised on a straight-line basis over the expected life of membership.

Licences granted by Council are either short-term or low value and all revenue from licences is recognised at the time that the licence is granted rather than the term of the licence.

**2019 accounting policy**

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

\$ '000	AASB	2020	2019
<b>(c) Other revenues</b>			
Rental income – investment property		–	18
Rental income – other council properties (2019 only)	15 (2)	1	123
Fines	1058 (1)	13	81
Legal fees recovery – rates and charges (extra charges)	1058 (1)	63	–
Legal fees recovery – other	1058 (1)	29	32
Commissions and agency fees	15 (2)	27	32
Diesel rebate	1058 (1)	118	83
Recycling income (non-domestic)	15 (1)	39	54
Sales – general	1058 (1) & 15(1)	52	77
Aged and disabled	15 (1)	32	46
Insurance rebates and incentives	1058 (1)	65	50
Sales – quarries and gravel pits	15 (1)	2,499	1,122
Tourism sales	15 (1)	103	338
Found Assets		286	248
Other	1058 (1) & 15 (1)	178	295
<b>TOTAL OTHER REVENUE</b>		<b>3,505</b>	<b>2,599</b>

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

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

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

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

**Accounting policy for other revenue**

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

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

**2019 accounting policy**

Council recognises revenue when the amount of revenue can be reliably measured, it is probable that future economic benefits will flow to the Council and specific criteria have been met for each of the Council's activities as described below. Council

## Notes to the Financial Statements

for the year ended 30 June 2020

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

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bases its estimates on historical results, taking into consideration the type of customer, the type of transaction and the specifics of each arrangement.

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

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

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

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



## Notes to the Financial Statements

for the year ended 30 June 2020

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

\$ '000	AASB	Operating 2020	Operating 2019	Capital 2020	Capital 2019
<b>(d) Grants</b>					
<b>General purpose (untied)</b>					
<b>Current year allocation</b>					
Financial assistance – general component	1058 (1)	1,409	1,412	–	–
Financial assistance – local roads component	1058 (1)	697	691	–	–
<b>Payment in advance - future year allocation</b>					
Financial assistance – general component	1058 (1)	1,492	1,464	–	–
Financial assistance – local roads component	1058 (1)	741	718	–	–
<b>Total general purpose</b>		<b>4,339</b>	<b>4,285</b>	<b>–</b>	<b>–</b>
<b>Specific purpose</b>					
Water supplies	1058 (1)	–	–	25	25
Aerodromes	1058 (1)	–	–	100	–
Aged care	15 (2)	2,242	2,514	–	–
Child care	1058 (1)	81	65	–	–
Employment and training programs	1058 (1)	5	–	–	–
Library	1058 (1)	85	50	–	–
LIRS subsidy	1058 (1)	138	154	–	–
Noxious weeds		–	9	–	–
Recreation and culture	1058 (1) & (2)	432	–	861	751
Traffic route subsidy		–	38	–	–
Transport (roads to recovery)	1058 (1)	1,273	1,008	–	–
Transport (other roads and bridges funding)	1058 (1) & (2)	325	–	280	686
Aboriginal services	1058 (1)	44	43	–	–
Tourism and area promotion	1058 (1) & (2)	1,011	299	685	–
Town planning	1058 (1)	11	10	–	50
Youth services	1058 (1)	87	23	–	–
Other	1058 (1)	6	–	–	–
Animal	1058 (1)	4	–	–	–
<b>Total specific purpose</b>		<b>5,744</b>	<b>4,213</b>	<b>1,951</b>	<b>1,512</b>
<b>Total grants</b>		<b>10,083</b>	<b>8,498</b>	<b>1,951</b>	<b>1,512</b>
<b>Grant revenue is attributable to:</b>					
– Commonwealth funding		7,803	7,933	–	275
– State funding		1,917	565	1,157	1,237
– Other funding		363	–	794	–
		<b>10,083</b>	<b>8,498</b>	<b>1,951</b>	<b>1,512</b>

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

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

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

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

## Notes to the Financial Statements

for the year ended 30 June 2020

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

\$ '000	Notes	AASB	Operating 2020	Operating 2019	Capital 2020	Capital 2019
<b>(e) Contributions</b>						
<b>Developer contributions:</b>						
<b>(s7.4 &amp; s7.11 - EP&amp;A Act, s64 of the LGA):</b>						
<b>Cash contributions</b>						
S 7.11 – contributions towards amenities/services		1058 (1)	–	–	169	172
S 64 – water supply contributions		1058 (1)	–	–	2	28
S 64 – sewerage service contributions		1058 (1)	–	–	2	10
<b>Total developer contributions – cash</b>			<b>–</b>	<b>–</b>	<b>173</b>	<b>210</b>
<b>Total developer contributions</b>	26		<b>–</b>	<b>–</b>	<b>173</b>	<b>210</b>
<b>Other contributions:</b>						
<b>Cash contributions</b>						
Recreation and culture		1058 (1)	16	15	–	–
RMS contributions (regional roads, block grant)		1058 (1) & (2)	230	165	633	560
Sewerage (excl. section 64 contributions)		1058 (1)	–	–	13	8
Water supplies (excl. section 64 contributions)		1058 (1)	–	–	3	32
Aged and disabled		1058 (1) & (2) & 15	447	400	–	–
Child care		1058 (1)	10	17	–	–
Fire Protection		15 (1)	698	160	–	–
Library/learning centre		1058 (1)	37	35	1	1
Section 355 committees		1058 (1)	115	104	–	–
Street lighting			–	1	–	–
Youth Services		1058 (1)	1	–	–	–
<b>Total other contributions – cash</b>			<b>1,554</b>	<b>897</b>	<b>650</b>	<b>601</b>
<b>Total other contributions</b>			<b>1,554</b>	<b>897</b>	<b>650</b>	<b>601</b>
<b>Total contributions</b>			<b>1,554</b>	<b>897</b>	<b>823</b>	<b>811</b>
<b>TOTAL GRANTS AND CONTRIBUTIONS</b>			<b>11,637</b>	<b>9,395</b>	<b>2,774</b>	<b>2,323</b>

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

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

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

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

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

**Accounting policy for grants and contributions****Accounting policy from 1 July 2019****Grant income under AASB 15**

Where grant income arises from an agreement which is enforceable and contains sufficiently specific performance obligations then the revenue are recognised when control of each performance obligation is satisfied.

The performance obligations are varied based on the agreement. Payment terms vary depending on the terms of the grant, cash is received upfront for some grants and on the achievement of certain payment milestones for others.

## Notes to the Financial Statements

for the year ended 30 June 2020

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

Each performance obligation is considered to ensure that the revenue recognition reflects the transfer of control and within grant agreements there may be some performance obligations where control over the life of the contract.

Where control is transferred over time, generally the input methods being either costs or time incurred are deemed to be most appropriate methods to reflect the transfer of benefit.

**Grant income**

Assets arising from grants in the scope of AASB 1058 is recognised at the assets fair value when the asset is received. Councils consider whether there are any related liability or equity items associated with the asset which are recognised in accordance with the relevant accounting standard.

Once assets and liabilities have been recognised then income is recognised for any remaining asset value at the time that the asset is received.

**Capital grant**

Capital grants received to enable Council to acquire or construct an item of infrastructure, property, plant and equipment to identified specifications which will be under Council's control and which is enforceable are recognised as revenue as and when the obligation to construct or purchase is completed.

For construction projects, this is generally as the construction progresses in accordance with costs incurred since this is deemed to be the most appropriate measure of the completeness of the construction project as there is no profit margin.

For acquisition of assets the revenue is recognised when the asset is acquired and controlled by Council.

**Contribution**

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

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

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

**Accounting policy prior to 1 July 2019**

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

\$ '000	2020	2019
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## (f) Unspent grants and contributions – external restrictions

Certain grants and contributions are obtained by Council on condition that they be spent in a specified manner due to externally imposed restrictions.

**Operating grants**

Unexpended at the close of the previous reporting period	40	1,557
<b>Add:</b> operating grants recognised as income in the current period but not yet spent (2019 only)	–	40
<b>Add:</b> operating grants received for the provision of goods and services in a future period	–	–
<b>Less:</b> operating grants recognised in a previous reporting period now spent (2019 only)	–	(1,557)
<b>Less:</b> operating grants received in a previous reporting period now spent and recognised as income	(3)	–
<b>Unexpended and held as externally restricted assets (operating grants)</b>	<b>37</b>	<b>40</b>

## Notes to the Financial Statements

for the year ended 30 June 2020

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

\$ '000	2020	2019
<b>Capital grants</b>		
Unexpended at the close of the previous reporting period	–	345
<b>Add:</b> capital grants recognised as income in the current period but not yet spent (2019 only)	–	–
<b>Add:</b> capital grants received for the provision of goods and services in a future period	–	–
<b>Less:</b> capital grants recognised in a previous reporting period now spent (2019 only)	–	(345)
<b>Less:</b> capital grants received in a previous reporting period now spent and recognised as income	–	–
<b>Unexpended and held as externally restricted assets (capital grants)</b>	<b>–</b>	<b>–</b>
<b>Contributions</b>		
Unexpended at the close of the previous reporting period	598	434
<b>Add:</b> contributions recognised as income in the current period but not yet spent	–	164
<b>Add:</b> contributions received for the provision of goods and services in a future period	182	–
<b>Add:</b> contributions recognised as income in the current period obtained in respect of a future rating identified by Council for the purpose of establishing a rate (2019 only)	–	–
<b>Less:</b> contributions recognised in a previous reporting period now spent	–	–
<b>Unexpended and held as externally restricted assets (contributions)</b>	<b>780</b>	<b>598</b>

## Note 4. Interest and investment income

\$ '000	2020	2019
<b>Interest on financial assets measured at amortised cost</b>		
– Overdue rates and annual charges (incl. special purpose rates)	56	41
– Overdue user fees and charges	6	4
– Cash and investments	336	556
Finance income on the net investment in the lease	–	–
<b>Total Interest and investment income</b>	<b>398</b>	<b>601</b>
<b>Interest revenue is attributable to:</b>		
<b>Unrestricted investments/financial assets:</b>		
Overdue rates and annual charges (general fund)	285	30
General Council cash and investments	101	350
<b>Restricted investments/funds – external:</b>		
Development contributions		
– Section 7.11	13	13
– Section 64	3	4
Water fund operations	(4)	96
Sewerage fund operations	–	108
<b>Total interest and investment revenue</b>	<b>398</b>	<b>601</b>

## Accounting policy for interest and investment revenue

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

Dividends are recognised as income in profit or loss unless the dividend clearly represents a recovery of part of the cost of the investment.

## Notes to the Financial Statements

for the year ended 30 June 2020

## Note 5. Expenses from continuing operations

\$ '000	2020	2019
<b>(a) Employee benefits and on-costs</b>		
Salaries and wages	8,391	7,323
Employee leave entitlements (ELE)	1,411	1,633
Superannuation	940	797
Workers' compensation insurance	158	55
Fringe benefit tax (FBT)	3	–
Protective clothing	10	9
Other	190	303
<b>Total employee costs</b>	<b>11,103</b>	<b>10,120</b>
Less: capitalised costs	(552)	(873)
<b>TOTAL EMPLOYEE COSTS EXPENSED</b>	<b>10,551</b>	<b>9,247</b>
Number of 'full-time equivalent' employees (FTE) at year end	129	124

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

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

*Retirement benefit obligations*

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

*Superannuation plans*

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

Council participates in a defined benefit plan under the Local Government Superannuation Scheme, however, sufficient information to account for the plan as a defined benefit is not available and therefore Council accounts for its obligations to defined benefit plans on the same basis as its obligations to defined contribution plans, i.e. as an expense when it becomes payable – refer to Note 19 for more information.

\$ '000	Notes	2020	2019
<b>(b) Borrowing costs</b>			
<b>(i) Interest bearing liability costs</b>			
Interest on leases		–	–
Interest on loans		779	874
Charges relating to finance leases		30	1
<b>Total interest bearing liability costs</b>		<b>809</b>	<b>875</b>
<b>Total interest bearing liability costs expensed</b>		<b>809</b>	<b>875</b>
<b>(ii) Other borrowing costs</b>			
Fair value adjustments on recognition of advances and deferred debtors			
– Remediation liabilities	15	76	22
– Other liabilities		2	–
<b>Total other borrowing costs</b>		<b>78</b>	<b>22</b>
<b>TOTAL BORROWING COSTS EXPENSED</b>		<b>887</b>	<b>897</b>

**Accounting policy for borrowing costs**

Borrowing costs incurred for the construction of any qualifying asset are capitalised during the period of time that is required

## Notes to the Financial Statements

for the year ended 30 June 2020

## Note 5. Expenses from continuing operations (continued)

to complete and prepare the asset for its intended use or sale. Other borrowing costs are expensed as incurred.

\$ '000	2020	2019
<b>(c) Materials and contracts</b>		
Raw materials and consumables	7,296	6,249
Contractor and consultancy costs	209	241
Auditors remuneration <sup>2</sup>	41	85
<b>Legal expenses:</b>		
Expenses from short-term leases (2020 only)	–	–
Expenses from leases of low value assets (2020 only)	–	–
Expenses from Peppercorn leases (2020 only)	–	–
– Legal expenses: planning and development	–	1
– Legal expenses: debt recovery	119	32
– Legal expenses: other	17	4
Variable lease expense relating to usage (2020 only)	(29)	–
<b>Operating leases expense (2019 only):</b>		
– Operating lease rentals: contingent rentals <sup>1</sup>	–	24
Section 355 committees	23	26
Security services	22	18
Valuation fees	42	46
<b>Total materials and contracts</b>	<b>7,740</b>	<b>6,726</b>
<b>TOTAL MATERIALS AND CONTRACTS</b>	<b>7,740</b>	<b>6,726</b>

**Accounting policy for materials and contracts**

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

**Operating leases (2019 only)**

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

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

Buildings	26	26
Motor vehicles and plant	–	(2)
Other	(26)	–
	<b>–</b>	<b>24</b>

**2. Auditor remuneration**

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

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

Audit and review of financial statements	41	85
The remainder of the audit fee for 2017/2018 of \$42,000 was recognised as an expense in 2018/19. The total audit fees for 2018/19 were \$43,000.	–	(42)
<b>Remuneration for audit and other assurance services</b>	<b>41</b>	<b>43</b>

**Total Auditor-General remuneration****Total Auditor remuneration**

<b>41</b>	<b>43</b>
<b>41</b>	<b>43</b>

## Notes to the Financial Statements

for the year ended 30 June 2020

## Note 5. Expenses from continuing operations (continued)

\$ '000	Notes	2020	2019
<b>(d) Depreciation, amortisation and impairment of non-financial assets</b>			
<b>Depreciation and amortisation</b>			
Plant and equipment	10	1,121	579
Office equipment		53	45
Furniture and fittings		17	17
Property, plant and equipment – leased		–	47
<b>Infrastructure:</b>	10		
– Buildings		981	970
– Other structures		301	210
– Roads (general)		2,321	2,319
– Roads (causeways)		83	84
– Roads (carparks)		16	17
– Bridges		565	560
– Footpaths		33	34
– Stormwater drainage		150	150
– Water supply network		519	517
– Sewerage network		467	460
– Swimming pools		47	49
– Other open space/recreational assets		52	40
– Kerb and gutter		155	155
– Major street furniture		55	45
<b>Right of use assets</b>	13	311	–
<b>Other assets:</b>			
– Library books		47	46
<b>Reinstatement, rehabilitation and restoration assets:</b>			
– Tip assets	15,10	188	–
<b>Total gross depreciation and amortisation costs</b>		<b>7,482</b>	<b>6,344</b>
<b>Total depreciation and amortisation costs</b>		<b>7,482</b>	<b>6,344</b>
<b>TOTAL DEPRECIATION, AMORTISATION AND IMPAIRMENT OF NON-FINANCIAL ASSETS</b>		<b>7,482</b>	<b>6,344</b>

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

Depreciation and amortisation are calculated using the straight line method to allocate their cost, net of their residual values, over their estimated useful lives. Useful lives are included in Note 10 for IPPE assets.

Depreciation is capitalised where in-house assets have contributed to new assets.

**Impairment of non-financial assets**

Council assets held at fair value that are not held primarily for their ability to generate net cash flow, and that are deemed to be specialised, are no longer required to be tested for impairment under AASB 136. This is because these assets are assessed on an annual basis to ensure that the carrying amount is not materially different from fair value and therefore an impairment loss would be captured during this assessment.

Intangible assets that have an indefinite useful life, or are not yet available for use, are tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired. Other assets that do not meet the criteria above are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

## Notes to the Financial Statements

for the year ended 30 June 2020

## Note 5. Expenses from continuing operations (continued)

For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows that are largely independent of the cash inflows from other assets or groups of assets (cash-generating units). Non-financial assets that suffered an impairment are reviewed for possible reversal of the impairment at each reporting date.

Impairment losses for revalued assets are firstly offset against the amount in the revaluation surplus for the class of asset, with only the excess to be recognised in the Income Statement.

\$ '000	2020	2019
<b>(e) Other expenses</b>		
Advertising	205	85
Training costs (other than salaries and wages)	153	201
Travel expenses	157	199
Annual rates and charges	286	298
Bad and doubtful debts	26	(52)
Bank charges	54	47
Cleaning	47	67
Computer software charges	519	611
Contributions/levies to other levels of government		
Contributions/levies to other levels of government	111	143
– Emergency services levy (includes FRNSW, SES, and RFS levies)	14	12
– NSW fire brigade levy	74	66
– NSW rural fire service levy	318	253
Councillor expenses – mayoral fee	51	50
Councillor expenses – councillors' fees	61	60
Councillors' expenses (incl. mayor) – other (excluding fees above)	29	20
Electricity and heating	557	551
Freight and cartage	300	10
Insurance	255	251
Lease fees and rentals	26	–
Photocopying	9	8
Postage	65	55
Printing and stationery	54	70
Promotions and trade fairs	100	155
Street lighting	109	128
Subscriptions and publications	134	231
Telephone and communications	208	131
Asset adjustments	(24)	201
Other	466	338
<b>Total other expenses</b>	<b>4,364</b>	<b>4,189</b>
<b>TOTAL OTHER EXPENSES</b>	<b>4,364</b>	<b>4,189</b>

**Accounting policy for other expenses**

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



## Notes to the Financial Statements

for the year ended 30 June 2020

## Note 6. Gain or loss from disposal of assets

\$ '000	Notes	2020	2019
<b>Property (excl. investment property)</b>			
Less: carrying amount of property assets sold/written off		(1,196)	–
<b>Net gain/(loss) on disposal</b>		<b>(1,196)</b>	<b>–</b>
<b>Plant and equipment</b>	10		
Proceeds from disposal – plant and equipment		–	176
Less: carrying amount of plant and equipment assets sold/written off		–	(182)
<b>Net gain/(loss) on disposal</b>		<b>–</b>	<b>(6)</b>
<b>Infrastructure</b>	10		
Proceeds from disposal – infrastructure		160	–
Less: carrying amount of infrastructure assets sold/written off		(1)	(1,771)
<b>Net gain/(loss) on disposal</b>		<b>159</b>	<b>(1,771)</b>
<b>Other Structures</b>			
Less: carrying amount of Other Structures assets sold/written off		–	(312)
<b>Net gain/(loss) on disposal</b>		<b>–</b>	<b>(312)</b>
<b>Buildings</b>			
Less: carrying amount of Buildings assets sold/written off		–	(268)
<b>Net gain/(loss) on disposal</b>		<b>–</b>	<b>(268)</b>
<b>Library</b>			
Less: carrying amount of Library assets sold/written off		–	(38)
<b>Net gain/(loss) on disposal</b>		<b>–</b>	<b>(38)</b>
<b>Other open space recreation assets</b>			
Less: carrying amount of Other open space recreation assets sold/written off		–	(54)
<b>Net gain/(loss) on disposal</b>		<b>–</b>	<b>(54)</b>
<b>Other sewer assets</b>			
Less: carrying amount of Sewer assets sold/written off		(239)	–
<b>Net gain/(loss) on disposal</b>		<b>(239)</b>	<b>–</b>
<b>NET GAIN/(LOSS) ON DISPOSAL OF ASSETS</b>		<b>(1,276)</b>	<b>(2,449)</b>

**Accounting policy for disposal of assets**

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

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

## Notes to the Financial Statements

for the year ended 30 June 2020

## Note 7(a). Cash and cash equivalents

\$ '000	2020	2019
Cash and cash equivalents		
Cash on hand and at bank	7,227	5,511
<b>Total cash and cash equivalents</b>	<b>7,227</b>	<b>5,511</b>

**Accounting policy for cash and cash equivalents**

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

## Note 7(b). Investments

\$ '000	2020 Current	2020 Non-current	2019 Current	2019 Non-current
Investments				
b. 'Financial assets at amortised cost'	13,400	–	17,000	–
<b>Total Investments</b>	<b>13,400</b>	<b>–</b>	<b>17,000</b>	<b>–</b>
<b>TOTAL CASH ASSETS, CASH EQUIVALENTS AND INVESTMENTS</b>	<b>20,627</b>	<b>–</b>	<b>22,511</b>	<b>–</b>
<b>Financial assets at amortised cost</b>				
Term deposits	13,400	–	17,000	–
<b>Total</b>	<b>13,400</b>	<b>–</b>	<b>17,000</b>	<b>–</b>

**Accounting policy for investments**

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

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

**Financial assets**

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

**Classification**

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

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

Financial assets are not reclassified subsequent to their initial recognition.

**Amortised cost**

Assets measured at amortised cost are financial assets where:

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

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

## Notes to the Financial Statements

for the year ended 30 June 2020

## Note 7(b). Investments (continued)

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

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

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

\$ '000	2020 Current	2020 Non-current	2019 Current	2019 Non-current
Total cash, cash equivalents and investments	20,627	—	22,511	—
<b>attributable to:</b>				
External restrictions	11,487	—	9,739	—
Internal restrictions	8,851	—	9,640	—
Unrestricted	289	—	3,132	—
	20,627	—	22,511	—

## Notes to the Financial Statements

for the year ended 30 June 2020

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

\$ '000	2020	2019
<b>Details of restrictions</b>		
<b>External restrictions – included in liabilities</b>		
Specific purpose unexpended grants – general fund (2020 only)	–	–
Specific purpose unexpended loans – general	165	1,209
Life choices funds held on behalf of clients	1,144	1,052
Specific purpose unexpended grants – water fund (2020 only)	–	–
Specific purpose unexpended grants – sewer fund (2020 only)	–	–
Life Choices Program - CHSP	115	–
Stronger Country Communities	–	–
Drought Country Communities	347	–
Grant Funding - Bridges	8	–
Economic Development	704	–
Trust funds	175	–
<b>External restrictions – included in liabilities</b>	<b>2,658</b>	<b>2,261</b>
<b>External restrictions – other</b>		
Developer contributions – general	780	598
Specific purpose unexpended grants (recognised as revenue) – general fund	37	40
Water supplies	2,654	3,000
Sewerage services	3,941	3,739
Glen Innes Aggregates	1,155	94
Council committees	262	–
<b>External restrictions – other</b>	<b>8,829</b>	<b>7,478</b>
<b>Total external restrictions</b>	<b>11,487</b>	<b>9,739</b>
<b>Internal restrictions</b>		
Building Fees - Bushfire Grant	34	–
CAFS Extension	–	15
CBD Signage Upgrade	–	50
Council committees	–	276
Drainage – Capital	–	192
Drainage – Operational	293	856
Economic	743	659
Employees leave entitlement	489	489
Infrastructure – Contingency	–	737
Infrastructure – Other	1,269	271
Life Choices	–	104
Parks	146	146
Plant and vehicle replacement	–	370
RFS - Projects	–	24
Special projects	1,901	1,934
Waste facility management	3,975	3,161
Youth Centre	–	80
Other	1	276
<b>Total internal restrictions</b>	<b>8,851</b>	<b>9,640</b>
<b>TOTAL RESTRICTIONS</b>	<b>20,338</b>	<b>19,379</b>

## Notes to the Financial Statements

for the year ended 30 June 2020

## Note 8. Receivables

\$ '000	2020 Current	2020 Non-current	2019 Current	2019 Non-current
<b>Purpose</b>				
Rates and annual charges	976	146	1,138	82
User charges and fees	913	–	1,101	–
Accrued revenues				
– Interest on investments	60	–	173	–
– Other income accruals	118	–	111	–
Net investment in finance lease	–	–	–	–
Net GST receivable	133	–	154	–
Other debtors	–	–	5	216
<b>Total</b>	<b>2,200</b>	<b>146</b>	<b>2,682</b>	<b>298</b>
<b>Less: provision of impairment</b>				
Rates and annual charges	(39)	(24)	(16)	(24)
User charges and fees	(4)	–	(1)	–
<b>Total provision for impairment – receivables</b>	<b>(43)</b>	<b>(24)</b>	<b>(17)</b>	<b>(24)</b>
<b>TOTAL NET RECEIVABLES</b>	<b>2,157</b>	<b>122</b>	<b>2,665</b>	<b>274</b>

## Externally restricted receivables

## Water supply

– Rates and availability charges	353	–	454	–
– Other	(1)	–	–	–

## Sewerage services

– Rates and availability charges	119	–	115	–
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<b>Total external restrictions</b>	<b>471</b>	<b>–</b>	<b>569</b>	<b>–</b>
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<b>Unrestricted receivables</b>	<b>1,686</b>	<b>122</b>	<b>2,096</b>	<b>274</b>
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<b>TOTAL NET RECEIVABLES</b>	<b>2,157</b>	<b>122</b>	<b>2,665</b>	<b>274</b>
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\$ '000	2020	2019
<b>Movement in provision for impairment of receivables</b>		
Balance at the beginning of the year (calculated in accordance with AASB 139)	41	65
– amounts already provided for and written off this year	–	(24)
<b>Balance at the end of the year</b>	<b>41</b>	<b>41</b>

## Accounting policy for receivables

## Recognition and measurement

Receivables are included in current assets, except for those with maturities greater than 12 months after the reporting date which are classified as non-current assets.

Receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less provision for impairment. Receivables are generally due for settlement within 30 days.

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

## Notes to the Financial Statements

for the year ended 30 June 2020

### Note 8. Receivables (continued)

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#### Impairment

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

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

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

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

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

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

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

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

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

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

Receivables with a contractual amount of \$500.00 written off during the reporting period are still subject to enforcement activity.

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

Rates and annual charges outstanding are secured against the property.

## Notes to the Financial Statements

for the year ended 30 June 2020

### Note 9. Inventories and other assets

\$ '000	2020 Current	2020 Non-current	2019 Current	2019 Non-current
<b>(a) Inventories</b>				
<b>(i) Inventories at cost</b>				
Stores and materials	359	–	299	–
Trading stock (Quarry & Visitor Information Stock)	2,610	–	1,743	–
<b>Total inventories at cost</b>	<b>2,969</b>	<b>–</b>	<b>2,042</b>	<b>–</b>
<b><u>TOTAL INVENTORIES</u></b>	<b><u>2,969</u></b>	<b><u>–</u></b>	<b><u>2,042</u></b>	<b><u>–</u></b>
<b>(b) Other assets</b>				
Prepayments	9	–	22	–
<b><u>TOTAL OTHER ASSETS</u></b>	<b><u>9</u></b>	<b><u>–</u></b>	<b><u>22</u></b>	<b><u>–</u></b>

#### Accounting policy for inventories and other assets

##### Raw materials and stores, work in progress and finished goods

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

## Notes to the Financial Statements

for the year ended 30 June 2020

### Note 10. Infrastructure, property, plant and equipment

\$ '000	as at 30/06/19 <sup>1</sup>			Asset movements during the reporting period										as at 30/06/20		
	Gross carrying amount	Accumulated depreciation	Net carrying amount	Additions renewals <sup>1</sup>	Additions new assets	Carrying value of disposals	Depreciation expense	WIP transfers	Adjustments and transfers	Carrying Value of Fixed Assets	Transfers to right of use assets	Revaluation decrements to equity (ARR)	Revaluation increments to equity (ARR)	Gross carrying amount	Accumulated depreciation	Net carrying amount
Capital work in progress	288	—	288	—	1,480	—	—	(288)	—	—	—	—	—	1,480	—	1,480
Plant and equipment	11,899	(7,037)	4,862	749	121	—	(1,121)	—	(5)	128	—	—	—	12,889	(8,155)	4,734
Office equipment	303	(230)	73	—	2	—	(53)	—	—	—	—	—	—	305	(283)	22
Furniture and fittings	241	(178)	63	11	11	—	(17)	—	—	—	—	—	—	263	(195)	68
Plant and equipment (under finance lease)	562	(47)	515	—	—	—	—	—	10	—	(525)	—	—	—	—	—
<b>Land:</b>																
– Crown land	1,657	—	1,657	—	—	—	—	—	—	—	—	—	—	1,657	—	1,657
– Operational land	9,873	—	9,873	—	—	—	—	—	—	—	—	—	—	9,873	—	9,873
– Community land	2,975	—	2,975	—	—	—	—	—	—	25	—	—	—	3,000	—	3,000
<b>Infrastructure:</b>																
– Buildings	43,895	(24,156)	19,739	—	758	—	(981)	—	(13)	—	—	—	—	44,638	(25,135)	19,503
– Other structures	10,028	(5,902)	4,126	519	115	(19)	(301)	—	105	—	—	—	—	10,818	(6,273)	4,545
– Roads (general)	128,113	(34,917)	93,196	1,648	—	(445)	(2,321)	191	—	—	—	(6,440)	—	135,772	(49,943)	85,829
– Roads (causeways)	7,122	(4,134)	2,988	—	—	—	(83)	—	—	—	—	—	15	7,167	(4,247)	2,920
– Roads (carparks)	1,283	(338)	945	—	—	—	(16)	—	—	—	—	—	41	1,395	(426)	969
– Bridges	58,588	(22,409)	36,179	492	—	(446)	(565)	27	—	—	—	—	210	58,581	(22,684)	35,897
– Footpaths (road related)	3,144	(1,190)	1,954	119	10	(24)	(33)	—	—	—	—	—	1,314	4,544	(1,204)	3,340
– Bulk earthworks (non-depreciable)	24,845	—	24,845	—	—	—	—	—	—	—	—	—	39,863	64,708	—	64,708
– Stormwater drainage	13,889	(5,391)	8,498	—	—	5	(150)	—	—	—	—	—	2,138	17,589	(7,098)	10,491
– Water supply network	39,958	(13,676)	26,282	427	440	(234)	(519)	54	169	123	—	—	257	40,705	(13,706)	26,999
– Sewerage network	31,536	(9,757)	21,779	441	40	(239)	(467)	—	—	—	—	—	211	31,933	(10,168)	21,765
– Swimming pools	3,143	(1,319)	1,824	—	—	—	(47)	—	—	—	—	—	—	3,144	(1,367)	1,777
– Other open space/recreational assets (general)	3,324	(916)	2,408	299	117	(18)	(52)	16	(105)	—	—	—	—	3,562	(897)	2,665
– Other infrastructure (kerb and gutter)	12,941	(6,192)	6,749	—	40	—	(155)	—	—	—	—	(847)	—	11,330	(5,542)	5,788
– Other infrastructure (major street furniture)	2,236	(336)	1,900	—	257	—	(55)	—	—	10	—	—	11	2,516	(394)	2,122
<b>Other assets:</b>																
– Library books	935	(411)	524	39	3	(10)	(47)	—	—	—	—	—	—	957	(448)	509
<b>Reinstatement, rehabilitation and restoration assets (refer Note 17):</b>																
– Tip assets	4,000	—	4,000	—	—	—	(188)	—	(390)	—	—	—	—	3,610	(188)	3,422
<b>Total Infrastructure, property, plant and equipment</b>	<b>416,778</b>	<b>(138,536)</b>	<b>278,242</b>	<b>4,744</b>	<b>3,394</b>	<b>(1,430)</b>	<b>(7,171)</b>	<b>—</b>	<b>(229)</b>	<b>286</b>	<b>(525)</b>	<b>(7,287)</b>	<b>44,060</b>	<b>472,436</b>	<b>(158,353)</b>	<b>314,083</b>

(1) Please refer to Note 13 for Prior Period Adjustments

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



## Notes to the Financial Statements

for the year ended 30 June 2020

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

\$ '000	as at 30/06/18			Asset movements during the reporting period								as at 30/06/19 <sup>2</sup>		
	Gross carrying amount	Accumulated depreciation	Net carrying amount	Additions renewals <sup>1</sup>	Additions new assets	Carrying value of disposals	Depreciation expense	WIP transfers	Adjustments and transfers	Other movements (details...)	Revaluation increments to equity (ARR)	Gross carrying amount	Accumulated depreciation	Net carrying amount
Capital work in progress	805	—	805	—	288	—	—	(620)	(185)	—	—	288	—	288
Plant and equipment	10,615	(6,899)	3,716	17	1,816	(182)	(579)	—	—	—	74	11,899	(7,037)	4,862
Office equipment	255	(179)	76	—	41	—	(45)	—	—	—	1	303	(230)	73
Furniture and fittings	221	(157)	64	—	9	—	(17)	6	—	—	1	241	(178)	63
Plant and equipment (under finance lease)	—	—	—	—	562	—	(47)	—	—	—	—	562	(47)	515
<b>Land:</b>														
– Operational land	9,851	—	9,851	—	—	—	—	—	(220)	—	243	9,873	—	9,873
– Community land	4,074	—	4,074	—	—	—	—	—	(1,181)	—	82	2,975	—	2,975
– Crown land	—	—	—	—	—	—	—	—	1,385	248	24	1,657	—	1,657
<b>Infrastructure:</b>														
– Buildings	42,912	(22,827)	20,085	261	160	(268)	(970)	—	—	—	471	43,895	(24,156)	19,739
– Other structures	9,910	(5,766)	4,144	58	28	(312)	(210)	328	—	—	90	10,028	(5,902)	4,126
– Roads	124,157	(33,059)	91,098	3,142	141	(1,136)	(2,319)	95	—	—	2,174	128,113	(34,917)	93,196
– Bridges	57,254	(21,618)	35,636	374	—	(147)	(560)	3	—	—	873	58,588	(22,409)	36,179
– Footpaths	2,842	(1,164)	1,678	157	134	(22)	(34)	—	—	—	40	3,144	(1,190)	1,954
– Bulk earthworks (non-depreciable)	23,634	—	23,634	550	43	—	—	32	—	—	585	24,845	—	24,845
– Stormwater drainage	13,518	(5,146)	8,372	86	—	(73)	(150)	59	—	—	204	13,889	(5,391)	8,498
– Water supply network	39,428	(13,001)	26,427	177	115	(332)	(517)	—	—	—	412	39,958	(13,676)	26,282
– Sewerage network	30,786	(9,144)	21,642	247	11	—	(460)	—	—	—	339	31,536	(9,757)	21,779
– Swimming pools	3,131	(1,301)	1,830	19	—	(20)	(49)	—	—	—	44	3,143	(1,319)	1,824
– Other open space/recreational assets	3,126	(1,091)	2,035	205	175	(34)	(40)	18	—	—	49	3,324	(916)	2,408
– Roads (causeways)	6,947	(3,948)	2,999	—	—	—	(84)	—	—	—	73	7,122	(4,134)	2,988
– Roads (carparks)	1,251	(313)	938	—	—	—	(17)	—	—	—	23	1,283	(338)	945
– Other infrastructure (kerb and gutter)	12,631	(5,906)	6,725	26	—	(22)	(155)	11	—	—	164	12,941	(6,192)	6,749
– Other infrastructure (major street furniture)	2,022	(291)	1,731	82	96	(38)	(45)	32	—	—	42	2,236	(336)	1,900
<b>Other assets:</b>														
– Library books	913	(386)	527	35	—	(39)	(46)	36	—	—	10	935	(411)	524
<b>Reinstatement, rehabilitation and restoration assets (refer Note 17):</b>														
– Tip assets	162	(162)	—	—	—	—	—	—	4,000	—	—	4,000	—	4,000
<b>Total Infrastructure, property, plant and equipment</b>	<b>400,445</b>	<b>(132,358)</b>	<b>268,087</b>	<b>5,436</b>	<b>3,619</b>	<b>(2,625)</b>	<b>(6,344)</b>	<b>—</b>	<b>3,799</b>	<b>248</b>	<b>6,018</b>	<b>416,778</b>	<b>(138,536)</b>	<b>278,242</b>

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

(2) Please refer to Note 13 for Prior Period Adjustments

## Notes to the Financial Statements

for the year ended 30 June 2020

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

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

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

Water and sewerage network assets are indexed at each reporting period in accordance with the Rates Reference Manual issued by Department of Industry (DoI) - Water.

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

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

When infrastructure property, plant and equipment are acquired by council at significantly below fair value, the assets are initially recognised at their fair value at acquisition date.

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

<b>Plant and equipment</b>	<b>Years</b>	<b>Other equipment</b>	<b>Years</b>
Office equipment	5 to 15	Playground equipment	5 to 15
Office furniture	5 to 20	Benches, seats etc.	10 to 20
Vehicles	5 to 10		
Plant	7 to 40	<b>Buildings</b>	
Heavy Plant	10 to 30	Buildings: masonry	50 to 100
		Buildings: other	20 to 40
<b>Water and sewer assets</b>		<b>Stormwater assets</b>	
Reservoirs	25 to 150	Conduits	60 to 90
Reticulation pipes	90	Pits	90
Treatment Works	10 to 120		
Weirs	25 to 100	<b>Other infrastructure assets</b>	
Pump Stations	10 to 100	Bulk earthworks	Infinite
Bores	35 to 75	Swimming pools	50
<b>Transportation assets</b>		Other open space/recreational assets	20
Sealed roads: surface	15	Other infrastructure	20
Sealed roads: base	45	Monuments	100
Unsealed roads: surface	30		
Sub-base	Infinite		
Bridge: concrete	60 to 120		
Bridge: timber	60 to 100		
Kerb, gutter and footpaths	80		

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

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

**Land under roads**

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

## Notes to the Financial Statements

for the year ended 30 June 2020

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

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

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

#### **Crown reserves**

Crown reserves under Council's care and control are recognised as assets of the council. While ownership of the reserves remains with the Crown, Council retains operational control of the reserves and is responsible for their maintenance and use in accordance with the specific purposes to which the reserves are dedicated. Where the Crown reserves are under a lease arrangement they are accounted for under AASB *Leases*, refer to Note 13.

Improvements on Crown reserves are also recorded as assets, while maintenance costs incurred by Council and revenues relating to the reserves are recognised within Council's Income Statement.

#### **Rural Fire Service assets**

Under Section 119 of the *Rural Fire Services Act 1997 (NSW)*, "all firefighting equipment purchased or constructed wholly or from money to the credit of the Fund is to be vested in the council of the area for or on behalf of which the firefighting equipment has been purchased or constructed".

Council did not recognise Rural Fire Services (RFS) assets, including land, buildings, plant and vehicles, due to lack of evidence of control over the economic benefits which are expected to flow from the assets.

## Notes to the Financial Statements

for the year ended 30 June 2020

## Note 11. Owned Investment property

\$ '000	2020	2019
<b>Owned investment property</b>		
Investment property on hand at fair value	170	170
<b>Total owned investment property</b>	<b>170</b>	<b>170</b>

## (a) Reconciliation – owned investment property

## Reconciliation of annual movement:

Opening balance	170	170
<b>CLOSING BALANCE – OWNED INVESTMENT PROPERTY</b>	<b>170</b>	<b>170</b>

## (b) Valuation basis (2019 only)

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

The 2018 revaluations were based on independent assessments made by:

M J Williams API, FREAV, Registered Valuer 619, Certified Practicing Valuer.

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

The investment properties are leased to tenants under long-term operating leases with rentals payable monthly.

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

Within 1 year	–	18
<b>Total minimum lease payments receivable</b>	<b>–</b>	<b>18</b>

The lease by Jamesies Fuel and Fix on Council property commenced on 1/10/2018 and expires on 30/9/2020.

Monthly rental is currently \$1,692.14.

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

## Rental income from investment property:

– Minimum lease payments	–	18
<b>Net revenue contribution from investment property</b>	<b>–</b>	<b>18</b>

plus:

<b>Total income attributable to investment property</b>	<b>–</b>	<b>18</b>
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## Accounting policy for investment property

Investment property, principally comprising freehold office buildings, is held for long-term rental yields and is not occupied by the Council.

Changes in Fair Values are recorded in the Income Statement as part of other income.

Properties that are under construction for future use as investment properties are regarded as investment property. These are also carried at fair value unless the fair value cannot yet be reliably determined. Where that is the case, the property will be accounted for at cost until either the fair value becomes reliably determinable or construction is complete.

## Notes to the Financial Statements

for the year ended 30 June 2020

## Note 12. Contract assets and liabilities

\$ '000		2020 Current	2020 Non-current
<b>(a) Contract assets</b>			
Grant Contract Assets		439	—
Accrued Income		63	—
<b>Total Contract assets</b>		<b>502</b>	<b>—</b>
<b>Internally restricted assets</b>			
General Fund		502	—
<b>Total internally restricted assets</b>		<b>502</b>	<b>—</b>
<b>Total restricted assets</b>		<b>502</b>	<b>—</b>
<b>Total contract assets</b>		<b>502</b>	<b>—</b>
\$ '000	Notes	2020 Current	2020 Non-current

**(b) Contract liabilities****Grants and contributions received in advance:**

Unexpended capital grants (to construct Council controlled assets)	(i)	1,059	—
Unexpended operating grants (received prior to performance obligation being satisfied)	(ii)	495	—
Unexpended capital contributions (to construct Council controlled assets)	(i)	—	—
Unexpended operating contributions (received prior to performance obligation being satisfied)	(ii)	—	—
Other unexpended operating grants and contributions		1,201	—
<b>Total grants received in advance</b>		<b>2,755</b>	<b>—</b>
<b>Total contract liabilities</b>		<b>2,755</b>	<b>—</b>

**Notes**

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

(ii) The contract liability relates to grants received prior to the revenue recognition criteria in AASB 15 being satisfied since the performance obligations are ongoing.

\$ '000		2020 Current	2020 Non-current
<b>(i) Contract liabilities relating to restricted assets</b>			
<b>Externally restricted assets</b>			
Water		—	—
Sewer		—	—
Unspent grants held as contract liabilities (excl. Water & Sewer)		—	—
<b>Contract liabilities relating to externally restricted assets</b>		<b>—</b>	<b>—</b>

## Notes to the Financial Statements

for the year ended 30 June 2020

## Note 12. Contract assets and liabilities (continued)

\$ '000	2020 Current	2020 Non-current
Total contract liabilities relating to restricted assets	—	—
Total contract liabilities relating to unrestricted assets	2,755	—
Total contract liabilities	2,755	—
\$ '000		2020

## (ii) Revenue recognised (during the financial year) from opening contract liability balances

Total Revenue recognised during the financial year that was included in the contract liability balance at the beginning of the period	361
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## Significant changes in contract assets and liabilities

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

## Accounting policy for contract assets and liabilities

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

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

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

\$ '000	2020 Current	2020 Non-current
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## Note 13. Leases

The Council has applied AASB 16 using the modified retrospective (cumulative catch-up) method and therefore the comparative information has not been restated and continues to be reported under AASB 117 and related Interpretations.

## (i) Council as a lessee

Council has leases over a range of assets including land and buildings, vehicles, machinery and IT equipment. Information relating to the leases in place and associated balances and transactions is provided below.

## Terms and conditions of lease

Terms and conditions of leases are detailed in the Lease Agreement. Council categorises leases into Buildings, Vehicles and Office and IT Equipment.

## Notes to the Financial Statements

for the year ended 30 June 2020

## Note 13. Leases (continued)

**Buildings**

Council leases land and buildings for their corporate offices and other buildings; the leases are generally between 5 and 10 years and some of them include a renewal option to allow Council to renew for up to twice the noncancellable lease term at their discretion.

The building leases contains an annual pricing mechanism based on either fixed increases or CPI movements at each anniversary of the lease inception.

**Vehicles**

Council leases vehicles and equipment with lease terms varying from 5 to 10 years; the lease payments are fixed during the lease term and there is generally no renewal option.

**Office and IT equipment**

Leases for office and IT equipment are generally for low value assets, except for significant items such as photocopiers. The leases are for between 3 and 5 years with no renewal option, the payments are fixed, however some of the leases include variable payments based on usage.

**Extension options**

Council includes options in the building leases to provide flexibility and certainty to Council operations and reduce costs of moving premises; and the extension options are at Council's discretion.

At commencement date and each subsequent reporting date, Council assesses where it is reasonably certain that the extension options will be exercised.

Potential future lease payments are not included in lease liabilities as Council has assessed that the exercise of the option is not reasonably certain.

\$ '000	Plant & Equipment	Total
<b>(a) Right of use assets</b>		
Opening balance at 30 June 2019	–	–
Adoption of AASB 16 at 1 July 2019 – first time lease recognition	190	190
Adoption of AASB 16 at 1 July 2019 – transfer of IPP&E from Note 11(a)	525	525
Additions to right-of-use assets	416	416
Adjustments to right-of-use assets due to re-measurement of lease liability	(6)	(6)
Depreciation charge	(311)	(311)
Impairment of right-of-use assets	–	–
Other movement	–	–
<b><u>RIGHT OF USE ASSETS</u></b>	<b><u>814</u></b>	<b><u>814</u></b>

\$ '000	2020 Current	2020 Non-current
<b>(b) Lease liabilities</b>		
Lease liabilities	174	737
<b><u>TOTAL LEASE LIABILITIES</u></b>	<b><u>174</u></b>	<b><u>737</u></b>

**(i) The maturity analysis**

The maturity analysis of lease liabilities based on contractual undiscounted cash flows is shown in the table below:

## Notes to the Financial Statements

for the year ended 30 June 2020

## Note 13. Leases (continued)

\$ '000	< 1 year	1 – 5 years	> 5 years	Total	Total per Statement of Financial Position
Cash flows	206	867	–	1,073	911

\$ '000	2020 Current	2020 Non-current
<b>(ii) Lease liabilities relating to restricted assets</b>		
<b>Externally restricted assets</b>		
Water	–	–
Sewer	–	–
Plant and Equipment	34	365
<b>Lease liabilities relating to externally restricted assets</b>	<b>34</b>	<b>365</b>
<b>Internally restricted assets</b>		
Other (enter details...)	–	–
Other (enter details...)	–	–
<b>Lease liabilities relating to internally restricted assets</b>	<b>–</b>	<b>–</b>
<b>Total lease liabilities relating to restricted assets</b>	<b>34</b>	<b>365</b>
<b>Total lease liabilities relating to unrestricted assets</b>	<b>140</b>	<b>372</b>
<b>Total lease liabilities</b>	<b>174</b>	<b>737</b>

\$ '000	2020
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## (c) Income Statement

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

Interest on lease liabilities	–
Variable lease payments based on usage not included in the measurement of lease liabilities	(29)
Income from sub-leasing right of use assets	–
Depreciation of right of use assets	311
Impairment of right of use assets	–
Expenses relating to short-term leases	–
Expenses relating to low-value leases	–
Expenses relating to Peppercorn leases	–
Other	–
	<b>282</b>

## (d) Statement of Cash Flows

Total cash outflow for leases	110
	<b>110</b>



## Notes to the Financial Statements

for the year ended 30 June 2020

## Note 13. Leases (continued)

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

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

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

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

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

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

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

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

**Exceptions to lease accounting**

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

**Leases at significantly below market value / concessionary leases**

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

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

Refer to Note 5c and Note 16.

**(ii) Council as a lessor****(e) Operating leases**

Council leases out a number of properties and /or plant and equipment to community groups; these leases have been classified as operating leases for financial reporting purposes and the assets are included as investment property (refer note 12) and/or IPP&E (refer in this note part (v) below) in the Statement of Financial Position.

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

\$ '000	2020
<b>(i) Operating lease income</b>	
<b>Investment properties</b>	
Lease income (excluding variable lease payments not dependent on an index or rate)	121
Lease income relating to variable lease payments not dependent on an index or a rate	–
<b>Other lease income</b>	
External plant and equipment hire	–
Room/Facility Hire	–
Leaseback fees - council vehicles	56

## Notes to the Financial Statements

for the year ended 30 June 2020

### Note 13. Leases (continued)

<b>\$ '000</b>	<b>2020</b>
Other	—
<b>Total income relating to operating leases</b>	<b>177</b>

## Notes to the Financial Statements

for the year ended 30 June 2020

## Note 13. Leases (continued)

	Plant & Equipment 2020
\$ '000	
\$ '000	2020

**Accounting policy**

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

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

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

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

## Notes to the Financial Statements

for the year ended 30 June 2020

### Note 14. Payables and borrowings

\$ '000	2020 Current	2020 Non-current	2019 Current	2019 Non-current
<b>Payables</b>				
Prepaid rates	–	–	–	–
Goods and services – operating expenditure	1,442	–	3,827	–
Accrued expenses:				
– Borrowings	92	–	102	–
Security bonds, deposits and retentions	–	–	1	–
Prepaid rates	378	–	–	–
Other	25	175	14	7
<b>Total payables</b>	<b>1,937</b>	<b>175</b>	<b>3,944</b>	<b>7</b>
<b>Income received in advance (2019 only)</b>				
Payments received in advance	–	–	1,383	–
<b>Total income received in advance</b>	<b>–</b>	<b>–</b>	<b>1,383</b>	<b>–</b>
<b>Borrowings</b>				
Loans – secured <sup>1</sup>	1,598	11,358	1,524	12,968
Finance lease liabilities (2019 only)	–	–	70	351
<b>Total borrowings</b>	<b>1,598</b>	<b>11,358</b>	<b>1,594</b>	<b>13,319</b>
<b><u>TOTAL PAYABLES AND BORROWINGS</u></b>	<b><u>3,535</u></b>	<b><u>11,533</u></b>	<b><u>6,921</u></b>	<b><u>13,326</u></b>

(1) Loans are secured over the general rating income of Council.

Disclosures on liability interest rate risk exposures, fair value disclosures and security can be found in Note 17.

\$ '000	2020 Current	2020 Non-current	2019 Current	2019 Non-current
<b>(a) Payables and borrowings relating to restricted assets</b>				
<b>Externally restricted assets</b>				
Water	136	1,714	137	1,827
Sewer	180	1,034	171	1,203
Life Choices	–	–	1,052	–
Local infrastructure renewal scheme loan	–	–	798	3,509
Payables and borrowings relating to externally restricted assets	316	2,748	2,158	6,539
<b>Total payables and borrowings relating to restricted assets</b>	<b>316</b>	<b>2,748</b>	<b>2,158</b>	<b>6,539</b>
<b>Total payables and borrowings relating to unrestricted assets</b>	<b>3,219</b>	<b>8,785</b>	<b>4,763</b>	<b>6,787</b>
<b><u>TOTAL PAYABLES AND BORROWINGS</u></b>	<b><u>3,535</u></b>	<b><u>11,533</u></b>	<b><u>6,921</u></b>	<b><u>13,326</u></b>

\$ '000	2020	2019
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## Notes to the Financial Statements

for the year ended 30 June 2020

## Note 14. Payables and borrowings (continued)

\$ '000	2020	2019
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**(b) Current payables and borrowings not anticipated to be settled within the next twelve months**

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

Other liabilities	1,284	–
<b>Total payables and borrowings</b>	<b>1,284</b>	<b>–</b>

## Notes to the Financial Statements

for the year ended 30 June 2020

## Note 14. Payables and borrowings (continued)

## (c) Changes in liabilities arising from financing activities

\$ '000	as at 30/06/19		Non-cash changes				as at 30/06/20
	Opening Balance	Cash flows	Acquisition	Fair value changes	Acquisition due to change in accounting policy	Other non-cash movement	Closing balance
Loans – secured	14,492	(1,536)	–	–	–	–	12,956
Lease liabilities	421	(421)	–	–	–	–	–
<b>TOTAL</b>	<b>14,913</b>	<b>(1,957)</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>12,956</b>

\$ '000	as at 30/06/18		Non-cash changes				as at 30/06/19
	Opening Balance	Cash flows	Acquisition	Fair value changes	Other non-cash movement		Closing balance
Loans – secured	15,979	(1,487)	–	–	–		14,492
Lease liabilities	–	–	421	–	–		421
<b>TOTAL</b>	<b>15,979</b>	<b>(1,487)</b>	<b>421</b>	<b>–</b>	<b>–</b>		<b>14,913</b>

\$ '000	2020	2019
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## (d) Financing arrangements

## (i) Unrestricted access was available at balance date to the following lines of credit:

Bank overdraft facilities <sup>1</sup>	200	200
Credit cards/purchase cards	115	115
<b>Total financing arrangements</b>	<b>315</b>	<b>315</b>

## Drawn facilities as at balance date:

– Credit cards/purchase cards	30	22
<b>Total drawn financing arrangements</b>	<b>30</b>	<b>22</b>

## Undrawn facilities as at balance date:

– Bank overdraft facilities	200	200
– Credit cards/purchase cards	85	93
<b>Total undrawn financing arrangements</b>	<b>285</b>	<b>293</b>

## Additional financing arrangements information

## Breaches and defaults

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

## Security over loans

Loan liabilities are secured over the asset that were funded and future Council rates.

Leased liabilities are secured by the underlying leased assets.

## Bank overdrafts

The bank overdraft of Council is secured by a charge over Council rates. Acceptance/Resolution by council of terms and conditions contained in the Letter of Offer and Statutory Declaration of General Manager.

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

## Notes to the Financial Statements

for the year ended 30 June 2020

### Note 14. Payables and borrowings (continued)

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#### Accounting policy for payables and borrowings

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

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

#### Payables

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

#### Borrowings

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

Borrowings are removed from the Statement of Financial Position when the obligation specified in the contract is discharged, cancelled or expired. The difference between the carrying amount of a financial liability that has been extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in other income or finance cost.

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

## Notes to the Financial Statements

for the year ended 30 June 2020

### Note 15. Provisions

\$ '000	2020 Current	2020 Non-current	2019 Current	2019 Non-current
<b>Provisions</b>				
<b>Employee benefits</b>				
Annual leave	797	–	760	–
Long service leave	1,473	216	1,528	151
Other leave	77	1	58	2
<b>Sub-total – aggregate employee benefits</b>	<b>2,347</b>	<b>217</b>	<b>2,346</b>	<b>153</b>
<b>Asset remediation/restoration:</b>				
Asset remediation/restoration (future works)	–	4,052	–	4,390
<b>Sub-total – asset remediation/restoration</b>	<b>–</b>	<b>4,052</b>	<b>–</b>	<b>4,390</b>
<b>TOTAL PROVISIONS</b>	<b>2,347</b>	<b>4,269</b>	<b>2,346</b>	<b>4,543</b>

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

There are no restricted assets (external or internal) applicable to the above provisions

\$ '000	2020	2019
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#### (b) Current provisions not anticipated to be settled within the next twelve months

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

Provisions – employees benefits	1,284	1,340
	<b>1,284</b>	<b>1,340</b>

#### (c) Description of and movements in provisions

	ELE provisions			
\$ '000	Annual leave	Long service leave	Other employee benefits	Total
2020				
At beginning of year	760	1,679	60	2,499
Other	37	10	18	65
Total ELE provisions at end of year	797	1,689	78	2,564
2019				
At beginning of year	941	1,826	29	2,796
Amounts used (payments)	(181)	(147)	31	(297)
Total ELE provisions at end of year	760	1,679	60	2,499



## Notes to the Financial Statements

for the year ended 30 June 2020

### Note 15. Provisions (continued)

\$ '000	Other provisions	
	Asset remediation	Total
<b>2020</b>		
At beginning of year	4,390	4,390
<b>Changes to provision:</b>		
- Revised costs	(414)	(414)
Unwinding of discount	76	76
Total other provisions at end of year	4,052	4,052
<b>2019</b>		
At beginning of year	366	366
- Revised costs	4,002	4,002
Unwinding of discount	22	22
Total other provisions at end of year	4,390	4,390

### Nature and purpose of non-employee benefit provisions

#### Asset remediation

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

#### Self-insurance

Council does not self-insure.

### Accounting policy for provisions

Provisions are recognised when Council has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation, and the amount has been reliably estimated.

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

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

### Employee benefits

#### Short-term obligations

Liabilities for wages and salaries (including non-monetary benefits, annual leave and accumulating sick leave expected to be wholly settled within 12 months after the end of the period in which the employees render the related service) are recognised in respect of employees' services up to the end of the reporting period and are measured at the amounts expected to be paid when the liabilities are settled. The liability for annual leave and accumulating sick leave is recognised in the provision for employee benefits. All other short-term employee benefit obligations are presented as payables.

#### Other long-term employee benefit obligations

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

#### On-costs

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

## Notes to the Financial Statements

for the year ended 30 June 2020

### Note 15. Provisions (continued)

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

The obligations are presented as current liabilities in the Statement of Financial Position if the Council does not have an unconditional right to defer settlement for at least 12 months after the reporting date, regardless of when the actual settlement is expected to occur.

#### Provisions for close-down and restoration, and environmental clean-up costs – tips and quarries

##### Restoration

Close-down and restoration costs include the dismantling and demolition of infrastructure, and the removal of residual materials and remediation of disturbed areas. Estimated close-down and restoration costs are provided for in the accounting period when the obligation arising from the related disturbance occurs, whether this occurs during the development or during the operation phase, based on the net present value of estimated future costs.

Provisions for close-down and restoration costs do not include any additional obligations which are expected to arise from future disturbance. The costs are estimated on the basis of a closure plan. The cost estimates are calculated annually during the life of the operation to reflect known developments, e.g. updated cost estimates and revisions to the estimated lives of operations, and are subject to formal review at regular intervals.

##### Rehabilitation

Where rehabilitation is conducted systematically over the life of the operation, rather than at the time of closure, provision is made for the estimated outstanding continuous rehabilitation work at each reporting date, and the cost is charged to the Income Statement.

Provision is made for the estimated present value of the costs of environmental clean-up obligations outstanding at the reporting date. These costs are charged to the Income Statement. Movements in the environmental clean-up provisions are presented as an operating cost, except for the unwinding of the discount which is shown as a borrowing cost.

Remediation procedures generally commence soon after the time the damage, remediation process, and estimated remediation costs become known, but may continue for many years depending on the nature of the disturbance and the remediation techniques.

As noted above, the ultimate cost of environmental remediation is uncertain and cost estimates can vary in response to many factors, including changes to the relevant legal requirements, the emergence of new restoration techniques, or experience at other locations. The expected timing of expenditure can also change, for example in response to changes in quarry reserves or production rates. As a result, there could be significant adjustments to the provision for close down and restoration and environmental clean-up, which would affect future financial results.

Other movements in the provisions for close-down and restoration costs, including those resulting from new disturbance, updated cost estimates, changes to the estimated lives of operations, and revisions to discount rates, are capitalised within property, plant and equipment. These costs are then depreciated over the lives of the assets to which they relate.

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

## Notes to the Financial Statements

for the year ended 30 June 2020

### Note 16. Accumulated surplus, revaluation reserves, changes in accounting policies, changes in accounting estimates and errors

#### (a) Nature and purpose of reserves

##### **Infrastructure, property, plant and equipment revaluation reserve**

The infrastructure, property, plant and equipment revaluation reserve is used to record increments / decrements of non-current asset values due to their revaluation.

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

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

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

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

#### (ii) AASB 15 and AASB 1058

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

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

#### **Costs incurred in fulfilling customer contracts**

Prior to adopting AASB 15 Council would recognise direct costs associated with fulfilling customer contracts as expenses when incurred, as they did not qualify for recognition as assets under any other accounting standards. Under AASB 15, as these costs relate directly to the contracts, generate resources used in satisfying the contracts, and are expected to be recovered, they are capitalised as 'costs to fulfil a contract' assets and released through profit and loss on the same basis as the revenue is recognised.

#### **Revenue recognition from contract modifications**

In relation to contract modifications, AASB 15 requires customer approval, which is a more prudent criteria than the probability requirement in the previous standards and has resulted in deferral of revenue where unapproved works have been performed.

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

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

#### **Principal v agent**

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

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

#### **Licences**

Council has reviewed the licences it grants and considers that all licences are either short-term or low value and elects to

## Notes to the Financial Statements

for the year ended 30 June 2020

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

recognise all revenue from licences up-front rather than spreading them over the life of the licence.

**Prepaid rates**

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

**Grants – operating**

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

**Grants – capital**

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

**Changes in presentation**

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

- Movement of balances between receivables and contract assets.
- Additional line items of contract assets, contract cost assets and contract liabilities have been created.

	<b>Balance at 1 July 2019</b>
<b>\$ '000</b>	
<b>Opening contract balances at 1 July 2019</b>	
<b>Contract assets</b>	
– Under AASB 15	–
– Under AASB 1058	–
<b>Total Contract assets</b>	<b>–</b>
<b>Contract liabilities</b>	
– Under AASB 15	1,052
– Under AASB 1058	360
<b>Total Contract liabilities</b>	<b>1,412</b>

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

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

**Statement of Financial Position**

	Carrying amount per Statement of Financial Position under AASB 15 and AASB 1058	Reclassific- ation	Remeasur-e ment	Carrying amount under previous revenue standards	Notes
<b>\$ '000</b>					

## Notes to the Financial Statements

for the year ended 30 June 2020

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

\$ '000	Carrying amount per Statement of Financial Position under AASB 15 and AASB 1058	Reclassific- ation	Remeasur-e ment	Carrying amount under previous revenue standards	Notes
<b>Current assets</b>					
Cash and cash equivalents	7,227	–	–	7,227	
Investments	13,400	–	–	13,400	
Receivables	2,157	502	–	2,659	
Inventories	2,969	–	–	2,969	
Contract assets	502	(502)	–	–	
Other	9	–	–	9	
<b>Total current assets</b>	<b>26,264</b>	<b>–</b>	<b>–</b>	<b>26,264</b>	
<b>Current liabilities</b>					
Payables	1,937	1,200	–	3,137	
Contract liabilities	2,755	(1,200)	(1,555)	–	
Lease liabilities	174	–	–	174	
Borrowings	1,598	–	–	1,598	
Provisions	2,347	–	–	2,347	
<b>Total current liabilities</b>	<b>8,811</b>	<b>–</b>	<b>(1,555)</b>	<b>7,256</b>	
<b>Non-current assets</b>					
Receivables	122	–	–	122	
Infrastructure, property, plant and equipment	314,083	–	–	314,083	
Investment property	170	–	–	170	
Right of use assets	814	–	–	814	
<b>Total non-current assets</b>	<b>315,189</b>	<b>–</b>	<b>–</b>	<b>315,189</b>	
<b>Non-current liabilities</b>					
Payables	175	–	–	175	
Lease liabilities	737	–	–	737	
Borrowings	11,358	–	–	11,358	
Provisions	4,269	–	–	4,269	
<b>Total Non-current liabilities</b>	<b>16,539</b>	<b>–</b>	<b>–</b>	<b>16,539</b>	
<b>Net assets</b>	<b>316,103</b>	<b>–</b>	<b>1,555</b>	<b>317,658</b>	
<b>Equity</b>					
Accumulated surplus	146,988	–	1,555	148,543	
Revaluation reserves	169,115	–	–	169,115	
<b>Council equity interest</b>	<b>316,103</b>	<b>–</b>	<b>1,555</b>	<b>317,658</b>	
<b>Total equity</b>	<b>316,103</b>	<b>–</b>	<b>1,555</b>	<b>317,658</b>	

## Income Statement

## Notes to the Financial Statements

for the year ended 30 June 2020

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

\$ '000	Income Statement and comprehensive income under AASB 15 and AASB 1058	Reclassification	Remeasurement	Income Statement and comprehensive income under previous revenue standards	Notes
<u>Income from continuing operations</u>					
Rates and annual charges	11,390	—	—	11,390	
User charges and fees	3,319	—	—	3,319	
Other revenues	3,505	—	—	3,505	
Grants and contributions provided for operating purposes	11,637	—	495	12,132	
Grants and contributions provided for capital purposes	2,774	—	1,060	3,834	
Interest and investment income	398	—	—	398	
Rental income	177	—	—	177	
<b>Total Income from continuing operations</b>	<b>33,200</b>	<b>—</b>	<b>1,555</b>	<b>34,755</b>	
<u>Expenses from continuing operations</u>					
Employee benefits and on-costs	10,551	—	—	10,551	
Borrowing costs	887	—	—	887	
Materials and contracts	7,740	—	—	7,740	
Depreciation and amortisation	7,482	—	—	7,482	
Other expenses	4,364	—	—	4,364	
Net losses from the disposal of assets	1,276	—	—	1,276	
<b>Total Expenses from continuing operations</b>	<b>32,300</b>	<b>—</b>	<b>—</b>	<b>32,300</b>	
<b>Total Operating result from continuing operations</b>	<b>900</b>	<b>—</b>	<b>1,555</b>	<b>2,455</b>	
<b>Net operating result for the year</b>	<b>900</b>	<b>—</b>	<b>1,555</b>	<b>2,455</b>	
<b>Total comprehensive income</b>	<b>37,673</b>	<b>—</b>	<b>1,555</b>	<b>39,228</b>	

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

## Statement of Financial Position

\$ '000	Original Balance 1 July, 2019	Impact Increase/ (decrease)	Restated Balance 1 July, 2019
<b>Total assets</b>	<b>305,926</b>	<b>—</b>	<b>305,926</b>
Contract liabilities	—	1,412	1,412
Income in Advance for Prior Years	1,052	(1,052)	—
<b>Total liabilities</b>	<b>27,136</b>	<b>360</b>	<b>27,496</b>
Accumulated surplus	146,448	(360)	146,088
<b>Total equity</b>	<b>278,790</b>	<b>(360)</b>	<b>278,430</b>

## Notes to the Financial Statements

for the year ended 30 June 2020

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

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

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

Practical expedients used on transition

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

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

**Financial statement impact of adoption of AASB 16**

Council has recognised right-of-use assets and lease liabilities of \$715,501 at 1 July 2019 for leases previously classified as operating leases, or leases that are significantly below market value which were previously off balance sheet.

The weighted average lessee's incremental borrowing rate applied to lease liabilities at 1 July 2019 was 3.41%.

\$ '000	Balance at 1 July 2019
<b>Operating lease commitments at 30 June 2019 per Council financial statements</b>	—
<b>Reconciliation of lease liabilities recognised on adoption of AASB 16 Leases</b>	
<b>Operating lease commitments discounted using the incremental borrowing rate at 1 July 2019</b>	—
<b>Add:</b>	
Contracts not accounted for as operating lease commitments last year	190
Finance lease liabilities	525
Extension options reasonably certain to be exercised not included in the commitments note	—
Variable lease payments linked to an index	—
Other	—
<b>Less:</b>	
Short-term leases included in commitments note	—
Leases for low-value assets included in commitments note	—
Other	—
<b>Lease liabilities recognised at 1 July 2019</b>	<b>715</b>

**Council as a lessor**

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

## Notes to the Financial Statements

for the year ended 30 June 2020

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

the underlying asset.

## Statement of Financial Position

\$ '000	Original Balance 1 July, 2019	Impact Increase/ (decrease)	Restated Balance 1 July, 2019
Rights-of-use assets	525	190	715
<b>Total assets</b>	<b>–</b>	<b>190</b>	<b>190</b>
Payables – accrued interest on leases (30/6/2019)	–	–	–
Leases	(421)	(190)	(611)
<b>Total liabilities</b>	<b>–</b>	<b>(190)</b>	<b>(190)</b>
Accumulated surplus	104	–	104
<b>Total equity</b>	<b>–</b>	<b>–</b>	<b>380</b>

## Note 17. Statement of cash flow information

\$ '000	Notes	2020	2019
<b>(a) Reconciliation of cash and cash equivalents</b>			
Total cash and cash equivalents per Statement of Financial Position	7(a)	7,227	5,511
<b>Balance as per the Statement of Cash Flows</b>		<b>7,227</b>	<b>5,511</b>

**(b) Reconciliation of net operating result to cash provided from operating activities**

<b>Net operating result from Income Statement</b>	900	75
<b>Adjust for non-cash items:</b>		
Depreciation and amortisation	7,482	6,344
Net losses/(gains) on disposal of assets	1,276	2,449
Adoption of AASB 15/1058	(360)	–
Unwinding of discount rates on reinstatement provisions	76	22
<b>+/- Movement in operating assets and liabilities and other cash items:</b>		
Decrease/(increase) in receivables	634	(359)
Increase/(decrease) in provision for impairment of receivables	26	(24)
Decrease/(increase) in inventories	(927)	163
Decrease/(increase) in other current assets	13	37
Decrease/(increase) in contract assets	(502)	–
Increase/(decrease) in payables	(2,385)	1,991
Increase/(decrease) in accrued interest payable	(10)	8
Increase/(decrease) in other liabilities	(827)	579
Increase/(decrease) in contract liabilities	2,755	–
Increase/(decrease) in provision for employee benefits	65	(297)
Increase/(decrease) in other provisions	(414)	2



## Notes to the Financial Statements

for the year ended 30 June 2020

## Note 17. Statement of cash flow information (continued)

\$ '000	2020	2019
Increase/(decrease) in contract cost assets	—	—
Increase/(decrease) in contract assets	—	—
Increase/(decrease) in contract liabilities	—	—
<b>Net cash provided from/(used in) operating activities from the Statement of Cash Flows</b>	<b>7,802</b>	<b>10,990</b>

## (c) Non-cash investing and financing activities

Acquisition of plant and equipment by means of finance leases (2019 only)	—	421
<b>Total non-cash investing and financing activities</b>	<b>—</b>	<b>421</b>

## Note 18. Interests in other entities

## Subsidiaries, joint arrangements and associates not recognised

New England Joint Organisation (NEJO)

The NEJO was established on 11 May 2018 and is a separately constituted entity pursuant to Part 7 (Sections 400O to 400ZH) of the Local Government Act (NSW) 1993, as amended, and the Local Government (General) Regulation 2008.

The principle purpose of the NEJO is to establish strategic regional priorities and to provide regional leadership to the geographical area for which it serves, and to identify and take up opportunities for intergovernmental cooperation on matters relating to the joint organisation area.

NEJO comprises of seven voting member councils: Armidale Regional Council, Glen Innes Severn Council, Inverell Shire Council, Moree Plains Shire Council, Narrabri Shire Council, Tenterfield Shire Council and Uralla Shire Council.

The Board of NEJO consists of:

- The Mayors of each Member Council, who are entitled to one (1) vote at Meetings;
- A non-voting representative of the NSW Government, who is the Regional Director of the Department of Premier and Cabinet.

The Chairperson is to be elected by the voting representatives of the Board from one (1) of the Mayoral representatives. Chairperson does not have a casting vote.

A decision of the Board is supported by a majority at which a quorum is present is a decision of NEJO.

Glen Innes Severn Council, as a member of the NEJO, has a one seventh voting right in respect to the decisions of the Board. Considering the fact that decision making is based on majority votes, council does not have control, joint control or significant influence over relevant activities of the organisation.

In accordance with the Charter each member of the NEJO contributes annual fees towards the operation of the joint organisation. In 2019/2020 the contribution made by Glen Innes Severn Council was \$5,000.

New England Weeds Authority

New England Weeds Authority (NEWA) is the registered trading name of The New England Tablelands Noxious Plants County Council. NEWA is a single purpose Council which is a Local Control Authority for priority and invasive weeds under the NSW Biosecurity Act, 2015. The present area of operation of NEWA is the local government areas of Uralla Shire Council, Armidale Regional Council, Walcha Shire Council, and Glen Innes Severn Council (under a Memorandum of Understanding). These Councils are located in the Northern Tablelands region of New South Wales.

## Notes to the Financial Statements

for the year ended 30 June 2020

### Note 18. Interests in other entities (continued)

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The County Council's governance is in accordance with the Local Government Act 1993 (LGA 1993) with the Country Council first proclaimed in 1947.

NEWA is funded by contributions from its four Constituent Councils, grants and private works. Each Constituent Council has delegated its Noxious weeds control function to NEWA and contributes in accordance with NEWA's proclamation. NEWA's governing body consists of five Councillors elected by each of the Constituent Councils.

Council does not have control, joint control or significant influence over decision making or the overall activities of the organisation.

## Notes to the Financial Statements

for the year ended 30 June 2020

## Note 19. Commitments

\$ '000	2020	2019
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## (a) Capital commitments (exclusive of GST)

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

**Property, plant and equipment**

Bridges	404	355
Roads	19	126
Other	548	352
<b>Total commitments</b>	<b>971</b>	<b>833</b>

**These expenditures are payable as follows:**

Within the next year	971	833
<b>Total payable</b>	<b>971</b>	<b>833</b>

**Sources for funding of capital commitments:**

Unrestricted general funds	548	352
Externally restricted reserves	19	126
Unexpended loans	404	355
<b>Total sources of funding</b>	<b>971</b>	<b>833</b>

**Details of capital commitments**

Capital commitments relate to a range of capital items where purchase orders have been raised but invoices not received as at 30 June 2020.

## (b) Finance lease commitments (2019 only)

**(i) Commitments  
under finance leases  
at the reporting date  
are payable as  
follows:**

\$ '000	2020	2019
Within the next year	—	74
Later than one year and not later than 5 years	—	424
<b>Total minimum lease payments</b>	<b>—</b>	<b>498</b>
Less: future finance charges	—	(76)
<b>Amount recognised as a liability</b>	<b>—</b>	<b>422</b>

**(ii) Finance lease liability recognised represent:**

\$ '000	2020	2019
Current liabilities	—	70
Non-current liabilities	—	352
<b>Total finance lease liabilities disclosed</b>	<b>—</b>	<b>422</b>

## Notes to the Financial Statements

for the year ended 30 June 2020

## Note 19. Commitments (continued)

## (iii) General details

Council leases the following property, plant and equipment under finance leases:

\$ '000	Term (years) 2020	Option to purchase 2020	Contingent rent clauses 2020	2020	2019
Heavy plant – carrying value	–	NO	NO	–	422
<b>Total carrying value at period end</b>				<b>–</b>	<b>422</b>

## Additional details

The finance leases are for heavy plant and have a lease term of 5 years with fixed lease payments. The finance agreements are secured over the vehicles.

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

## (c) Non-cancellable operating lease commitments (2019 only)

## a. Commitments under non-cancellable operating leases at the reporting date, but not recognised as liabilities are payable:

Within the next year	–	100
Later than one year and not later than 5 years	–	187
<b>Total non-cancellable operating lease commitments</b>	<b>–</b>	<b>287</b>

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

Refer to Note 15 for information relating to leases for 2020.

The operating leases in place are for computer equipment and photocopiers. All operating lease agreements are secured only against the leased assets and are for terms ranging from two to four years. The leases generally have a CPI increase each year. No lease agreements impose any financial restrictions on council regarding future debt.

Refer to Note 13 for information relating to Leases.

## Conditions relating to finance and operating leases:

- All finance agreements are secured only against the leased asset.
- No lease agreements impose any financial restrictions on Council regarding future debt etc.

## Notes to the Financial Statements

for the year ended 30 June 2020

### Note 20. Contingencies

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

#### LIABILITIES NOT RECOGNISED

##### 1. Guarantees

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

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

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

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

##### *Description of the funding arrangements*

Pooled Employers are required to pay future service employer contributions and past service employer contributions to the fund.

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

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

The additional lump sum contribution for each Pooled Employer is a share of the total additional contributions of \$40.0 million per annum from 1 July 2019 to 30 June 2021, apportioned according to each employer's share of the accrued liabilities as at 30 June 2019. These past service contributions are used to maintain the adequacy of the funding position for the accrued liabilities.

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

##### *Description of the extent to which Council can be liable to the plan for other Council's obligations under the terms and conditions of the multi-employer plan*

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

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

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

There are no provision for allocation of any surplus which may be present at the date of withdrawal of an employer.

## Notes to the Financial Statements

for the year ended 30 June 2020

### Note 20. Contingencies (continued)

The amount of Council employer contributions to the defined benefit section of the Local Government Superannuation Scheme and recognised as an expense for the year ending 30 June 2020 was \$131,365.46. The last formal valuation of the Fund was undertaken by the Fund Actuary, Richard Boyfield FIAA as at 30 June 2019.

The amount of additional contributions in the total employer contribution advised above is \$44,600.00. Council's expected contribution to the plan for the next annual reporting period is \$94,136.36.

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

Employer reserves only *	\$millions	Asset Coverage
Assets	1,695.2	
Past Service Liabilities	1,773.2	95.6%
Vested Benefits	1,757.5	96.5%

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

The share of this deficit that is broadly attributed to Council is estimated to be 0.11% as at 30 June 2020.

Council's share of that deficiency cannot be accurately calculated as the Scheme is a mutual arrangement where assets and liabilities are pooled together for all member councils. For this reason, no liability for the deficiency has been recognised in Council's accounts. Council has a possible obligation that may arise should the Scheme require immediate payment to correct the deficiency.

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

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

\* Plus promotional increases

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

Please note that the estimated employer reserves financial position above is a preliminary calculation and once all the relevant information has been received by the Funds Actuary, the final end of year review will be completed around November/December 2020.

#### (ii) Statewide Limited

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

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

The future realisation and finalisation of claims incurred but not reported to 30 June 2020 may result in future liabilities or benefits as a result of past events that Council will be required to fund or share in respectively.

#### (iii) StateCover Limited

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

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

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

## Notes to the Financial Statements

for the year ended 30 June 2020

### Note 20. Contingencies (continued)

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

#### **(iv) Other guarantees**

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

## Notes to the Financial Statements

for the year ended 30 June 2020

### Note 20. Contingencies (continued)

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#### 2. Other liabilities

##### (i) Third party claims

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

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

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

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

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

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

#### ASSETS NOT RECOGNISED

##### (i) Land under roads

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

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

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

##### (ii) Infringement notices/fines

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

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

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

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



## Notes to the Financial Statements

for the year ended 30 June 2020

## Note 21. Financial risk management

## Risk management

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

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

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

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

The fair value of Council's financial assets and financial liabilities approximates their carrying amount.

\$ '000	Carrying value 2020	Carrying value 2019 <sup>1</sup>	Fair value 2020	Fair value 2019 <sup>1</sup>
<b>Measured at amortised cost</b>				
Cash and cash equivalents	7,227	5,511	7,226	5,511
Receivables	2,279	2,939	2,279	2,939
– 'Financial assets at amortised cost'	13,400	17,000	13,400	17,000
Payables	2,112	3,951	2,112	3,951
Loans/advances	12,956	14,492	12,956	14,492
Lease liabilities	911	–	911	421

(1) Please refer to Note 13 for Prior Period Adjustments

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

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

\$ '000	Increase of values/rates		Decrease of values/rates	
	Profit	Equity	Profit	Equity
<b>2020</b>				
Possible impact of a 1% movement in interest rates	204	204	(204)	(204)
<b>2019</b>				
Possible impact of a 1% movement in interest rates	223	223	(223)	(223)

## (b) Credit risk

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

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

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

## Notes to the Financial Statements

for the year ended 30 June 2020

## Note 21. Financial risk management (continued)

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

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

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

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

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

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

## Credit risk profile

## Receivables – rates and annual charges

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

\$ '000	Not yet overdue	< 1 year overdue	1 - 2 years overdue	2 - 5 years overdue	> 5 years overdue	Total
<b>2020</b>						
Gross carrying amount	680	221	88	80	53	1,122
<b>2019</b>						
Gross carrying amount	206	365	183	274	192	1,220

## Receivables - non-rates and annual charges

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

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

\$ '000	Not yet overdue	0 - 30 days overdue	31 - 60 days overdue	61 - 90 days overdue	> 91 days overdue	Total
<b>2020</b>						
Gross carrying amount	320	530	153	133	88	1,224
Expected loss rate (%)	0.00%	0.00%	0.00%	0.00%	1.00%	0.07%
<b>ECL provision</b>	–	–	–	–	1	1
<b>2019</b>						
Gross carrying amount	915	518	7	30	290	1,760
Expected loss rate (%)	0.00%	0.00%	0.00%	0.00%	1.00%	0.16%
<b>ECL provision</b>	–	–	–	–	3	3

## Notes to the Financial Statements

for the year ended 30 June 2020

## Note 21. Financial risk management (continued)

## (c) Liquidity risk

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

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

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

Borrowings are also subject to interest rate risk – the risk that movements in interest rates could adversely affect funding costs and debt servicing requirements. Council manages this risk through diversification of borrowing types, maturities and interest rate structures. The finance team regularly reviews interest rate movements to determine if it would be advantageous to refinance or renegotiate part or all of the loan portfolio.

The timing of cash flows presented in the table below to settle financial liabilities reflects the earliest contractual settlement dates. The timing of expected outflows is not expected to be materially different from contracted cashflows.

The amounts disclosed in the table are the undiscounted contracted cash flows for non-lease liabilities and therefore the balances in the table may not equal the balances in the statement of financial position due to the effect of discounting.

\$ '000	Weighted average interest rate	Subject to no maturity	≤ 1 Year	payable in: 1 - 5 Years	> 5 Years	Total cash outflows	Actual carrying values
<b>2020</b>							
Trade/other payables	0.00%	–	1,937	175	–	2,112	2,112
Loans and advances	5.73%	–	2,289	7,988	3,900	14,177	12,956
Lease liabilities	4.60%	–	–	–	–	–	–
<b>Total financial liabilities</b>		<b>–</b>	<b>4,226</b>	<b>8,163</b>	<b>3,900</b>	<b>16,289</b>	<b>15,068</b>
<b>2019</b>							
Trade/other payables	0.00%	–	3,944	7	–	3,951	3,951
Loans and advances	5.66%	–	2,302	8,378	9,547	20,227	14,492
Lease liabilities	4.60%	–	74	424	–	498	421
<b>Total financial liabilities</b>		<b>–</b>	<b>6,320</b>	<b>8,809</b>	<b>9,547</b>	<b>24,676</b>	<b>18,864</b>

## Notes to the Financial Statements

for the year ended 30 June 2020

## Note 22. Material budget variations

Council's original financial budget for 19/20 was adopted by the Council on 27/06/2019 and is unaudited.

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

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

Material variations represent those variances between the original budget figure and the actual result that amount to **10%** or more.

**Variation Key:** **F** = Favourable budget variation, **U** = Unfavourable budget variation.

\$ '000	2020 Budget	2020 Actual	2020 ----- Variance -----	
<b>REVENUES</b>				
Rates and annual charges	11,563	11,390	(173)	(1)% <b>U</b>
User charges and fees	3,571	3,319	(252)	(7)% <b>U</b>
Other revenues	6,264	3,505	(2,759)	(44)% <b>U</b>
This variance is accounted for predominately by Plant Hire income being accounted for under Engineering Department as an income offset, not moved to offset plant expenses. Glen Innes Aggregate internal aggregate removed from consolidated income.				
Operating grants and contributions	11,448	11,637	189	2% <b>F</b>
Capital grants and contributions	2,329	2,774	445	19% <b>F</b>
Grants were budgeted as Operating Grants but were actually Capital Grants. Stronger Country Community Grants and Netball Stadium Grant were in the original budget but not received during the year.				
Interest and investment revenue	584	398	(186)	(32)% <b>U</b>
Interest rates declined over the course of 2019/2020 financial year. Dividend income was budgeted for but not received.				
Net gains from disposal of assets	540	–	(540)	100% <b>U</b>
Sale of Anderson's building was budgeted in the 2019/2020 year but was not settled in current year.				
Rental income	216	177	(39)	(18)% <b>U</b>
This variance is due to Vehicle leaseback budgeted higher than actual income received.				
<b>EXPENSES</b>				
Employee benefits and on-costs	8,784	10,551	(1,767)	(20)% <b>U</b>
This variation is predominately due additional hours worked by Council employees during Bushfire and Disaster Recovery periods.				
Borrowing costs	1,087	887	200	18% <b>F</b>
The variance is account for predominately due to low interest rates budgeted for.				
Materials and contracts	11,426	7,740	3,686	32% <b>F</b>
This variation is predominately due to less Council works being undertaken due to Council employees attending to Bushfire and Disaster Recovery works and COVID restrictions.				
Depreciation and amortisation	5,473	7,482	(2,009)	(37)% <b>U</b>

## Notes to the Financial Statements

for the year ended 30 June 2020

## Note 22. Material budget variations (continued)

\$ '000	2020 Budget	2020 Actual	2020 ----- Variance -----
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This variation is due to Council transferring assets data to a new asset system, with more accurate data being utilised.

Other expenses	4,756	4,364	392	8%	F
Net losses from disposal of assets	–	1,276	(1,276)	∞	U

Council identified assets that needed to be removed from Council's asset registers and it was therefore necessary to write off these assets.

## STATEMENT OF CASH FLOWS

Cash flows from operating activities	10,462	7,802	(2,660)	(25)%	U
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The variation is due to additional expenditure during Bushfires and COVID-19 not budgeted for.

Cash flows from investing activities	(12,890)	(4,440)	8,450	(66)%	F
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A number of Capital projects were included in the original budget and subsequently removed throughout the year due to Bushfires and COVID-19.

Cash flows from financing activities	(1,606)	(1,646)	(40)	2%	U
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The variation is due to the change in reporting requirement of lease liabilities.

## Notes to the Financial Statements

for the year ended 30 June 2020

## Note 23. Fair Value Measurement

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

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

The fair value of assets and liabilities must be estimated in accordance with various accounting standards for either recognition and measurement requirements or for disclosure purposes.

AASB 13 Fair Value Measurement requires all assets and liabilities measured at fair value to be assigned to a 'level' in the fair value hierarchy as follows:

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

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

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

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

## Recurring fair value measurements

2020	Fair value measurement hierarchy				Total
	Date of latest valuation	Level 1 Quoted prices in active mkt	Level 2 Significant observable inputs	Level 3 Significant unobservable inputs	
<b>\$ '000</b>					
<b>Investment property</b>					
Jamesies Fuel and Fix	30/06/18	–	–	170	170
<b>Total investment property</b>		<b>–</b>	<b>–</b>	<b>170</b>	<b>170</b>
<b>Infrastructure, property, plant and equipment</b>					
Plant and equipment	30/06/16	–	–	4,734	4,734
Office equipment	30/06/18	–	–	22	22
Furniture and fittings	30/06/18	–	–	68	68
- Crown Land		–	–	1,657	1,657
– Operational land	30/06/18	–	–	9,873	9,873
– Community land	30/06/18	–	–	3,000	3,000
Buildings	30/06/18	–	–	19,503	19,503
Other structures	30/06/18	–	–	4,545	4,545
– Roads (General)	30/06/20	–	–	85,829	85,829
– Roads (Causeways)	30/06/20	–	–	2,920	2,920
– Roads (Car Parks)	30/06/20	–	–	969	969
– Bridges	30/06/20	–	–	35,897	35,897
– Footpaths (Road Related)	30/06/18	–	–	3,340	3,340
– Bulk earthworks (non-depreciable)	30/06/18	–	–	64,708	64,708
– Stormwater drainage	30/06/20	–	–	10,491	10,491
– Water supply network	30/06/18	–	–	26,999	26,999
– Sewerage network	30/06/18	–	–	21,765	21,765
– Swimming pools	30/06/18	–	–	1,777	1,777
– Other open space/recreational assets (General)	30/06/18	–	–	2,665	2,665
– Other infrastructure (Kerb and Gutter)	30/06/20	–	–	5,788	5,788
– Other infrastructure (Major Street Furniture)	30/06/20	–	–	2,122	2,122
– Library books	30/06/16	–	–	509	509
<b>Total infrastructure, property, plant and equipment</b>		<b>–</b>	<b>–</b>	<b>309,181</b>	<b>309,181</b>

## Notes to the Financial Statements

for the year ended 30 June 2020

## Note 23. Fair Value Measurement (continued)

2019 \$ '000	Date of latest valuation	Level 1 Quoted prices in active mkts	Level 2 Significant observable inputs	Level 3 Significant unobserv- able inputs <sup>1</sup>	Total <sup>1</sup>
<b>2019</b>					
\$ '000	Date of latest valuation	Level 1 Quoted prices in active mkts	Level 2 Significant observable inputs	Level 3 Significant unobserv- able inputs <sup>1</sup>	Total <sup>1</sup>
<b>Investment property</b>					
Jamesies Fuel and Fix	30/06/18	–	170	–	170
<b>Total investment property</b>		<b>–</b>	<b>170</b>	<b>–</b>	<b>170</b>
<b>Infrastructure, property, plant and equipment</b>					
Plant and equipment	30/06/16	–	–	5,377	5,377
Office equipment	30/06/18	–	–	73	73
Furniture and fittings	30/06/18	–	–	63	63
- Crown Land	03/11/20	–	–	–	–
– Operational land	30/06/18	–	–	9,873	9,873
– Community land	30/06/18	–	–	4,632	4,632
Buildings	30/06/18	–	–	19,739	19,739
Other structures	30/06/18	–	–	4,126	4,126
– Roads (General)	30/06/20	–	–	93,196	93,196
– Roads (Causeways)	30/06/20	–	–	2,988	2,988
– Roads (Car Parks)	30/06/20	–	–	945	945
– Bridges	30/06/18	–	–	36,179	36,179
– Footpaths (Road Related)	30/06/18	–	–	1,954	1,954
– Bulk earthworks (non-depreciable)	30/06/18	–	–	24,845	24,845
– Stormwater drainage	30/06/18	–	–	8,498	8,498
– Water supply network	30/06/18	–	–	26,282	26,282
– Sewerage network	30/06/18	–	–	21,779	21,779
– Swimming pools	30/06/18	–	–	1,824	1,824
– Other open space/recreational assets (General)	30/06/18	–	–	2,408	2,408
– Other infrastructure (Kerb and Gutter)	30/06/18	–	–	6,749	6,749
– Other infrastructure (Major Street Furniture)	30/06/18	–	–	1,900	1,900
– Library books	30/06/16	–	–	524	524
<b>Total infrastructure, property, plant and equipment</b>		<b>–</b>	<b>–</b>	<b>273,954</b>	<b>273,954</b>

(1) Please refer to Note 13 for Prior Period Adjustments

Note that capital WIP is not included above since it is carried at cost.

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

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

## Notes to the Financial Statements

for the year ended 30 June 2020

### Note 23. Fair Value Measurement (continued)

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

Where Council is unable to derive fair valuations using quoted market prices of identical assets (ie. level 1 inputs) Council instead utilises a spread of both observable inputs (level 2 inputs) and unobservable inputs (level 3 inputs).

The fair valuation techniques Council has employed while utilising level 2 and level 3 inputs are as follows:

##### Investment property

Glen Innes Severn Council currently holds one investment property (known as Jamesies Fuel and Fix). Council obtains an independent valuation of its investment property on a regular basis and at the end of each reporting period the financial statements reflect the latest valuation.

The best evidence of Fair Value is the current price in an active market for similar assets. The following information is used where necessary;

- Current prices in an active market for different types of properties or similar properties in a less active market.
- Expected future rental income generated from the property based on a discounted cash flow.

The investment property held by Council has been valued with the Valuer using calculation techniques that are appropriate minimising unobservable inputs (namely level 2 inputs).

The property was valued by Mike Williams Valuations (Glen Innes Valuation Services) AAPI, FREAV, Registered Valuer 619, Certified Practicing Valuer.

There are no valuation changes from prior years.

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

###### Transportation assets

Transportation assets is a valuation class of asset for the purposes of AASB 13 *Fair Value Measurement* which combines following classes of assets from Note 11: roads, bridges, footpaths, bulk earthworks, stormwater drainage, kerb and gutter, major street furniture.

Transportation assets have been valued internally.

Council's pavement Asset Management System contains detailed dimensions and specification for all Council roads. Valuations for the road carriageway, comprising surface, pavement and formation were based on calculations carried out in 2010 utilising the in house NAMS PLUS Asset management system for detailed pavement information residing in Council's Pavement Management System Council fair values, road infrastructure assets using, Level 3 inputs at a component level.

The 'Cost Approach' is used to value transportation assets by componentising the assets into significant parts and then rolling up these component values to provide an overall asset valuation within Council's Asset System. In between full revaluations, Council undertakes annual indexation of stormwater drainage assets in accordance with the latest indices provided in the Rates Reference Manual issued by Crown Lands and Water (CLAW); and up-to-date ABS Road & Bridge construction index for all other transportation assets.

There were no changes in valuation technique from prior year.



## Notes to the Financial Statements

for the year ended 30 June 2020

### Note 23. Fair Value Measurement (continued)

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Due to specialised nature and significant judgement involved, the transportation assets have been valued using unobservable Level 3 inputs which include:

- Unit rates per measurement basis (m2, m, etc)
- Useful life
- Asset Condition

#### Buildings

Buildings assets are valued externally. Council engaged Scott Fullarton Valuations Pty Ltd to perform a comprehensive valuation of buildings assets as at 30 June 2018.

Most of the Council's buildings are specialised by nature and were valued utilising the cost approach. The approach estimated the replacement cost of each building and componentising of significant parts of specific buildings with different useful lives and taking into account a range of factors. Where the unit rates could be supported by market evidence, Level 2 inputs were utilised. Other inputs (such as estimates of useful life, asset condition and componentisation) required extensive professional judgement and impacted significantly on the final determination of fair value. As such, these assets have been valued utilising Level 3 inputs.

There were no changes in valuation technique from prior year.

#### Land

Land is valued externally. Council engaged Scott Fullarton Valuations Pty Ltd to perform a comprehensive valuation of its land as at 30 June 2018.

Land is a valuation class of asset for the purposes of AASB 13 *Fair Value Measurement* which combines following classes of assets from Note 11: Operational Land and Community Land.

Council's "Operational" land by definition has no special restriction other than those that may apply to any piece of land.

Council's "Community" land (including owned by Council, the Crown and various other Government Agencies that is managed by Council) by definition from the LG Act 1993 is land intended for public access and use or where other restrictions applying to the land create some obligation to maintain public access (such as a trust deed, dedication under section 94 of the Environment Planning and Assessment Act 1979). This gives rise to the restrictions in the Act, intended to preserve the qualities of the land. Indeed, Community Land cannot be sold; cannot be leased, licensed, or any other estate granted over the land for more than 21 years; and must have a plan of management for it.

Land has been valued at market value, having regard to the "highest and best use", after identifying all elements (restrictions) that would be taken into account by buyers and sellers in settling the price, including but not limited to:

- The land's description and/or dimensions;
- Planning (zoning) and other constraints on development; and
- The potential for alternative use.

The criteria that highest and best use must meet are physical possibility, legal permissibility and financial feasibility. Implied within these criteria is the recognition of the contribution of that specific use to community environment or to community development goals, in addition to wealth maximisation of the individual property owner.

Council's community land has been zoned for public open space, conservation areas and other similar locality specific areas. Council has placed these zonings on their land and they, predominantly, only apply to Council owned land. These zonings are not representative of surrounding land uses and their level of development restrictions may not be considered normal in the open market. As a result of that, fair value of community land represents the cost to Council to acquire the property, i.e. in an open market situation, if it is considered feasible that these properties could be zoned similarly to surrounding use areas in the relatively near future (say 5 years) rather than at some remote future date.

There were no changes in valuation technique from prior year.

## Notes to the Financial Statements

for the year ended 30 June 2020

## Note 23. Fair Value Measurement (continued)

This class of assets was externally revalued by independent valuer, Andrew Nock AAPI (P&M) MAVAA, as at 30 June 2018.

Assets were valued using cost approach with a combination of depreciated replacement cost and market valuation techniques. Level 3 input was applied to most of the assets due to the significant professional judgment involved in determination of the obsolescence factor.

There were no changes in valuation technique from prior year.

**Water and Sewerage assets**

Council engaged APV Valuers & Asset Management, independent professional valuer firm, to perform a comprehensive revaluation of its water and sewerage supply network assets as at 30 June 2018.

Due to specialised nature of the assets all water and sewer network assets were valued using cost approach with the Level 3 input dominating the valuation.

Valuer applied significant judgement in determining following inputs into the valuation process:

- Unit rates
- Condition assessment and obsolescence
- Useful life.

Though previously Council valued this class of assets internally, the valuation technique has not changed.

**Other Assets**

Other Assets is a valuation class of asset for the purposes of AASB 13 *Fair Value Measurement* which combines following classes of assets from Note 11: Library Books and Tip Assets.

These assets are valued at depreciated historical cost but are disclosed at fair value in the notes. The carrying amount of these assets is assumed to approximate fair value due to the short useful life. Therefore, the main significant unobservable Level 3 input utilised in valuation is condition of the assets.

There were no changes in valuation technique from prior year.

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

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

\$ '000	Plant and equipment	Office equipment	Furniture and fittings	Operational land <sup>1</sup>	Community land
<b>2019</b>					
<b>Opening balance</b>	3,716	77	64	9,851	4,074
Prior period error correction	—	—	—	—	—
Transfers from/(to) another asset class	—	—	6	(220)	(1,165)
Purchases (GBV)	1,833	41	9	—	—
Disposals (WDV)	(182)	—	—	—	(16)
Depreciation and impairment	(579)	(45)	(17)	—	—
Revaluation	74	1	1	242	82
<b>Closing balance</b>	<b>4,862</b>	<b>74</b>	<b>63</b>	<b>9,873</b>	<b>2,975</b>
<b>2020</b>					
<b>Opening balance</b>	4,862	74	63	9,873	2,975
Prior period error correction	—	—	—	—	—
Transfers from/(to) another asset class	(5)	—	—	—	—

continued on next page ...

## Notes to the Financial Statements

for the year ended 30 June 2020

## Note 23. Fair Value Measurement (continued)

\$ '000	Plant and equipment	Office equipment	Furniture and fittings	Operational land <sup>1</sup>	Community land
Purchases (GBV)	870	2	22	–	–
Depreciation and impairment	(1,121)	(53)	(17)	–	–
Found Assets	128	–	–	–	25
Rounding	–	(1)	–	–	–
<b>Closing balance</b>	<b>4,734</b>	<b>22</b>	<b>68</b>	<b>9,873</b>	<b>3,000</b>

(1) Please refer to Note 13 for Prior Period Adjustments

\$ '000	Buildings <sup>1</sup>	Other structures	Roads	Bridges	Footpaths
<b>2019</b>					
<b>Opening balance</b>	21,289	4,143	93,377	35,636	1,678
Prior period error correction	–	–	–	–	–
Transfers from/(to) another asset class	–	328	95	3	–
Purchases (GBV)	421	86	3,283	374	291
Disposals (WDV)	(268)	(311)	(1,136)	(147)	(22)
Depreciation and impairment	(1,007)	(210)	(2,420)	(560)	(33)
Revaluation	500	90	2,270	873	40
<b>Closing balance</b>	<b>20,935</b>	<b>4,126</b>	<b>95,469</b>	<b>36,179</b>	<b>1,954</b>
<b>2020</b>					
<b>Opening balance</b>	20,935	4,126	95,469	36,179	1,954
Prior period error correction	(1,196)	–	1,660	–	–
Transfers from/(to) another asset class	(13)	105	191	–	–
Purchases (GBV)	758	634	1,648	519	129
Disposals (WDV)	–	(19)	(445)	(446)	(24)
Depreciation and impairment	(981)	(301)	(2,420)	(565)	(33)
Revaluation	–	–	(6,385)	210	1,314
<b>Closing balance</b>	<b>19,503</b>	<b>4,545</b>	<b>89,718</b>	<b>35,897</b>	<b>3,340</b>

\$ '000	Bulk earthworks	Stormwater drainage	Water supply network	Sewerage network	Swimming pools
<b>2019</b>					
<b>Opening balance</b>	23,634	8,372	26,427	21,642	1,830
Prior period error correction	–	–	–	–	–
Transfers from/(to) another asset class	32	59	–	–	–
Purchases (GBV)	594	86	292	258	19
Disposals (WDV)	–	(73)	(332)	–	(20)
Depreciation and impairment	–	(150)	(517)	(460)	(49)
Revaluation	585	204	412	339	44
<b>Closing balance</b>	<b>24,845</b>	<b>8,498</b>	<b>26,282</b>	<b>21,779</b>	<b>1,824</b>
<b>2020</b>					
<b>Opening balance</b>	24,845	8,498	26,282	21,779	1,824
Prior period error correction	–	–	–	–	–
Transfers from/(to) another asset class	–	–	169	–	–

## Notes to the Financial Statements

for the year ended 30 June 2020

## Note 23. Fair Value Measurement (continued)

\$ '000	Bulk earthworks	Stormwater drainage	Water supply network	Sewerage network	Swimming pools
Purchases (GBV)	—	—	921	481	—
Disposals (WDV)	—	5	(234)	(239)	—
Depreciation and impairment	—	(150)	(519)	(467)	(47)
Found Assets	—	—	123	—	—
Revaluation	39,863	2,138	257	211	—
<b>Closing balance</b>	<b>64,708</b>	<b>10,491</b>	<b>26,999</b>	<b>21,765</b>	<b>1,777</b>

\$ '000	Other infrastructure	Library books	Other open space rec assets	Crown Land	Total
<b>2019</b>					
<b>Opening balance</b>	8,457	528	2,035	—	<b>267,635</b>
Prior period error correction	—	—	—	—	—
Transfers from/(to) another asset class	43	36	18	—	<b>(765)</b>
Purchases (GBV)	204	35	380	—	<b>12,206</b>
Disposals (WDV)	(60)	(39)	(34)	—	<b>(2,640)</b>
Depreciation and impairment	(200)	(46)	(40)	—	<b>(6,333)</b>
Revaluation	206	10	49	—	<b>6,022</b>
<b>Closing balance</b>	<b>8,650</b>	<b>524</b>	<b>2,408</b>	<b>—</b>	<b>276,125</b>
<b>2020</b>					
<b>Opening balance</b>	8,650	524	2,408	—	<b>276,125</b>
Prior period error correction	—	—	—	—	<b>(53)</b>
Transfers from/(to) another asset class	—	—	(105)	1,657	<b>1,711</b>
Purchases (GBV)	297	42	432	—	<b>8,235</b>
Disposals (WDV)	—	(10)	(18)	—	<b>(1,430)</b>
Depreciation and impairment	(210)	(47)	(52)	—	<b>(7,171)</b>
Found Assets	10	—	—	—	<b>286</b>
Revaluation	(837)	—	—	—	<b>36,381</b>
Rounding	—	—	—	—	<b>(1)</b>
<b>Closing balance</b>	<b>7,910</b>	<b>509</b>	<b>2,665</b>	<b>1,657</b>	<b>314,083</b>

**b. Information relating to the transfers into and out of the level 3 fair valuation hierarchy (as disclosed in the table above) includes:**

**1. The valuation process for level 3 fair value measurements**

**Fair value Hierarchy**

AASB 13 Fair Value Measurement requires disclosure of fair value measurement by level of input, using the following hierarchy:

-Level 1 – Quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date.

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

-Level 3 – Unobservable inputs for asset or liability.

**Fair Value – Valuation techniques**

## Notes to the Financial Statements

for the year ended 30 June 2020

### Note 23. Fair Value Measurement (continued)

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The valuation techniques prescribed by AASB 13 can be summarised as:

**Cost Approach:** A valuation technique that reflects the amount that would be required to replace the service capacity of an asset (current replacement cost).

**Income Approach:** Valuation technique that converts future amounts (cash flows inflows/outflows) to signal the current (i.e. discounted) amount. The fair value measurement is determined on the basis of the value indicated by current market expectations about these future amounts.

**Market Approach:** A valuation technique that uses prices and other relevant information, generated by market transactions involving identical or comparable (similar) assets, liabilities or a group of assets and liabilities such as a business.

**Valuation techniques used to derive Level 2 and Level 3 Fair Values:**

Where Council is unable to derive Fair Valuations using quoted market prices of identical assets (i.e. Level 1 inputs), Council instead utilises a spread of both observable inputs (Level 2 inputs) and unobservable inputs (Level 3 inputs).

The Fair Valuation techniques Council has employed while utilising Level 2 and Level 3 inputs are as follows:

**Level 2 valuation process for some asset classes where the basis was Cost Approach under Level 2 input which were determined based on whereby maximising observable inputs and minimising unobservable inputs as below:**

- Quoted prices for a similar asset in active markets
- Current replacement cost concept
- Purchase price
- Useful life

**Level 3 valuation process for some asset classes where the basis was Cost Approach. The inputs used:**

- Pattern of consumption
- Residual Value
- Asset Condition
- Unit rates
- Useful life

### (5) Highest and best use

Council's determined that current use of its assets are at highest and best use.

## Notes to the Financial Statements

for the year ended 30 June 2020

### Note 24. Related party disclosures

#### (a) Key management personnel

Key management personnel (KMP) of the council are those persons having the authority and responsibility for planning, directing and controlling the activities of the council, directly or indirectly.

The aggregate amount of KMP compensation included in the Income Statement is:

\$ '000	2020	2019
<b>Compensation:</b>		
Short-term benefits	1,410	1,048
Post-employment benefits	101	82
<b>Total</b>	<b>1,511</b>	<b>1,130</b>

#### (b) Other transactions with KMP and their related parties

Council has determined that transactions at arm's length between KMP and Council as part of Council delivering a public service objective (e.g. access to library or Council swimming pool by KMP) will not be disclosed.

Nature of the transaction	Value of transactions during year	Outstanding balance (incl. loans and commitments)	Terms and conditions	Provisions for impairment of receivables outstanding	Expense recognised for impairment of receivables
<b>\$ '000</b>					
<b>2020</b>					
Sale of Vehicle	–	–	Standard terms	–	–
Plumbing	95	–	Standard terms	–	–
Freight and delivery	16	–	Standard terms	–	–
<b>2019</b>					
Sale of Vehicle	5	–	Standard terms	–	–
Plumbing	40	–	Standard terms	–	–
Freight and delivery	72	–	Standard terms	–	–

## Notes to the Financial Statements

for the year ended 30 June 2020

### Note 24. Related party disclosures (continued)

#### (c) Other related party transactions

\$ '000	Value of transactions during year	Outstanding balance (incl. loans and commitments)	Terms and conditions	Provisions for impairment of receivables outstanding	Expense recognised for impairment of receivables
<b>2020</b>					
Payments to staff related to Key Management Personnel	114	–	Standard terms	–	–
<b>2019</b>					
Payments to staff related to Key Management Personnel	106	–	Standard terms	–	–

## Notes to the Financial Statements

for the year ended 30 June 2020

### Note 25. Events occurring after the reporting date

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

### Note 26. Statement of developer contributions

Under the *Environmental Planning and Assessment Act 1979*, Council has significant obligations to provide Section 7.11 (contributions towards provision or improvement of amenities or services) infrastructure in new release areas.

It is possible that the funds contributed may be less than the cost of this infrastructure, requiring Council to borrow or use general revenue to fund the difference.

### Summary of contributions and levies

	as at 30/06/19			as at 30/06/20				
		Contributions received during the year						
\$ '000	Opening Balance	Cash	Non-cash	Interest earned in year	Expenditure during year	Internal borrowing (to)/from	Held as restricted asset	Cumulative internal borrowings due/(payable)
Other	48	18	–	1	–	–	67	–
<b>S7.11 contributions – under a plan</b>	<b>48</b>	<b>18</b>	<b>–</b>	<b>1</b>	<b>–</b>	<b>–</b>	<b>67</b>	<b>–</b>
<b>Total S7.11 and S7.12 revenue under plans</b>	<b>48</b>	<b>18</b>	<b>–</b>	<b>1</b>	<b>–</b>	<b>–</b>	<b>67</b>	<b>–</b>
S7.11 not under plans	402	150	–	13	–	–	565	–
S64 contributions	148	4	–	–	(4)	–	148	–
<b>Total contributions</b>	<b>598</b>	<b>172</b>	<b>–</b>	<b>14</b>	<b>(4)</b>	<b>–</b>	<b>780</b>	<b>–</b>

### S7.11 Contributions – under a plan

#### CONTRIBUTION PLAN NUMBER 1 - Community facilities

Other	48	18	–	1	–	–	67	–
<b>Total</b>	<b>48</b>	<b>18</b>	<b>–</b>	<b>1</b>	<b>–</b>	<b>–</b>	<b>67</b>	<b>–</b>



## Notes to the Financial Statements

for the year ended 30 June 2020

## Note 26. Statement of developer contributions (continued)

	as at 30/06/19			Interest earned in year	Expenditure during year	Internal borrowing (to)/from	as at 30/06/20	
	Opening Balance	Contributions received during the year					Held as restricted asset	Cumulative internal borrowings due/(payable)
\$ '000		Cash	Non-cash					
S7.11 Contributions – not under a plan								
Roads	402	150	–	13	–	–	565	–
Total	402	150	–	13	–	–	565	–

## Notes to the Financial Statements

for the year ended 30 June 2020

## Note 27. Result by fund

\$ '000	General <sup>1</sup> 2020	Water 2020	Sewer 2020
<b>Income Statement by fund</b>			
<b>Income from continuing operations</b>			
Rates and annual charges	8,666	1,099	1,625
User charges and fees	2,105	1,137	77
Interest and investment revenue	194	104	100
Other revenues	3,489	13	3
Grants and contributions provided for operating purposes	11,637	–	–
Grants and contributions provided for capital purposes	2,729	30	15
Rental income	177	–	–
<b>Total income from continuing operations</b>	<b>28,997</b>	<b>2,383</b>	<b>1,820</b>
<b>Expenses from continuing operations</b>			
Employee benefits and on-costs	10,079	325	147
Borrowing costs	657	145	85
Materials and contracts	7,180	364	196
Depreciation and amortisation	6,427	578	477
Other expenses	3,195	677	492
Net losses from the disposal of assets	802	235	239
<b>Total expenses from continuing operations</b>	<b>28,340</b>	<b>2,324</b>	<b>1,636</b>
<b>Operating result from continuing operations</b>	<b>657</b>	<b>59</b>	<b>184</b>
<b>Net operating result for the year</b>	<b>657</b>	<b>59</b>	<b>184</b>
<b>Net operating result attributable to each council fund</b>	<b>657</b>	<b>59</b>	<b>184</b>
<b>Net operating result for the year before grants and contributions provided for capital purposes</b>	<b>(2,072)</b>	<b>29</b>	<b>169</b>

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

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

\$ '000	General <sup>1</sup> 2020	Water 2020	Sewer 2020
<b>Statement of Financial Position by fund</b>			
<b>ASSETS</b>			
<b>Current assets</b>			
Cash and cash equivalents	4,381	1,627	1,219
Investments	9,651	1,027	2,722
Receivables	1,686	352	119
Inventories	2,969	–	–
Contract assets	502	–	–
Contract assets	–	–	–
Contract cost assets	–	–	–
Other	9	–	–
<b>Total current assets</b>	<b>19,198</b>	<b>3,006</b>	<b>4,060</b>
<b>Non-current assets</b>			
Receivables	122	–	–

## Notes to the Financial Statements

for the year ended 30 June 2020

### Note 27. Result by fund (continued)

\$ '000	General <sup>1</sup> 2020	Water 2020	Sewer 2020
Infrastructure, property, plant and equipment	261,443	29,885	22,755
Investment property	170	—	—
Contract assets	—	—	—
Contract cost assets	—	—	—
Right of use assets	—	—	—
Right of use assets	814	—	—
<b>Total non-current assets</b>	<b>262,549</b>	<b>29,885</b>	<b>22,755</b>
<b>TOTAL ASSETS</b>	<b>281,747</b>	<b>32,891</b>	<b>26,815</b>
<b>LIABILITIES</b>			
<b>Current liabilities</b>			
Payables	1,902	24	11
Contract liabilities	—	—	—
Lease liabilities	—	—	—
Contract liabilities	2,755	—	—
Lease liabilities	174	—	—
Borrowings	1,317	112	169
Provisions	2,347	—	—
<b>Total current liabilities</b>	<b>8,495</b>	<b>136</b>	<b>180</b>
<b>Non-current liabilities</b>			
Payables	175	—	—
Contract liabilities	—	—	—
Lease liabilities	—	—	—
Lease liabilities	737	—	—
Borrowings	8,610	1,714	1,034
Provisions	4,269	—	—
<b>Total non-current liabilities</b>	<b>13,791</b>	<b>1,714</b>	<b>1,034</b>
<b>TOTAL LIABILITIES</b>	<b>22,286</b>	<b>1,850</b>	<b>1,214</b>
<b>Net assets</b>	<b>259,461</b>	<b>31,041</b>	<b>25,601</b>
<b>EQUITY</b>			
Accumulated surplus	119,459	14,423	13,106
Revaluation reserves	140,002	16,618	12,495
<b>Council equity interest</b>	<b>259,461</b>	<b>31,041</b>	<b>25,601</b>
<b>Total equity</b>	<b>259,461</b>	<b>31,041</b>	<b>25,601</b>

NB. All amounts disclosed above are gross – that is, they include internal charges and recoveries made between the funds. Assets and liabilities shown in the water and sewer columns are restricted for use for these activities.

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

### Note 28(a). Statement of performance measures – consolidated results

\$ '000	Amounts 2020	Indicator 2020	Prior periods 2019 <sup>3</sup>	2018	Benchmark
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#### 1. Operating performance ratio

## Notes to the Financial Statements

for the year ended 30 June 2020

## Note 28(a). Statement of performance measures – consolidated results (continued)

\$ '000	Amounts 2020	Indicator 2020	Prior periods 2019 <sup>3</sup> 2018		Benchmark
Total continuing operating revenue excluding capital grants and contributions less operating expenses <sup>1,2</sup>	<b>(598)</b>	<b>(1.97)%</b>	0.73%	7.75%	>0.00%
Total continuing operating revenue excluding capital grants and contributions <sup>1</sup>	<b>30,426</b>				
<b>2. Own source operating revenue ratio</b>					
Total continuing operating revenue excluding all grants and contributions <sup>1</sup>	<b>18,789</b>	<b>56.59%</b>	60.84%	64.75%	>60.00%
Total continuing operating revenue <sup>1</sup>	<b>33,200</b>				
<b>3. Unrestricted current ratio</b>					
Current assets less all external restrictions	<b>14,306</b>	<b>2.43x</b>	2.93x	4.65x	>1.50x
Current liabilities less specific purpose liabilities	<b>5,893</b>				
<b>4. Debt service cover ratio</b>					
Operating result before capital excluding interest and depreciation/impairment/amortisation <sup>1</sup>	<b>7,771</b>	<b>3.07x</b>	3.12x	3.64x	>2.00x
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)	<b>2,533</b>				
<b>5. Rates, annual charges, interest and extra charges outstanding percentage</b>					
Rates, annual and extra charges outstanding	<b>1,059</b>	<b>8.35%</b>	9.90%	6.63%	<10.00%
Rates, annual and extra charges collectible	<b>12,689</b>				
<b>6. Cash expense cover ratio</b>					
Current year's cash and cash equivalents plus all term deposits	<b>20,627</b>	<b>8.21</b>	12.35	9.77	>3.00
Monthly payments from cash flow of operating and financing activities	<b>2,512</b>	<b>mths</b>	mths	mths	mths

(1) Excludes fair value increments on investment properties, reversal of revaluation decrements, reversal of impairment losses on receivables, net gain on sale of assets, and net share of interests in joint ventures and associates using the equity method and includes pensioner rate subsidies.

(2) Excludes impairment/revaluation decrements of IPPE, fair value decrements on investment properties, net loss on disposal of assets, and net loss on share of interests in joint ventures and associates using the equity method.

(3) Please refer to Note 13 for Prior Period Adjustments

## Notes to the Financial Statements

for the year ended 30 June 2020

## Note 28(b). Statement of performance measures – by fund

\$ '000	General Indicators <sup>3</sup>		Water Indicators		Sewer Indicators		Benchmark
	2020	2019 <sup>4</sup>	2020	2019 <sup>4</sup>	2020	2019 <sup>4</sup>	
<b>1. Operating performance ratio</b>							
Total continuing operating revenue excluding capital grants and contributions less operating expenses <sup>1, 2</sup>	<b>(3.03)%</b>	(2.76)%	<b>1.23%</b>	19.49%	<b>9.36%</b>	18.35%	>0.00%
Total continuing operating revenue excluding capital grants and contributions <sup>1</sup>							
<b>2. Own source operating revenue ratio</b>							
Total continuing operating revenue excluding capital grants and contributions <sup>1</sup>	<b>50.46%</b>	54.29%	<b>98.74%</b>	96.88%	<b>99.18%</b>	98.99%	>60.00%
Total continuing operating revenue <sup>1</sup>							
<b>3. Unrestricted current ratio</b>							
Current assets less all external restrictions	<b>2.43x</b>	2.93x	<b>22.10x</b>	25.21x	<b>22.56x</b>	22.54x	>1.50x
Current liabilities less specific purpose liabilities							
<b>4. Debt service cover ratio</b>							
Operating result before capital excluding interest and depreciation/impairment/amortisation <sup>1</sup>	<b>2.77x</b>	2.53x	<b>4.80x</b>	7.74x	<b>8.18x</b>	8.93x	>2.00x
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)							
<b>5. Rates, annual charges, interest and extra charges outstanding percentage</b>							
Rates, annual and extra charges outstanding	<b>10.63%</b>	7.56%	<b>0.00%</b>	27.25%	<b>0.00%</b>	6.38%	<10.00%
Rates, annual and extra charges collectible							
<b>6. Cash expense cover ratio</b>							
Current year's cash and cash equivalents plus all term deposits	<b>7.08</b>	11.23	∞	∞	∞	∞	>3.00
Payments from cash flow of operating and financing activities	<b>mths</b>	mths					mths

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

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

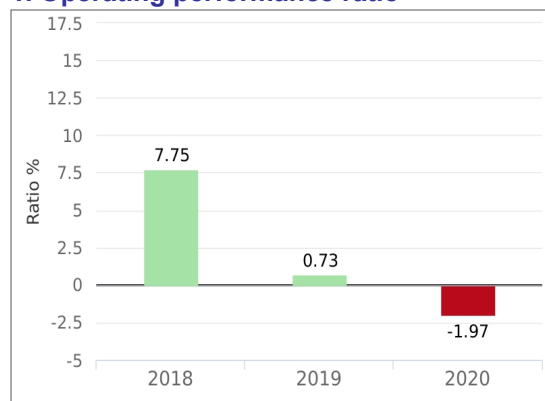
(4) Please refer to Note 13 for Prior Period Adjustments.

## Notes to the Financial Statements

for the year ended 30 June 2020

## Note 28(c). Statement of performance measures – consolidated results (graphs)

## 1. Operating performance ratio



## Purpose of operating performance ratio

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

## Commentary on 2019/20 result

2019/20 ratio (1.97)%

Council is very close to meeting the benchmark. The drop this year relates to a decrease in operating revenue due to bushfires, drought and COVID.

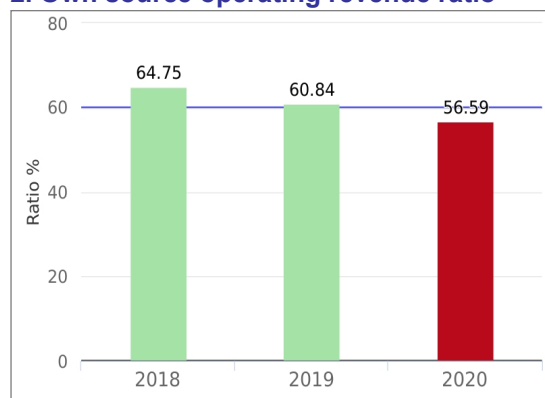
Benchmark: — > 0.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting #28

Ratio achieves benchmark

Ratio is outside benchmark

## 2. Own source operating revenue ratio



## Purpose of own source operating revenue ratio

This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.

## Commentary on 2019/20 result

2019/20 ratio 56.59%

Council is very close to meeting the 60.00% benchmark. The drop this year relates to a decrease in operating revenue due to bushfires, drought and COVID.

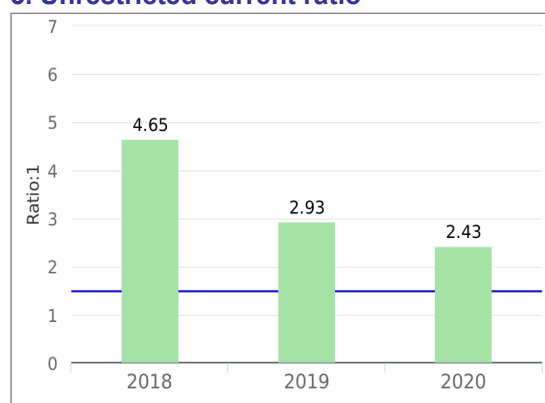
Benchmark: — > 60.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting #28

Ratio achieves benchmark

Ratio is outside benchmark

## 3. Unrestricted current ratio



## Purpose of unrestricted current ratio

To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.

## Commentary on 2019/20 result

2019/20 ratio 2.43x

This ratio remains healthy and well above the industry minimum of 1.5%.

Benchmark: — > 1.50x

Source of benchmark: Code of Accounting Practice and Financial Reporting #28

Ratio achieves benchmark

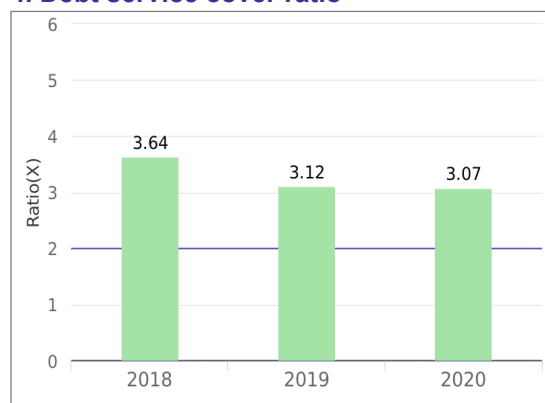
Ratio is outside benchmark

## Notes to the Financial Statements

for the year ended 30 June 2020

## Note 28(c). Statement of performance measures – consolidated results (graphs)

## 4. Debt service cover ratio



## Purpose of debt service cover ratio

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments

## Commentary on 2019/20 result

2019/20 ratio 3.07x

Council has continued to maintain borrowings at sustainable levels.

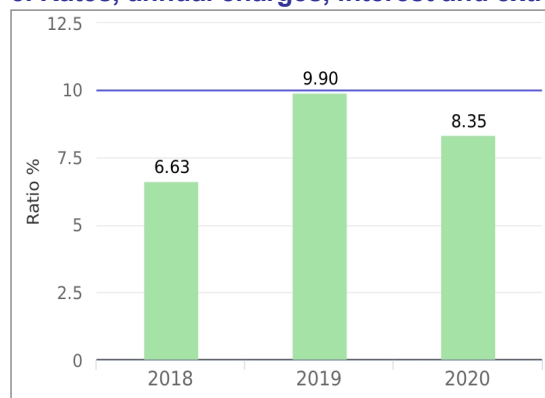
Benchmark: — > 2.00x

Source of benchmark: Code of Accounting Practice and Financial Reporting #28

Ratio achieves benchmark

Ratio is outside benchmark

## 5. Rates, annual charges, interest and extra charges outstanding percentage



## Purpose of rates, annual charges, interest and extra charges outstanding

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

## Commentary on 2019/20 result

2019/20 ratio 8.35%

Council continues to perform well in this area and is well within the acceptable range for Rural Councils and is an improvement on 2018-19.

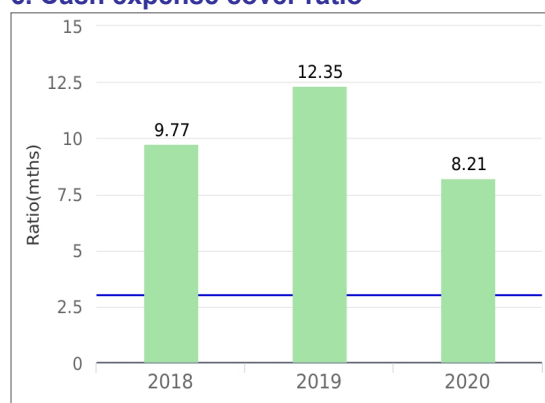
Benchmark: — < 10.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting #28

Ratio achieves benchmark

Ratio is outside benchmark

## 6. Cash expense cover ratio



## Purpose of cash expense cover ratio

This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow.

## Commentary on 2019/20 result

2019/20 ratio 8.21 mths

This ratio has been maintained well above the industry minimum. This reflects Council's ability to accumulate required reserves for future renewals works from positive operating results.

Benchmark: — > 3.00mths

Source of benchmark: Code of Accounting Practice and Financial Reporting #28

Ratio achieves benchmark

Ratio is outside benchmark

## Notes to the Financial Statements

for the year ended 30 June 2020

### Note 29. Council information and contact details

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**Principal place of business:**

265 Grey Street  
Glen Innes NSW 2370

**Contact details**

PO Box 61  
Glen Innes NSW 2370

8.30 am - 4.30 pm  
Monday - Friday

**Telephone:** (02) 6730-2300

**Facsimile:** (02) 6732-3764

**Internet:** [www.gisc.nsw.gov.au](http://www.gisc.nsw.gov.au)

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

**Officers**

**GENERAL MANAGER**

Craig BENNETT

**RESPONSIBLE ACCOUNTING OFFICER**

Anna WATT

**PUBLIC OFFICER**

Dennis MCINTYRE

**AUDITORS**

The Audit Office of New South Wales  
Darling Park Tower 2,  
Level 19, 201 Sussex Street  
GPO Box 12,  
SYDNEY NSW 2001

**Elected members**

**MAYOR**

Carol SPARKS

**COUNCILLORS**

Deputy Mayor Dianne NEWMAN  
Councillor Steve TOMS  
Councillor Glenn FRENDON  
Councillor Andrew PARSONS  
Councillor Colin PRICE  
Councillor Jeff SMITH

**Other information**

**ABN:** 81 365 002 718





## INDEPENDENT AUDITOR'S REPORT

### Report on the general purpose financial statements

#### Glen Innes Severn Council

To the Councillors of Glen Innes Severn Council

### Opinion

I have audited the accompanying financial statements of Glen Innes Severn Council (the Council), which comprise the Statement by Councillors and Management, the Income Statement and Statement of Comprehensive Income for the year ended 30 June 2020, the Statement of Financial Position as at 30 June 2020, the Statement of Changes in Equity and Statement of Cash Flows for the year then ended and notes comprising a summary of significant accounting policies and other explanatory information.

In my opinion:

- the Council's accounting records have been kept in accordance with the requirements of the *Local Government Act 1993*, Chapter 13, Part 3, Division 2 (the Division)
- the financial statements:
  - have been prepared, in all material respects, in accordance with the requirements of this Division
  - are consistent with the Council's accounting records
  - present fairly, in all material respects, the financial position of the Council as at 30 June 2020, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- all information relevant to the conduct of the audit has been obtained
- no material deficiencies in the accounting records or financial statements have come to light during the audit.

My opinion should be read in conjunction with the rest of this report.

## Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

## Other Information

The Council's annual report for the year ended 30 June 2020 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the special purpose financial statements and Special Schedules (the Schedules).

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the special purpose financial statements and Special Schedule - Permissible income for general rates.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

## The Councillors' Responsibilities for the Financial Statements

The Councillors are responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards and the *Local Government Act 1993*, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

## Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements.

Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: [www.auasb.gov.au/auditors\\_responsibilities/ar4.pdf](http://www.auasb.gov.au/auditors_responsibilities/ar4.pdf). The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- on the Original Budget information included in the Income Statement, Statement of Cash Flows, and Note 22 Material budget variations
- on the Special Schedules. A separate opinion has been provided on Special Schedule - Permissible income for general rates
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.



Chris Harper  
Director, Financial Audit

Delegate of the Auditor-General for New South Wales

30 November 2020  
SYDNEY



Cr Carol Sparks  
Mayor  
Glen Innes Severn Council  
PO Box 61  
GLEN INNES NSW 2370

Contact: Chris Harper  
Phone no: 02 925 7374  
Our ref: D2027045/1730

30 November 2020

Dear Mayor

**Report on the Conduct of the Audit  
for the year ended 30 June 2020  
Glen Innes Severn Council**

I have audited the general purpose financial statements (GPFS) of Glen Innes Severn Council (the Council) for the year ended 30 June 2020 as required by section 415 of the *Local Government Act 1993* (the Act).

I expressed an unmodified opinion on the Council's GPFS.

This Report on the Conduct of the Audit (the Report) for the Council for the year ended 30 June 2020 is issued in accordance with section 417 of the Act. This Report should be read in conjunction with my audit opinion on the GPFS issued under section 417(2) of the Act.

## **INCOME STATEMENT**

### **Operating result**

	<b>2020</b>	<b>2019*</b>	<b>Variance</b>
	<b>\$m</b>	<b>\$m</b>	<b>%</b>
Rates and annual charges revenue	11.4	11.1	↑ 2.7
Grants and contributions revenue	14.4	11.7	↑ 23.1

Employee benefits and on-costs	(10.5)	(9.2)	14.1
Operating result from continuing operations	0.9	0.1	800
Net operating result before capital grants and contributions	(1.9)	(2.2)	13.6

The Council's operating result from continuing operations (\$900,000 including depreciation and amortisation expense of \$7.5 million) was \$800,000 higher than the 2018–19 result. The increase is mainly due to an increase in operating grants, partially offset by increased payroll expenses as staff worked overtime to clean up bushfire and flood damage, and write off of assets destroyed by bushfires.

The net operating result before capital grants and contributions (deficit of \$1.9 million) was a \$300,000 improvement from the 2018–19 result. This was mainly due to the increase in operating grants and contributions.

Rates and annual charges revenue (\$11.4 million) increased by \$300,000 (2.7 per cent) in 2019–20 mainly due to rate pegging increases during the year.

Grants and contributions revenue (\$14.4 million) increased by \$2.7 million (23.1 per cent) in 2019–20 due to:

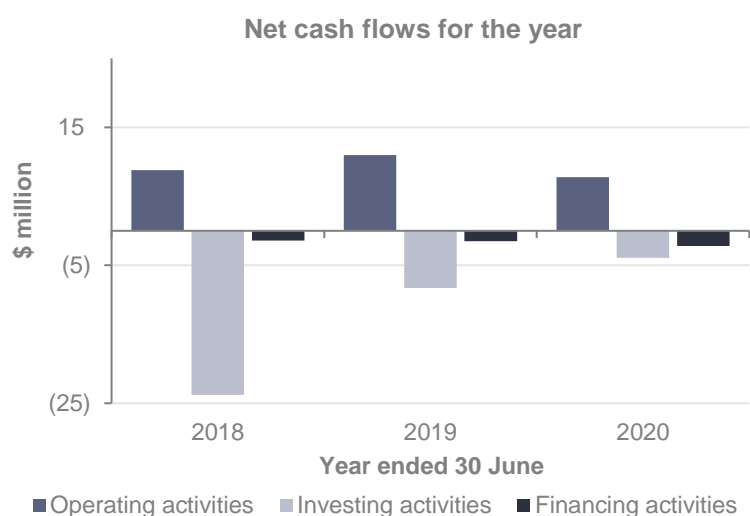
- \$432,000 of Recreation and Culture Grants received during the year
- additional grants of \$1.4 million received during the year for Tourism and Area Promotion
- additional contributions of \$538,000 received during the year for Fire Protection resulting from the bushfires.

Employee benefits and on-cost (\$11.3 million) increased by \$2.1 million (22.8 per cent) in 2019–20. This was mainly due to the significant increase in overtime and hours worked as a result of the bushfires and disaster recovery during the year, which also diverted Council resources from capital projects to repairs and maintenance.

## STATEMENT OF CASH FLOWS

Cash and cash equivalents increased by \$1.7 million during the year due to:

- cash inflows from operating activities decreased by \$3.2 million mainly due to the increased expenditure on bushfires and COVID-19
- cash outflows from investing activities decreased by \$3.8 million due to the sale of investment and a reduction in the purchase of Infrastructure, Property, Plant and Equipment during the year
- cash outflows from financing activities increased by \$159,000 due to the inclusion of lease liability repayments.



## FINANCIAL POSITION

### Cash and investments

Cash and investments	2020	2019	Commentary
	\$m	\$m	
External restrictions	11.5	9.7	<ul style="list-style-type: none"> <li>External restrictions increased by \$1.8 million mainly due to unexpended grants and contract liabilities at year end.</li> <li>Internal restrictions decreased by \$0.9 million mainly due to a \$0.6 million reduction in the internal restriction for operational drainage and a \$0.3 million reduction in funds held for vehicle replacement.</li> </ul>
Internal restrictions	8.8	9.7	
Unrestricted	0.3	3.1	
<b>Cash and investments</b>	<b>20.6</b>	<b>22.5</b>	

## PERFORMANCE

### Performance measures

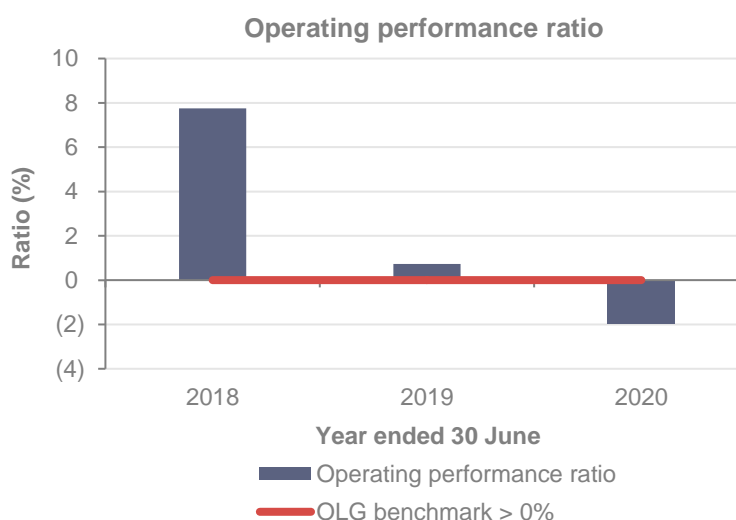
The following section provides an overview of the Council's performance against the performance measures and performance benchmarks set by the Office of Local Government (OLG) within the Department of Planning, Industry and Environment.

#### Operating performance ratio

The 'operating performance ratio' measures how well council contained operating expenditure within operating revenue (excluding capital grants and contributions, fair value adjustments, and reversal of revaluation decrements). The benchmark set by OLG is greater than zero per cent.

The Council did not meet the OLG benchmark for the current reporting period.

The decrease in operating performance ratio was mainly due to the increase in employee costs, and materials and contracts as a result of the bushfires during the year.

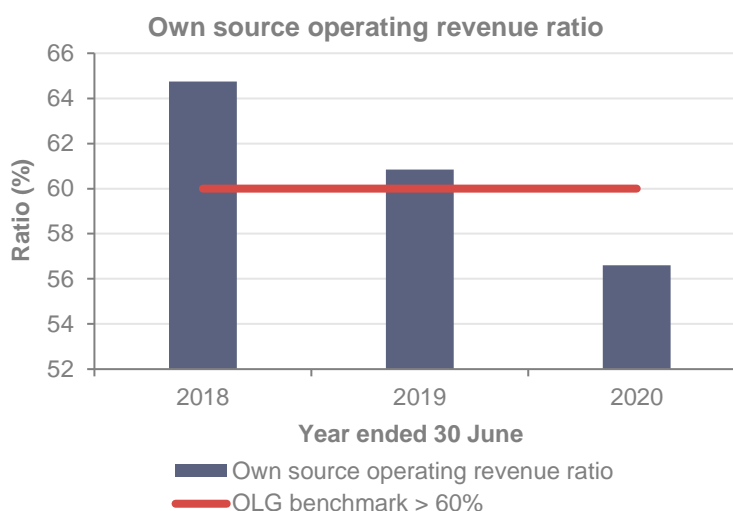


### Own source operating revenue ratio

The 'own source operating revenue ratio' measures council's fiscal flexibility and the degree to which it relies on external funding sources such as operating grants and contributions. The benchmark set by OLG is greater than 60 per cent.

The Council did not meet the OLG benchmark for the current reporting period.

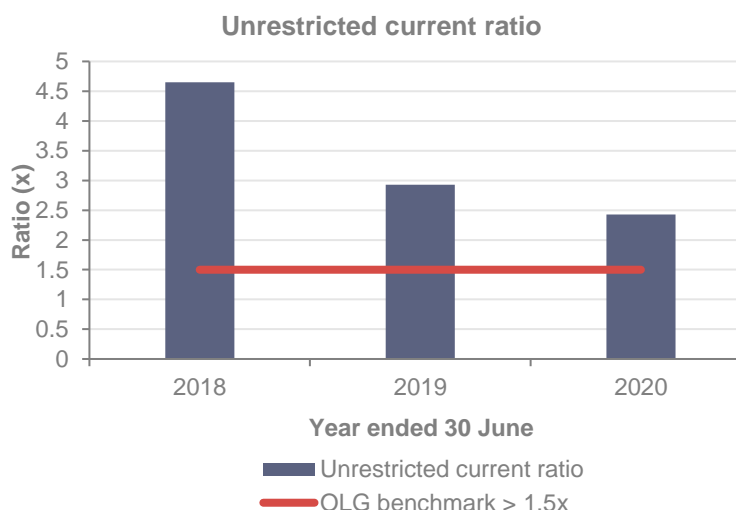
The decrease is mainly due to the increase in grants and contributions during the year.



### Unrestricted current ratio

The 'unrestricted current ratio' is specific to local government and represents council's ability to meet its short-term obligations as they fall due. The benchmark set by OLG is greater than 1.5 times.

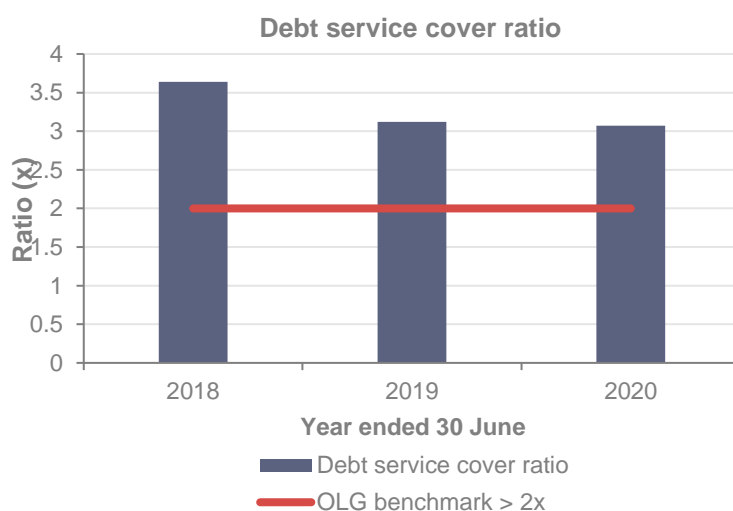
The Council exceeded the OLG benchmark for the current reporting period.



### Debt service cover ratio

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

The Council exceeded the OLG benchmark for the current reporting period.

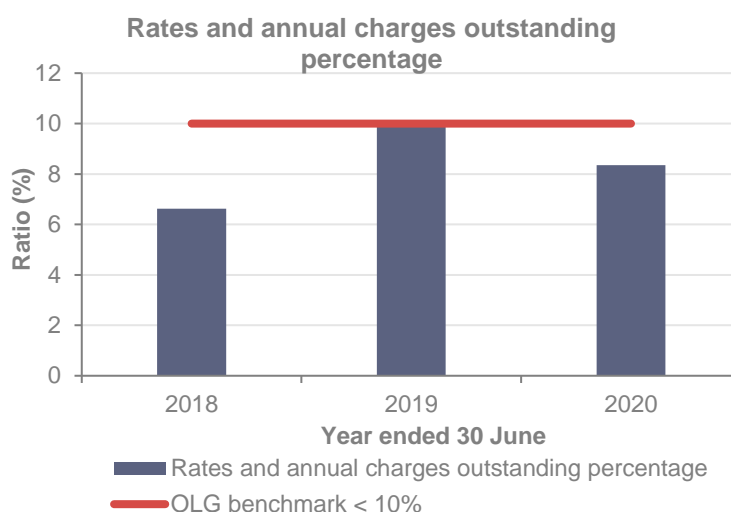


## Rates and annual charges outstanding percentage

The 'rates and annual charges outstanding percentage' assesses the impact of uncollected rates and annual charges on council's liquidity and the adequacy of debt recovery efforts. The benchmark set by OLG is less than 10 per cent for regional and rural councils.

The Council exceeded the OLG benchmark for the current reporting period.

The decrease in outstanding rates is mainly due to an improvement in the drought conditions which impacted primary producer's ability to pay rates due in 2018-19.

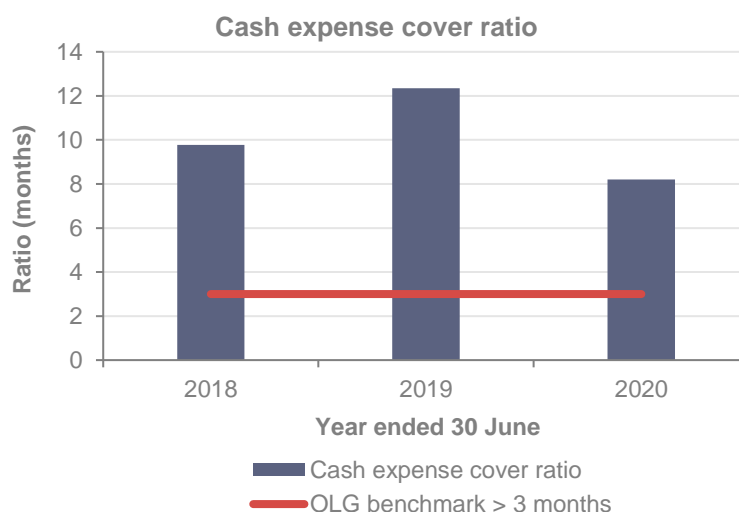


## Cash expense cover ratio

This liquidity ratio indicates the number of months the council can continue paying for its immediate expenses without additional cash inflow. The benchmark set by OLG is greater than three months.

The Council exceeded the OLG benchmark for the current reporting period.

The decrease in Council's ratio in 2019-20 can be attributed to a decrease in cash held and an increase in the average monthly cashflows from operating and financing activities. This was due to the increase in employee costs, materials and contracts due to natural disaster clean up.



## Infrastructure, property, plant and equipment renewals

- Council's Infrastructure, Property, Plant and Equipment renewal expenditure was \$4.7 million, a \$692,000 decrease compared to 2018-19.
- Infrastructure renewal expenditure represents 66 per cent of the depreciation, amortisation and impairment for the year.
- Major renewals were for roads (\$1.6 million), plant and equipment (\$749,000), sewerage network (\$441,000), bridges (\$492,000) and other structures (\$519,000).



## OTHER MATTERS

### Impact of new accounting standards

#### **AASB 15 'Revenue from Contracts with Customers' and AASB 1058 'Income for Not-for-Profit Entities'**

The Council adopted the new accounting standards AASB 15 'Contracts with Customers' and AASB 1058 'Income of Not-for-Profit Entities' (collectively referred to as the Revenue Standards) for the first time in their 2019–20 financial statements.

AASB 15 introduces a new approach to recognising revenue based on the principle that revenue is recognised when control of a good or service transfers to a customer. AASB 15 impacts the timing and amount of revenue recorded in a councils' financial statements, particularly for grant revenue. AASB 15 also increases the amount of disclosures required.

AASB 1058 prescribes how not-for-profit entities account for transactions conducted on non-commercial terms and the receipt of volunteer services. AASB 1058 significantly impacts the timing and amount of income recorded in a councils' financial statements, particularly for grant income and rates which are paid before the commencement of the rating period.

The Council recognised a \$360,000 adjustment to opening accumulated surplus on 1 July 2019 on adoption of the new Revenue Standards which related to first time recognition of contract liabilities of \$482,000 and contract assets of \$121,000.

The Council disclosed the impact of adopting the new Revenue Standards in Note 16.

#### **AASB 16 'Leases'**

The Council adopted the new accounting standard AASB 16 'Leases' for the first time in their 2019–20 financial statements.

AASB 16 changes the way lessees treat operating leases for financial reporting. With a few exceptions, operating leases will now be recorded in the Statement of Financial Position as a right-of-use asset, with a corresponding lease liability.

AASB 16 results in lessees recording more assets and liabilities in the Statement of Financial Position and changes the timing and pattern of expenses recorded in the Income Statement.

The Council recognised right-of-use assets of \$700,000 and lease liabilities of \$600,000 at 1 July 2019 on adoption of AASB 16.

The Council disclosed the impact of adopting AASB 16 in Note 16.

### Legislative compliance

My audit procedures did not identify any instances of non-compliance with legislative requirements or a material deficiency in the Council's accounting records or financial statements. The Council's:

- accounting records were maintained in a manner and form to allow the GPFS to be prepared and effectively audited
- staff provided all accounting records and information relevant to the audit.



Chris Harper  
Director, Financial Audit  
Delegate of the Auditor-General for New South Wales

cc: Mr Craig Bennett, General Manager  
Ms Anna Watt, Director of Corporate and Community Services  
Mr Geoff Allen, Principal, Forsyths

# Glen Innes Severn Council

SPECIAL PURPOSE FINANCIAL STATEMENTS  
for the year ended 30 June 2020

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*"Embracing Change, Building on History"*



# Special Purpose Financial Statements

for the year ended 30 June 2020

Contents	Page
<b>Statement by Councillors &amp; Management</b>	<b>3</b>
<b>Special Purpose Financial Statements</b>	
Income Statement – Water Supply Business Activity	4
Income Statement – Sewerage Business Activity	5
Income Statement – Glen Innes Aggregates	6
Statement of Financial Position – Water Supply Business Activity	7
Statement of Financial Position – Sewerage Business Activity	8
Statement of Financial Position – Glen Innes Aggregates	9
<b>Note 1 – Significant Accounting Policies</b>	<b>10</b>
<b>Auditor's Report on Special Purpose Financial Statements</b>	<b>13</b>

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

(1) Please refer to Note 13 for Prior Period Adjustments

(3) Please refer to Note 13 for Prior Period Adjustments

## Background

- i. These Special Purpose Financial Statements have been prepared for the use by both Council and the Office of Local Government in fulfilling their requirements under National Competition Policy.
- ii. The principle of competitive neutrality is based on the concept of a 'level playing field' between persons/entities competing in a market place, particularly between private and public sector competitors.

Essentially, the principle is that government businesses, whether Commonwealth, state or local, should operate without net competitive advantages over other businesses as a result of their public ownership.

- iii. For Council, the principle of competitive neutrality and public reporting applies only to declared business activities.

These include **(a)** those activities classified by the Australian Bureau of Statistics as business activities being water supply, sewerage services, abattoirs, gas production and reticulation, and **(b)** those activities with a turnover of more than \$2 million that Council has formally declared as a business activity (defined as Category 1 activities).

- iv. In preparing these financial statements for Council's self-classified Category 1 businesses and ABS-defined activities, councils must **(a)** adopt a corporatisation model and **(b)** apply full cost attribution including tax-equivalent regime payments and debt guarantee fees (where the business benefits from Council's borrowing position by comparison with commercial rates).

## Glen Innes Severn Council

### Special Purpose Financial Statements

for the year ended 30 June 2020

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#### Statement by Councillors and Management made pursuant to the Local Government Code of Accounting Practice and Financial Reporting

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


- the NSW Government Policy Statement 'Application of National Competition Policy to Local Government',
- the Division of Local Government Guidelines 'Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality',
- the Local Government Code of Accounting Practice and Financial Reporting,
- the NSW Office of Water Best-Practice Management of Water and Sewerage Guidelines.

To the best of our knowledge and belief, these statements:

- present fairly the operating result and financial position for each of Council's declared business activities for the year, and
- accord with Council's accounting and other records.
- present overhead reallocation charges to the water and sewerage businesses as fair and reasonable.

We are not aware of any matter that would render these statements false or misleading in any way.

Signed in accordance with a resolution of Council made on 24 September 2020.

  
\_\_\_\_\_  
Carol SPARKS  
Mayor  
24 September 2020  
\_\_\_\_\_  
Craig BENNETT  
General Manager  
24 September 2020  
\_\_\_\_\_  
Dianne NEWMAN  
Deputy Mayor  
24 September 2020  
\_\_\_\_\_  
Anna WATT  
Responsible Accounting Officer  
24 September 2020

# Income Statement – Water Supply Business Activity

for the year ended 30 June 2020

\$ '000	2020	2019
<b>Income from continuing operations</b>		
Access charges	1,099	1,068
User charges	1,137	1,456
Interest	104	99
Other income	13	19
<b>Total income from continuing operations</b>	<b>2,353</b>	<b>2,642</b>
<b>Expenses from continuing operations</b>		
Employee benefits and on-costs	325	349
Borrowing costs	145	153
Materials and contracts	364	348
Depreciation, amortisation and impairment	578	575
Loss on sale of assets	235	332
Debt guarantee fee (if applicable)	56	59
Other expenses	677	702
<b>Total expenses from continuing operations</b>	<b>2,380</b>	<b>2,518</b>
<b>Surplus (deficit) from continuing operations before capital amounts</b>	<b>(27)</b>	<b>124</b>
Grants and contributions provided for capital purposes	30	85
<b>Surplus (deficit) from continuing operations after capital amounts</b>	<b>3</b>	<b>209</b>
<b>Surplus (deficit) from all operations before tax</b>	<b>3</b>	<b>209</b>
Less: corporate taxation equivalent (27.5%) [based on result before capital]	–	(34)
<b>SURPLUS (DEFICIT) AFTER TAX</b>	<b>3</b>	<b>175</b>
<b>Plus accumulated surplus</b>	<b>14,499</b>	<b>14,290</b>
<b>Plus adjustments for amounts unpaid:</b>		
– Corporate taxation equivalent	–	34
<b>Plus/less: reallocation of inter-fund transactions</b>	<b>(79)</b>	<b>–</b>
<b>Closing accumulated surplus</b>	<b>14,423</b>	<b>14,499</b>
<b>Return on capital %</b>	<b>0.4%</b>	<b>0.9%</b>
<b>Subsidy from Council</b>	<b>145</b>	<b>111</b>
<b>Calculation of dividend payable:</b>		
Surplus (deficit) after tax	3	175
Less: capital grants and contributions (excluding developer contributions)	(30)	(57)
<b>Surplus for dividend calculation purposes</b>	<b>–</b>	<b>118</b>
<b>Potential dividend calculated from surplus</b>	<b>–</b>	<b>59</b>

# Income Statement – Sewerage Business Activity

for the year ended 30 June 2020

\$ '000	2020	2019
<b>Income from continuing operations</b>		
Access charges	1,625	1,580
User charges	34	46
Liquid trade waste charges	43	33
Interest	100	109
Other income	3	3
<b>Total income from continuing operations</b>	<b>1,805</b>	<b>1,771</b>
<b>Expenses from continuing operations</b>		
Employee benefits and on-costs	147	123
Borrowing costs	85	95
Materials and contracts	196	259
Depreciation, amortisation and impairment	477	469
Loss on sale of assets	239	–
Debt guarantee fee (if applicable)	36	41
Other expenses	492	500
<b>Total expenses from continuing operations</b>	<b>1,672</b>	<b>1,487</b>
<b>Surplus (deficit) from continuing operations before capital amounts</b>	<b>133</b>	<b>284</b>
Grants and contributions provided for capital purposes	15	18
<b>Surplus (deficit) from continuing operations after capital amounts</b>	<b>148</b>	<b>302</b>
<b>Surplus (deficit) from all operations before tax</b>	<b>148</b>	<b>302</b>
Less: corporate taxation equivalent (27.5%) [based on result before capital]	(37)	(78)
<b>SURPLUS (DEFICIT) AFTER TAX</b>	<b>111</b>	<b>224</b>
<b>Plus accumulated surplus</b>	<b>13,047</b>	<b>12,745</b>
<b>Plus/less: reallocation of inter-fund transactions</b>	<b>(89)</b>	<b>–</b>
<b>Plus adjustments for amounts unpaid:</b>		
– Corporate taxation equivalent	37	78
<b>Closing accumulated surplus</b>	<b>13,106</b>	<b>13,047</b>
<b>Return on capital %</b>	<b>1.0%</b>	<b>1.7%</b>
<b>Subsidy from Council</b>	<b>–</b>	<b>–</b>
<b>Calculation of dividend payable:</b>		
Surplus (deficit) after tax	111	224
Less: capital grants and contributions (excluding developer contributions)	(15)	(8)
<b>Surplus for dividend calculation purposes</b>	<b>96</b>	<b>216</b>
<b>Potential dividend calculated from surplus</b>	<b>48</b>	<b>108</b>

# Income Statement – Glen Innes Aggregates

for the year ended 30 June 2020

\$ '000	2020 Category 1	2019 Category 1
<b>Income from continuing operations</b>		
User charges	605	685
Other income	2,554	3,313
<b>Total income from continuing operations</b>	<b>3,159</b>	<b>3,998</b>
<b>Expenses from continuing operations</b>		
Employee benefits and on-costs	543	225
Borrowing costs	111	107
Materials and contracts	1,596	2,816
Depreciation, amortisation and impairment	97	29
Debt guarantee fee (if applicable)	67	59
Other expenses	419	191
<b>Total expenses from continuing operations</b>	<b>2,833</b>	<b>3,427</b>
<b>Surplus (deficit) from continuing operations before capital amounts</b>	<b>326</b>	<b>571</b>
<b>Surplus (deficit) from continuing operations after capital amounts</b>	<b>326</b>	<b>571</b>
<b>Surplus (deficit) from all operations before tax</b>	<b>326</b>	<b>571</b>
Less: corporate taxation equivalent (27.5%) [based on result before capital]	(90)	(157)
<b>SURPLUS (DEFICIT) AFTER TAX</b>	<b>236</b>	<b>414</b>
<b>Plus accumulated surplus</b>	2,901	2,698
<b>Plus/less: reallocation of inter-fund transactions</b>	(138)	–
<b>Plus adjustments for amounts unpaid:</b>		
– Corporate taxation equivalent	90	157
<b>Less:</b>		
– Dividend paid	–	(368)
<b>Closing accumulated surplus</b>	<b>3,089</b>	<b>2,901</b>
<b>Return on capital %</b>	<b>18.4%</b>	<b>20.9%</b>

## Statement of Financial Position – Water Supply Business Activity

as at 30 June 2020

\$ '000	2020	2019
<b>ASSETS</b>		
<b>Current assets</b>		
Cash and cash equivalents	1,627	1,571
Investments	1,027	1,429
Receivables	352	454
<b>Total current assets</b>	<b>3,006</b>	<b>3,454</b>
<b>Non-current assets</b>		
Infrastructure, property, plant and equipment	29,885	29,369
<b>Total non-current assets</b>	<b>29,885</b>	<b>29,369</b>
<b>TOTAL ASSETS</b>	<b>32,891</b>	<b>32,823</b>
<b>LIABILITIES</b>		
<b>Current liabilities</b>		
Payables	24	25
Borrowings	112	112
<b>Total current liabilities</b>	<b>136</b>	<b>137</b>
<b>Non-current liabilities</b>		
Borrowings	1,714	1,827
<b>Total non-current liabilities</b>	<b>1,714</b>	<b>1,827</b>
<b>TOTAL LIABILITIES</b>	<b>1,850</b>	<b>1,964</b>
<b>NET ASSETS</b>	<b>31,041</b>	<b>30,859</b>
<b>EQUITY</b>		
Accumulated surplus	14,423	14,499
Revaluation reserves	16,618	16,360
<b>TOTAL EQUITY</b>	<b>31,041</b>	<b>30,859</b>



## Statement of Financial Position – Sewerage Business Activity

as at 30 June 2020

\$ '000	2020	2019
<b>ASSETS</b>		
<b>Current assets</b>		
Cash and cash equivalents	1,219	482
Investments	2,722	3,257
Receivables	119	115
<b>Total current assets</b>	<b>4,060</b>	<b>3,854</b>
<b>Non-current assets</b>		
Infrastructure, property, plant and equipment	22,755	22,853
<b>Total non-current assets</b>	<b>22,755</b>	<b>22,853</b>
<b>TOTAL ASSETS</b>	<b>26,815</b>	<b>26,707</b>
<b>LIABILITIES</b>		
<b>Current liabilities</b>		
Payables	11	13
Borrowings	169	158
<b>Total current liabilities</b>	<b>180</b>	<b>171</b>
<b>Non-current liabilities</b>		
Borrowings	1,034	1,203
<b>Total non-current liabilities</b>	<b>1,034</b>	<b>1,203</b>
<b>TOTAL LIABILITIES</b>	<b>1,214</b>	<b>1,374</b>
<b>NET ASSETS</b>	<b>25,601</b>	<b>25,333</b>
<b>EQUITY</b>		
Accumulated surplus	13,106	13,048
Revaluation reserves	12,495	12,285
<b>TOTAL EQUITY</b>	<b>25,601</b>	<b>25,333</b>

## Statement of Financial Position – Glen Innes Aggregates

as at 30 June 2020

\$ '000	2020 Category 1	2019 Category 1
<b>ASSETS</b>		
<b>Current assets</b>		
Cash and cash equivalents	797	95
Receivables	136	885
Inventories	2,560	1,150
<b>Total current assets</b>	<b>3,493</b>	<b>2,130</b>
<b>Non-current assets</b>		
Infrastructure, property, plant and equipment	2,379	3,247
<b>Total non-current assets</b>	<b>2,379</b>	<b>3,247</b>
<b>TOTAL ASSETS</b>	<b>5,872</b>	<b>5,377</b>
<b>LIABILITIES</b>		
<b>Current liabilities</b>		
Lease liabilities	34	–
Payables	54	12
Borrowings	52	92
<b>Total current liabilities</b>	<b>140</b>	<b>104</b>
<b>Non-current liabilities</b>		
Lease liabilities	365	–
Borrowings	1,772	1,866
<b>Total non-current liabilities</b>	<b>2,137</b>	<b>1,866</b>
<b>TOTAL LIABILITIES</b>	<b>2,277</b>	<b>1,970</b>
<b>NET ASSETS</b>	<b>3,595</b>	<b>3,407</b>
<b>EQUITY</b>		
Accumulated surplus	3,089	2,901
Revaluation reserves	506	506
<b>TOTAL EQUITY</b>	<b>3,595</b>	<b>3,407</b>

## Notes to the Special Purpose Financial Statements for the year ended 30 June 2020

### Note 1. Significant Accounting Policies

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A statement summarising the supplemental accounting policies adopted in the preparation of the Special Purpose Financial Statements (SPFS) for National Competition Policy (NCP) reporting purposes follows.

These financial statements are SPFS prepared for use by Council and the Office of Local Government. For the purposes of these statements, the Council is a non-reporting not-for-profit entity.

The figures presented in these Special Purpose Financial Statements have been prepared in accordance with the recognition and measurement criteria of relevant Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board (AASB) and Australian Accounting Interpretations.

The disclosures in these Special Purpose Financial Statements have been prepared in accordance with the Local Government Act 2093 (NSW), the *Local Government (General) Regulation 2005*, and the Local Government Code of Accounting Practice and Financial Reporting.

The statements are prepared on an accruals basis. They are based on historic costs and do not take into account changing money values or, except where specifically stated, current values of non-current assets. Certain taxes and other costs, appropriately described, have been imputed for the purposes of the National Competition Policy.

The Statement of Financial Position includes notional assets/liabilities receivable from/payable to Council's general fund. These balances reflect a notional intra-entity funding arrangement with the declared business activities.

#### National Competition Policy

Council has adopted the principle of 'competitive neutrality' in its business activities as part of the National Competition Policy which is being applied throughout Australia at all levels of government.

The framework for its application is set out in the June 1996 NSW government policy statement titled 'Application of National Competition Policy to Local Government'.

The *Pricing and Costing for Council Businesses, A Guide to Competitive Neutrality* issued by the Office of Local Government in July 1997 has also been adopted.

The pricing and costing guidelines outline the process for identifying and allocating costs to activities and provide a standard for disclosure requirements.

These disclosures are reflected in Council's pricing and/or financial reporting systems and include taxation equivalents, Council subsidies, return on investments (rate of return), and dividends paid.

#### Declared business activities

In accordance with Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality, Council has declared that the following are to be considered as business activities:

##### Category 1

(where gross operating turnover is over \$2 million)

**a. Glen Innes Aggregates is a Category 1 business of Council.**

##### b. Glen Innes Severn Council Water Supply

A provision for augmented water supplies to the communities of Deepwater and Glen Innes, and, surrounding residential and farmland holdings.

##### Category 2

(where gross operating turnover is less than \$2 million)

##### a. Glen Innes Severn Council Sewerage Services

A provision for sewerage services to the communities of Deepwater and Glen Innes, and, surrounding residential and farmland holdings.

## Notes to the Special Purpose Financial Statements for the year ended 30 June 2020

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

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#### Monetary amounts

Amounts shown in the financial statements are in Australian currency and rounded to the nearest thousand dollars.

#### (i) Taxation equivalent charges

Council is liable to pay various taxes and financial duties. Where this is the case, they are disclosed as a cost of operations just like all other costs.

However, where Council does not pay some taxes which are generally paid by private sector businesses, such as income tax, these equivalent tax payments have been applied to all Council-nominated business activities and are reflected in Special Purpose Financial Statements.

For the purposes of disclosing comparative information relevant to the private sector equivalent, the following taxation equivalents have been applied to all Council-nominated business activities (this does not include Council's non-business activities):

#### Notional rate applied (%)

Corporate income tax rate – 27.5%

Land tax – the first \$692,000 of combined land values attracts 0%. For the combined land values in excess of \$692,001 up to \$4,231,000 the rate is 1.6% + \$100. For the remaining combined land value that exceeds \$4,231,000 a premium marginal rate of 2.0% applies.

Payroll tax – 5.45% on the value of taxable salaries and wages in excess of \$850,000.

In accordance with the Department of Industry (DoI) – Water guidelines, a payment for the amount calculated as the annual tax equivalent charges (excluding income tax) must be paid from water supply and sewerage business activities.

The payment of taxation equivalent charges, referred to in the DoI – Water guidelines as a 'dividend for taxation equivalent', may be applied for any purpose allowed under the *Local Government Act, 1993*.

Achievement of substantial compliance to the DoI – Water guidelines is not a prerequisite for the payment of the tax equivalent charges, however the payment must not exceed \$3 per assessment.

#### Income tax

An income tax equivalent has been applied on the profits of the business activities.

Whilst income tax is not a specific cost for the purpose of pricing a good or service, it needs to be taken into account in terms of assessing the rate of return required on capital invested.

Accordingly, the return on capital invested is set at a pre-tax level - gain/(loss) from ordinary activities before capital amounts, as would be applied by a private sector competitor. That is, it should include a provision equivalent to the corporate income tax rate, currently 27.5%.

Income tax is only applied where a gain/ (loss) from ordinary activities before capital amounts has been achieved.

Since the taxation equivalent is notional – that is, it is payable to Council as the 'owner' of business operations - it represents an internal payment and has no effect on the operations of the Council. Accordingly, there is no need for disclosure of internal charges in the SPFS.

The rate applied of 27.5% is the equivalent company tax rate prevalent at reporting date. No adjustments have been made for variations that have occurred during the year.

#### Local government rates and charges

A calculation of the equivalent rates and charges payable on all category 1 businesses has been applied to all land assets owned or exclusively used by the business activity.

## Notes to the Special Purpose Financial Statements for the year ended 30 June 2020

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

#### Loan and debt guarantee fees

The debt guarantee fee is designed to ensure that council business activities face 'true' commercial borrowing costs in line with private sector competitors.

In order to calculate a debt guarantee fee, Council has determined what the differential borrowing rate would have been between the commercial rate and Council's borrowing rate for its business activities.

#### (ii) Subsidies

Government policy requires that subsidies provided to customers, and the funding of those subsidies, must be explicitly disclosed.

Subsidies occur when Council provides services on a less-than-cost-recovery basis. This option is exercised on a range of services in order for Council to meet its community service obligations.

Accordingly, 'subsidies disclosed' (in relation to National Competition Policy) represents the difference between revenue generated from 'rate of return' pricing and revenue generated from prices set by Council in any given financial year.

The overall effect of subsidies is contained within the Income Statement of each reported business activity.

#### (iii) Return on investments (rate of return)

The NCP policy statement requires that councils with Category 1 businesses 'would be expected to generate a return on capital funds employed that is comparable to rates of return for private businesses operating in a similar field'.

Such funds are subsequently available for meeting commitments or financing future investment strategies.

The actual rate of return achieved by each business activity is disclosed at the foot of each respective Income Statement.

The rate of return is calculated as follows:

**Operating result before capital income + interest expense**

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**Written down value of I,PP&E as at 30 June**

As a minimum, business activities should generate a return equal to the Commonwealth 10 year bond rate which is 0.88% at 30/6/20.

#### (iv) Dividends

Council is not required to pay dividends to either itself (as owner of a range of businesses) or to any external entities.

Local government water supply and sewerage businesses are permitted to pay an annual dividend from its water supply or sewerage business surplus.

Each dividend must be calculated and approved in accordance with the Department of Industry – Water guidelines and must not exceed:

- 50% of this surplus in any one year, or
- the number of water supply or sewerage assessments at 30 June 2019 multiplied by \$30 (less the payment for tax equivalent charges, not exceeding \$3 per assessment).

In accordance with the Department of Industry – Water guidelines a Dividend Payment form, Statement of Compliance, Unqualified Independent Financial Audit Report and Compliance Audit Report are required to be submitted to the Department of Industry – Water.



## **INDEPENDENT AUDITOR'S REPORT**

### **Report on the special purpose financial statements**

#### **Glen Innes Severn Council**

To the Councillors of Glen Innes Severn Council

### **Opinion**

I have audited the accompanying special purpose financial statements (the financial statements) of Glen Innes Severn Council's (the Council) Declared Business Activities, which comprise the Statement by Councillors and Management, the Income Statement of each Declared Business Activity for the year ended 30 June 2020, the Statement of Financial Position of each Declared Business Activity as at 30 June 2020 and Note 1 Significant accounting policies for the Business Activities declared by Council.

The Declared Business Activities of the Council are:

- Water Supply
- Sewerage
- Glen Innes Aggregates.

In my opinion, the financial statements present fairly, in all material respects, the financial position of the Council's declared Business Activities as at 30 June 2020, and their financial performance for the year then ended, in accordance with the Australian Accounting Standards described in Note 1 and the Local Government Code of Accounting Practice and Financial Reporting – update number 28 (LG Code).

My opinion should be read in conjunction with the rest of this report.

### **Emphasis of Matter - Basis of Accounting**

Without modifying my opinion, I draw attention to Note 1 to the financial statements which describes the basis of accounting. The financial statements have been prepared for the purpose of fulfilling the Council's financial reporting responsibilities under the LG Code. As a result, the financial statements may not be suitable for another purpose.

### **Other Information**

The Council's annual report for the year ended 30 June 2020 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the general purpose financial statements and Special Schedules (the Schedules).

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the general purpose financial statements and Special Schedule 'Permissible income for general rates'.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

### **The Councillors' Responsibilities for the Financial Statements**

The Councillors are responsible for the preparation and fair presentation of the financial statements and for determining that the accounting policies, described in Note 1 to the financial statements, are appropriate to meet the requirements in the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

### **Auditor's Responsibilities for the Audit of the Financial Statements**

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: [www.auasb.gov.au/auditors\\_responsibilities/ar4.pdf](http://www.auasb.gov.au/auditors_responsibilities/ar4.pdf). The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.



Chris Harper  
Director, Financial Audit

Delegate of the Auditor-General for New South Wales

30 November 2020  
SYDNEY

# Glen Innes Severn Council

SPECIAL SCHEDULES  
for the year ended 30 June 2020

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*"Embracing Change, Building on History"*





## Special Schedules

for the year ended 30 June 2020

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### Contents

### Page

#### **Special Schedules**

Permissible income for general rates

3

Report on Infrastructure Assets - Values

7

## Permissible income for general rates

\$ '000	Notes	Calculation 2020/21	Calculation 2019/20
<b>Notional general income calculation <sup>1</sup></b>			
Last year notional general income yield	a	7,005	6,844
Plus or minus adjustments <sup>2</sup>	b	27	(23)
<b>Notional general income</b>	c = a + b	<b>7,032</b>	<b>6,821</b>
<b>Permissible income calculation</b>			
Or rate peg percentage	e	2.60%	2.70%
Or plus rate peg amount	i = e x (c + g)	183	184
<b>Sub-total</b>	k = (c + g + h + i + j)	<b>7,215</b>	<b>7,005</b>
Plus (or minus) last year's carry forward total	l	1	1
<b>Sub-total</b>	n = (l + m)	<b>1</b>	<b>1</b>
<b>Total permissible income</b>	o = k + n	<b>7,216</b>	<b>7,006</b>
Less notional general income yield	p	7,208	7,005
<b>Catch-up or (excess) result</b>	q = o - p	<b>8</b>	<b>1</b>
<b>Carry forward to next year <sup>3</sup></b>	t = q + r + s	<b>8</b>	<b>1</b>

## Notes

- (1) The notional general income will not reconcile with rate income in the financial statements in the corresponding year. The statements are reported on an accrual accounting basis which include amounts that relate to prior years' rates income.
- (2) Adjustments account for changes in the number of assessments and any increase or decrease in land value occurring during the year. The adjustments are called 'supplementary valuations' as defined in the Valuation of Land Act 1916.
- (3) Carry forward amounts which are in excess (an amount that exceeds the permissible income) require ministerial approval by order published in the NSW Government Gazette in accordance with section 512 of the Local Government Act 1993. The OLG will extract these amounts from Council's Permissible income for general rates Statement in the financial data return (FDR) to administer this process.



## INDEPENDENT AUDITOR'S REPORT

### Special Schedule - Permissible income for general rates

#### Glen Innes Severn Council

To the Councillors of Glen Innes Severn Council

### Opinion

I have audited the accompanying Special Schedule – Permissible income for general rates (the Schedule) of Glen Innes Severn Council (the Council) for the year ending 30 June 2021.

In my opinion, the Schedule is prepared, in all material respects in accordance with the requirements of the Local Government Code of Accounting Practice and Financial Reporting – update number 28 (LG Code), and is in accordance with the books and records of the Council.

My opinion should be read in conjunction with the rest of this report.

### Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Schedule' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

## Emphasis of Matter - Basis of Accounting

Without modifying my opinion, I draw attention to the special purpose framework used to prepare the Schedule. The Schedule has been prepared for the purpose of fulfilling the Council's reporting obligations under the LG Code. As a result, the Schedule may not be suitable for another purpose.

## Other Information

The Council's annual report for the year ended 30 June 2020 includes other information in addition to the Schedule and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the general purpose financial statements, special purpose financial statements and Special Schedule 'Report on infrastructure assets' as at 30 June 2020.

My opinion on the Schedule does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the general purpose financial statements and the special purpose financial statements.

In connection with my audit of the Schedule, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the Schedule or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

## The Councillors' Responsibilities for the Schedule

The Councillors are responsible for the preparation of the Schedule in accordance with the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation of the Schedule that is free from material misstatement, whether due to fraud or error.

In preparing the Schedule, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

## Auditor's Responsibilities for the Audit of the Schedule

My objectives are to:

- obtain reasonable assurance whether the Schedule as a whole is free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the Schedule.

A description of my responsibilities for the audit of the Schedule is located at the Auditing and Assurance Standards Board website at: [www.auasb.gov.au/auditors\\_responsibilities/ar8.pdf](http://www.auasb.gov.au/auditors_responsibilities/ar8.pdf). The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited Schedule on any website where it may be presented
- about any other information which may have been hyperlinked to/from the Schedule.

A handwritten signature in black ink, appearing to read 'CHarper', with a long, sweeping horizontal stroke extending to the right.

Chris Harper  
Director, Financial Audit

Delegate of the Auditor-General for New South Wales

30 November 2020  
SYDNEY

## Report on Infrastructure Assets

as at 30 June 2020

Asset Class	Asset Category	Estimated cost	Estimated cost	2019/20	2019/20	Net carrying amount	Gross replacement cost (GRC)	Assets in condition as a percentage of gross replacement cost					
		to bring assets to satisfactory standard	to bring to the agreed level of service set by Council	Required maintenance <sup>a</sup>	Actual maintenance			1	2	3	4	5	
		\$ '000	\$ '000	\$ '000	\$ '000								
(a) Report on Infrastructure Assets - Values													
Buildings	Buildings	3,402	3,402	7	117	13,729	27,995	27.0%	0.0%	72.0%	0.0%	1.0%	
	Other	—	—	—	—	(1)	—	0.0%	0.0%	0.0%	0.0%	0.0%	
	Buildings - Quarry	108	108	30	9	272	659	4.0%	0.0%	92.0%	3.0%	1.0%	
	Buildings - Water	414	414	—	2	1,247	3,059	9.0%	1.0%	90.0%	0.0%	0.0%	
	Buildings - Sewer	108	108	—	1	278	495	27.0%	0.0%	55.0%	18.0%	0.0%	
	Buildings - Public Halls	1,869	1,869	12	3	3,978	12,431	0.0%	0.0%	100.0%	0.0%	0.0%	
	Sub-total	5,901	5,901	49	132	19,503	44,639	17.9%	0.1%	81.1%	0.2%	0.6%	
Other structures	Other structures	13	13	117	103	4,545	10,856	10.0%	90.0%	0.0%	0.0%	0.0%	
	Sub-total	13	13	117	103	4,545	10,856	10.0%	90.0%	0.0%	0.0%	0.0%	
Roads	Roads – Local Rural Sealed	8,757	8,757	390	379	15,166	53,496	42.0%	40.0%	11.0%	7.0%	0.0%	
	Roads – Local Rural Unsealed	7,959	7,959	1,900	1,956	20,650	37,899	34.0%	46.0%	18.0%	1.0%	1.0%	
	Roads – Local Urban Sealed	2,185	2,185	340	372	15,166	22,848	50.0%	38.0%	11.0%	1.0%	0.0%	
	Footpaths	361	361	40	10	3,340	4,544	37.0%	34.0%	22.0%	7.0%	0.0%	
	Roads – Regional Rural Sealed	1,163	1,163	45	45	12,808	18,266	50.0%	48.0%	2.0%	0.0%	0.0%	
	Roads – Regional Urban Sealed	59	59	30	24	891	1,042	79.0%	21.0%	0.0%	0.0%	0.0%	
	Roads – Other Urban Sealed	534	534	—	32	1,293	2,222	85.0%	6.0%	5.0%	4.0%	0.0%	
	Carparks	36	36	—	1	969	1,395	52.0%	38.0%	9.0%	1.0%	0.0%	
	Bulk earthworks	37	37	—	—	64,708	64,708	35.0%	45.0%	16.0%	2.0%	2.0%	
	Other	—	—	—	—	17,136	—	0.0%	0.0%	0.0%	0.0%	0.0%	
	Bridges – Local Rural Concrete/Steel	1,817	1,817	—	—	21,553	35,438	12.0%	53.0%	34.0%	1.0%	0.0%	
	Bridges – Local Urban Concrete/Steel	330	330	60	—	1,836	3,632	0.0%	49.0%	49.0%	2.0%	0.0%	
	Bridges – Local Urban Timber	36	36	3	53	—	278	0.0%	12.0%	88.0%	0.0%	0.0%	
	Bridges – Regional Concrete/Steel	421	421	—	—	4,123	6,106	16.0%	41.0%	42.0%	1.0%	0.0%	
	Bridges – Local Rural Timber	874	874	—	—	567	1,979	3.0%	44.0%	26.0%	27.0%	0.0%	
	Culverts	606	606	—	—	6,649	11,147	9.0%	65.0%	23.0%	3.0%	0.0%	
	Causeways	876	876	—	—	2,919	7,166	3.0%	53.0%	35.0%	6.0%	3.0%	
	Sub-total	26,051	26,051	2,808	2,872	189,774	272,166	33.1%	45.1%	18.2%	2.9%	0.7%	
		Dams/Weirs	—	—	—	—	3,266	4,978	1.0%	99.0%	0.0%	0.0%	0.0%
		Total Reticulation	1,984	1,984	115	134	9,691	13,989	0.0%	0.0%	0.0%	0.0%	100.0%
		Reservoirs	107	—	4	3	2,144	3,948	0.0%	0.0%	15.0%	0.0%	85.0%

continued on next page ...

## Report on Infrastructure Assets - Values (continued)

as at 30 June 2020

Asset Class	Asset Category	Estimated cost to bring assets to satisfactory standard	Estimated cost to bring to the agreed level of service set by Council	2019/20 Required maintenance <sup>a</sup>	2019/20 Actual maintenance	Net carrying amount	Gross replacement cost (GRC)	Assets in condition as a percentage of gross replacement cost				
		\$ '000	\$ '000	\$ '000	\$ '000			1	2	3	4	5
<b>Water supply network</b>	Pumping Stations	—	—	—	—	926	1,819	59.0%	41.0%	0.0%	0.0%	0.0%
<b>Water supply network</b>	Rising Mains	25	25	1	19	1,941	2,556	20.0%	73.0%	7.0%	0.0%	0.0%
<b>Water supply network</b>	Treatment	1,985	1,985	—	72	17,889	12,461	53.0%	47.0%	0.0%	0.0%	0.0%
<b>Water supply network</b>	Bores	—	—	—	—	349	397	100.0%	0.0%	0.0%	0.0%	0.0%
<b>Water supply network</b>	Off Stream Storages	—	—	—	—	439	559	100.0%	0.0%	0.0%	0.0%	0.0%
	<b>Sub-total</b>	<b>4,101</b>	<b>3,994</b>	<b>120</b>	<b>228</b>	<b>26,999</b>	<b>40,707</b>	<b>22.6%</b>	<b>32.9%</b>	<b>1.9%</b>	<b>0.0%</b>	<b>42.6%</b>
<b>Sewerage network</b>	Total Reticulation	6,233	6,233	72	80	15,857	22,965	21.0%	10.0%	40.0%	28.0%	1.0%
	Pumping Stations	9	9	4	3	221	508	49.0%	38.0%	13.0%	0.0%	0.0%
	Treatment	—	—	—	—	4,497	7,095	98.0%	2.0%	0.0%	0.0%	0.0%
	Rising Mains	16	16	—	2	1,187	1,362	82.0%	10.0%	8.0%	0.0%	0.0%
	<b>Sub-total</b>	<b>6,258</b>	<b>6,258</b>	<b>76</b>	<b>85</b>	<b>21,765</b>	<b>31,930</b>	<b>41.2%</b>	<b>8.7%</b>	<b>29.3%</b>	<b>20.1%</b>	<b>0.7%</b>
<b>Stormwater drainage</b>	Stormwater Conduits	1,229	1,229	76	24	9,078	15,256	6.0%	42.0%	51.0%	1.0%	0.0%
	Inlet and Junction Pits	112	112	—	—	1,416	2,333	8.0%	72.0%	17.0%	2.0%	1.0%
	<b>Sub-total</b>	<b>1,341</b>	<b>1,341</b>	<b>76</b>	<b>24</b>	<b>10,491</b>	<b>17,589</b>	<b>6.3%</b>	<b>46.0%</b>	<b>46.5%</b>	<b>1.1%</b>	<b>0.1%</b>
<b>Open space / recreational assets</b>	Swimming pools	232	232	—	160	1,304	3,147	15.0%	51.0%	31.0%	2.0%	1.0%
	Other Recreation	197	197	286	9	3,138	3,525	49.0%	32.0%	15.0%	3.0%	1.0%
	<b>Sub-total</b>	<b>429</b>	<b>429</b>	<b>286</b>	<b>169</b>	<b>4,442</b>	<b>6,672</b>	<b>33.0%</b>	<b>41.0%</b>	<b>22.5%</b>	<b>2.5%</b>	<b>1.0%</b>
<b>Other infrastructure assets</b>	Major Street Furniture	8	8	—	—	2,122	1,516	89.0%	10.0%	1.0%	0.0%	0.0%
	Kerb and Gutter	363	363	—	—	5,788	11,330	38.0%	51.0%	9.0%	2.0%	0.0%
	<b>Sub-total</b>	<b>371</b>	<b>371</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>12,846</b>	<b>44.0%</b>	<b>46.2%</b>	<b>8.1%</b>	<b>1.8%</b>	<b>0.0%</b>
	<b>TOTAL - ALL ASSETS</b>	<b>44,465</b>	<b>44,358</b>	<b>3,532</b>	<b>3,613</b>	<b>277,519</b>	<b>437,405</b>	<b>29.8%</b>	<b>37.8%</b>	<b>24.3%</b>	<b>3.4%</b>	<b>4.5%</b>

(a) Required maintenance is the amount identified in Council's asset management plans.

## Infrastructure asset condition assessment 'key'

## Report on Infrastructure Assets - Values (continued)

as at 30 June 2020

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1	<b>Excellent/very good</b>	No work required (normal maintenance)
2	<b>Good</b>	Only minor maintenance work required
3	<b>Satisfactory</b>	Maintenance work required
4	<b>Poor</b>	Renewal required
5	<b>Very poor</b>	Urgent renewal/upgrading required



## Report on Infrastructure Assets (continued)

as at 30 June 2020

\$ '000	Amounts 2020	Indicator 2020	Prior periods		Benchmark
			2019 <sup>3</sup>	2018	
Infrastructure asset performance indicators (consolidated) *					
Buildings and infrastructure renewals ratio <sup>1</sup>					
Asset renewals <sup>2</sup>	4,977	91.56%	100.90%	119.87%	>=100.00%
Depreciation, amortisation and impairment	5,436				
Infrastructure backlog ratio <sup>1</sup>					
Estimated cost to bring assets to a satisfactory standard	44,465	16.02%	11.67%	11.10%	<2.00%
Net carrying amount of infrastructure assets	277,519				
Asset maintenance ratio					
Actual asset maintenance	3,613	102.29%	102.37%	100.00%	>100.00%
Required asset maintenance	3,532				
Cost to bring assets to agreed service level					
Estimated cost to bring assets to an agreed service level set by Council	44,358	10.14%	32.66%	6.90%	
Gross replacement cost	437,405				

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

(1) Excludes Work In Progress (WIP)

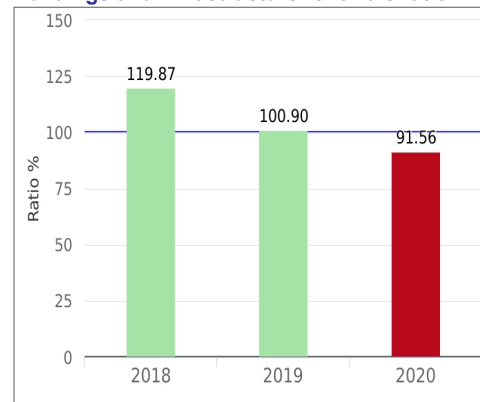
(2) Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.

(3) Please refer to Note 13 for Prior Period Adjustments

## Report on Infrastructure Assets (continued)

as at 30 June 2020

### Buildings and infrastructure renewals ratio



#### Buildings and infrastructure renewals ratio

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

#### Commentary on result

19/20 ratio 91.56%

Capital projects were budgeted, but due to bushfires, drought and COVID these projects were not undertaken.

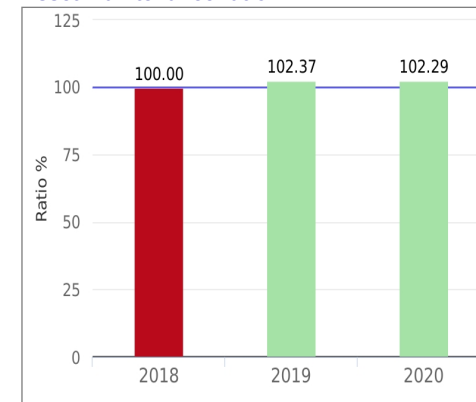
Benchmark: —  $\geq 100.00\%$

Ratio achieves benchmark

Source of benchmark: Code of Accounting Practice and Financial Reporting #28

Ratio is outside benchmark

### Asset maintenance ratio



#### Asset maintenance ratio

Compares actual vs. required annual asset maintenance. A ratio above 1.0 indicates Council is investing enough funds to stop the infrastructure backlog growing.

#### Commentary on result

19/20 ratio 102.29%

Council is maintaining its assets at an appropriate level.

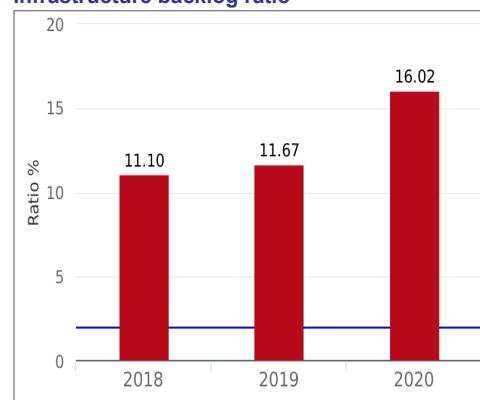
Benchmark: —  $> 100.00\%$

Ratio achieves benchmark

Source of benchmark: Code of Accounting Practice and Financial Reporting #28

Ratio is outside benchmark

### Infrastructure backlog ratio



#### Infrastructure backlog ratio

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

#### Commentary on result

19/20 ratio 16.02%

Council was not able to improve in this area due to bushfires, drought and COVID restrictions.

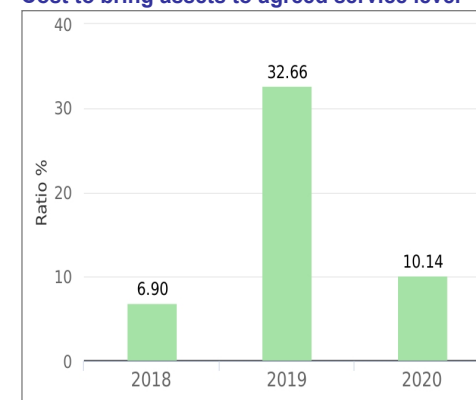
Benchmark: —  $< 2.00\%$

Ratio achieves benchmark

Source of benchmark: Code of Accounting Practice and Financial Reporting #28

Ratio is outside benchmark

### Cost to bring assets to agreed service level



#### Cost to bring assets to agreed service level

This ratio provides a snapshot of the proportion of outstanding renewal works compared to the total value of assets under Council's care and stewardship.

#### Commentary on result

19/20 ratio 10.14%

Council is maintaining its agreed service level for assets at an appropriate level.

## Report on Infrastructure Assets (continued)

as at 30 June 2020

\$ '000	General fund		Water fund		Sewer fund		Benchmark
	2020	2019	2020	2019	2020	2019	
Infrastructure asset performance indicators (by fund)							
Buildings and infrastructure renewals ratio <sup>1</sup>							
Asset renewals <sup>2</sup>							
Depreciation, amortisation and impairment	93.79%	123.66%	74.13%	0.00%	92.07%	0.00%	>=100.00%
Infrastructure backlog ratio <sup>1</sup>							
Estimated cost to bring assets to a satisfactory standard							
Net carrying amount of infrastructure assets	14.91%	10.27%	15.19%	7.56%	28.75%	29.03%	<2.00%
Asset maintenance ratio							
Actual asset maintenance							
Required asset maintenance	98.92%	102.80%	190.00%	100.00%	111.84%	100.00%	>100.00%
Cost to bring assets to agreed service level							
Estimated cost to bring assets to an agreed service level set by Council							
Gross replacement cost	9.35%	37.49%	9.81%	4.97%	19.60%	20.02%	

(1) Excludes Work In Progress (WIP)

(2) Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.

# **GLEN INNES SEVERN COUNCIL**



## **Bi-Annual Review of the 2019/2020 Operational Plan**

## Community Services

OBJECTIVE: CREATE A GROWING COMMUNITY WITH OPTIMAL ACCESS TO COMMUNITY SERVICES AND FACILITIES

### *Grow the population to 10,000 residents over the next 10 years*

Engage and encourage young people to later return to the Local Government Area (LGA) to raise their families, work in the area, work remotely from this area or establish their own business and or industries in the area.

**Action: Provide an annual budget allocation to offer incentives for business to relocate or establish themselves in the LGA.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
CS 1.1.3.3	Completed	100%	Manager of Economic Development	A budget allocation of \$61,100 was allocated in the Operational Plan for the purpose of providing business incentives. An amount of \$10,000 was provided to local two (2) of the local Doctors Surgeries to assist in the costs of recruiting two (2) additional doctors. A further \$40,000 was provided to four (4) local businesses to assist in their growth and expansion.

**Action: Send out a friendly letter annually to all school leavers; inviting them to return to the Glen Innes Highlands community later in their lives to establish businesses or industries, or to work and raise their families in the LGA.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
CS 1.1.4.3	Completed	100%	General Manager	Letters were sent out in early September 2019 to all 2019 school leavers and the letters were also included in their graduation packages.

**Action: Ensure the Glen Innes Highlands brand provides inspiration and information on returning to Glen Innes Highlands.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
CS 1.1.5.2	Completed	100%	Manager of Economic Development	The Visit and Live marketing program are linked, as approximately 20% of people who visit a location more than three (3) times are more likely to move to the area. Council's marketing positions Glen Innes Highlands as the 'place you'd rather be' to either visit or live. This provides economies of scale in the paid marketing activity. The website statistics reflect a dramatic change in traffic when the campaign was paused showing the positive impact of paid marketing. Glen Innes Highlands as at 30 June 2020 had 5,871 Facebook followers (increase of 58.3%) and 412 Instagram followers. Total engagement for the year across Facebook was 31,600 (increase of 1,473%) and Instagram was 821 (increase 1,142%). Reach was 2,109,433 across Facebook (increase of 2,137.3%) and 204,906 across Instagram (increase of 12,4085.5%). The Newsletter was distributed to website subscribers, with a total audience of 397 as at 30 June 2020, with an average viewing rate of approximately 55%.

**Attract the population segment looking for a lifestyle change (branding for tree changers).**

**Action: Assist the Glen Innes Art Gallery (GIAG) committee by attending Committee meetings and offering / providing advice when needed.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
CS 1.2.1.3	Completed	100%	Manager Library & Learning Centre	The Manager of the Library and Learning Centre (MLLC) has worked with the Glen Innes Art Gallery Committee during the year to organise a travelling State exhibition and to coordinate the reopening of the Art Gallery on Tuesday, 9 June 2020 after the lifting of restrictions for COVID-19. The MLLC plans to deliver a Work, Health and Safety induction for the Art Gallery volunteers in August 2020.

**Action: Achieve 100% compliance of Council's Silver rated Open Spaces as specified by Council's adopted Open Spaces Hierarchy Policy.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
CS 1.2.2.3	Completed	100%	Manager of Recreation & Open Spaces	Open Spaces have been maintained accordingly with rubbish removal, playground maintenance, weeding, and tree pruning being the focus. Villages and cemeteries have been regularly mown and weed control undertaken. With the severe drought conditions in 2019 watering to try to save trees and gardens occupied the beginning of the growth season. Rain in early 2020 was welcome, especially with the influx of grass growth that it brought.

**Action: Achieve 100% compliance of Council's Platinum and Gold rated Open Spaces as specified by Council's adopted Open Spaces Hierarchy Policy.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
CS 1.2.2.4	Completed	100%	Manager of Recreation & Open Spaces	Watering has been the main task to try and keep trees alive throughout the parks and open spaces systems during the drought. Areas have been attended to as required according to the policy requirements with rubbish removal, playground maintenance, weeding being the primary focus. All gardens have been mulched and fertilised and tree pruning carried out where necessary. With the return of more regular rainfall all the parks have been mowed on a weekly basis, edges of paths and around facilities have been regularly maintained.

**Action: Implement 2020/2021 Tree Replacement Program as adopted by Councils Open Spaces Committee.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
CS 1.2.3.3	Completed	100%	Manager of Recreation & Open Spaces	This matter has been raised at the Open Spaces Committee meeting and due to the recent drought conditions street trees have not been planted. Due to the drought an audit of trees will be required to establish a removal and replacement schedule. Replacement street trees were planted and cared for through the drought in Meade Street between the showground creek and Hunter Street with a loss of only three (3) trees, replacements have been organised. All the Crepe Myrtles were planted in Church Street between Taylor and Meade Streets with a 100% strike rate. Trees have been purchased for the 2019/2020 replacement program however these will be planted in Spring 2020.

**Action: Provide an annual Public Art allocation in the Operational Plan so as to promote public art in the LGA and encourage local artists.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
CS 1.2.4.4	Completed	100%	Manager of Economic Development	An allocation of \$50,000 was provided in the 2019/2020 Operational Plan and Budget.

**Action: Undertake two (2) public art project plans identified by Council in the 2019/20 Operational Plan.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
CS 1.2.4.5	Completed	100%	Manager of Economic Development	A public art project was completed in Deepwater being a mural located on the local Supermarket. The "Blue Hill's" project was completed in the Meade and Church Street roundabout. Council also utilised the Public Art budget to commission the location of the Wind Turbine Blade at the Glen Innes Racecourse.



**Action: Ensure the Glen Innes Highlands brand provides inspiration and information on moving to Glen Innes Highlands.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
CS 1.2.5.1	Completed	100%	Manager of Economic Development	The Visit and Live marketing program are linked, as people who visit an area more than three (3) times are more likely to move to the area, with approximately 20% doing this. Council's marketing positions Glen Innes Highlands as the 'place you'd rather be' to either visit or live. This provides economies of scale in our paid marketing activity. The website statistics reflect a dramatic change in traffic when the campaign was paused showing the positive impact of paid marketing. Glen Innes Highlands as at 30 June 2020 has 5,871 Facebook followers (increase of 58.3%) and 412 Instagram followers. Total engagement for the year across Facebook was 31,600 (increase of 1,473%) and Instagram was 821 (increase 1,142%). Reach was 2,109,433 across Facebook (increase of 2,137.3%) and 204,906 across Instagram (increase of 12,4085.5%). The Newsletter was distributed to website subscribers, with a total audience of 397 as at 30 June 2020, with an average open rate of approximately 55%.

**Action: Investigate and develop walking and cycling tracks in and around Glen Innes.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
CS 1.2.6.3	Completed	100%	Manager of Infrastructure Delivery	While some grant funding was not received, Council completed the construction of a shared path in Wentworth Street.

**Action: Coordinate a stimulating, fun and informative program which includes author events and travelling exhibitions.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
CS 1.2.7.3	Completed	100%	Manager Library & Learning Centre	Due to the COVID-19 Pandemic and the closure of the Library on Tuesday, 24 March 2020, the annual program was changed to deliver weekly online storytelling, 'no contact' deliveries of library resources and activity bags for children isolating at home. These changes will continue during the year to assist community members in isolation.

**Ensure there are adequate facilities for the ageing population.**

**Action: Collaborate with the Management of Glenwood Gardens and Roseneath regarding the expansion of their facilities.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
CS 1.3.1.3	Completed	100%	General Manager	The Glenwood Gardens expansion was completed in the first quarter of 2019/2020. Stage one (1) of the Roseneath expansion was completed in the second quarter of 2019/2020. Stage two (2) of the Roseneath expansion was completed in the final quarter of 2019/2020.

**Action: Plan and facilitate a Life Choices - Support Services consumer survey for people who are older that aligns with the new Aged Care Quality Standards. The survey will give them the opportunity to raise any service gaps, express satisfaction and suggest improvements / innovations.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
CS 1.3.3.3	Completed	100%	Manager of Community Services	The consumer survey remains a valuable tool for receiving feedback and reflecting and revising operations. It is planned to continue with these surveys moving forwards.

**Action: Apply for all available Roads and Maritime Services (RMS) contributions to implement the actions set out in the Work Schedule of Council's adopted Pedestrian Access and Mobility Plan (PAMP).**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
CS 1.3.4.3	Completed	100%	Services Engineer	Council was not successful with respect to the active transport grant. A shared path was completed in Wentworth Street using drought stimulus funding.

***Ensure that land use planning supports the vision and role of each village and town.***

**Review and update the existing Land Use Strategy and implement any changes through the Local Environmental Plan (LEP).**

**Action: Complete the review of lot sizes in the Residential R1 zone, the Rural RU1 zone and the Village R5 zone to determine the suitability of the existing minimum lot sizes in each of these zones.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
CS 2.1.1.2	Progressing	60%	Manager of Regulatory Planning Services	The review of the Glen Innes Severn Local Environmental Plan has commenced and is being undertaken by external Consultants, the project will be completed in 2020/2021.

**Action: Undertake a review of the 2007 Glen Innes Severn Land Use Strategy to assist in the review of the Glen Innes Severn Local Environmental Plan (LEP) 2012.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
CS 2.1.3.1	Progressing	70%	Manager of Regulatory Planning Services	Review is being undertaken by external Consultants in conjunction with a review of lot sizes. This project will be completed in 2020/2021.

***Ensure community service levels meet the need of a diverse community with a focus on inclusion of youth, children and families, people who are older and people with a disability.***

**Advocate for family violence support including a women's refuge service.**

**Action: Lobby the local State Member of Parliament (MP) for the allocation of the necessary funding for a women's refuge to be established within the LGA.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
CS 3.1.1.3	Completed	100%	General Manager	Letter was sent to the Member for Northern Tablelands in June 2020. This funding request was then referred along with the request for assistance in establishing a refuge in Glen Innes to the appropriate Minister for consideration of the requests. Feedback is not expected from the Minister until at least the first quarter of the 2020/2021 Financial Year.

**Action: Maintain support for local initiatives relating to domestic violence.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
CS 3.1.2.4	Completed	100%	Manager of Community Services	The Safe in Our Town (SIOT) meetings were suspended during COVID-19, however, were routinely attended prior to April 2020. The Manager of Community Services will be attending the AGM of Glen Innes SIOT on 22 July 2020. Attendance at these meetings is of assistance with regard to the action and stated goal.

**Advocate for the retention and upgrading of existing health facilities and new health services across the LGA.**

**Action: Lobby the local State MP for additional mental health support services to be readily available within the Glen Innes Highlands community.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
CS 3.2.1.3	Completed	100%	General Manager	A letter was sent to the Member for Northern Tablelands in June 2020 lobbying for assistance in establishing additional mental health services in the Glen Innes Highlands community. A response has not been received from the local member as yet. The General Manager will follow up in the first quarter of the 2020/2021 Financial Year.

**Action: Lobby the local State MP for the Glen Innes Hospital to be maintained as an acute hospital with the retention of all current services and the upgrade of health services across the LGA.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
CS 3.2.2.3	Completed	100%	General Manager	A letter was sent to the Member for Northern Tablelands in June 2020 seeking his assistance in maintaining the Glen Innes Hospital as an acute hospital, including the retention of all current services and a request for all health services across the LGA to be upgraded. A response from the local member has not been received as yet. The General Manager will follow the matter up in the first quarter of the 2020/2021 Financial Year.

**Action: Lobby the State MP for funding for a new acute hospital for Glen Innes to be constructed - with the retention and enhancement of all current services.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
CS 3.2.3.3	Completed	100%	General Manager	A letter was sent to the Member for Northern Tablelands in June 2020. The letter requested his assistance in identifying and sourcing grant funding to enable a new acute hospital to be constructed in Glen Innes. This would include the retention of all current services currently available at the hospital. A response has not been received from the local member to date. The General Manager will follow this matter up in the first quarter of the 2020/2021 Financial Year.

**Action: Advocate and get the assurance from the local State MP that all current medical and associated services provided at the Vegetable Creek Multi Purpose Service centre will be maintained into the future.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
CS 3.2.4.3	Completed	100%	General Manager	The General Manager wrote to the Member for Northern Tablelands in June 2020 seeking assurances that all current medical and associated services provided at the Vegetable Creek Multi Purpose Centre would be maintained into the future. A response has not been received from the local member on this matter as yet. The General Manager will follow the matter up with the local member in the first quarter of the 2020/2021 Financial Year.

**Action: Advocate for and lobby the local State MP for a Financial Counsellor to be available to the Glen Innes Highlands community through the services provided at the Community Centre.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
CS 3.2.5.3	Completed	100%	General Manager	A letter was sent to the Member for Northern Tablelands in June 2020 by the General Manager. The letter requested assistance in lobbying and advocating for a Financial Counsellor to be made available in the Glen Innes Highlands community. The services would be provided at the Community Centre. A response has not yet been received by the General Manager from the local member. The General Manager will follow the matter up with the local member in the first quarter of the 2020/2021 Financial Year.

**Action: Advocate for and lobby the local State MP for an Intervention Counsellor to be available in the LGA through the services provided at the Community Centre.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
CS 3.2.6.3	Completed	100%	General Manager	The General Manager sent a letter to the Member for Northern Tablelands advocating and lobbying for an intervention Counsellor to be made available through the services provided at the Community Centre. A response has not as yet been received from the local member. The General Manager will follow the matter up in the first quarter of the 2020/2021 Financial Year.

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**Advocate for and continue to develop a network of youth facilities across the community.**

**Action: Collaborate with all youth network partners to explore opportunities to collaboratively engage youth in new activities of their choice, to enhance resilience, respect, team spirit, inclusion, social interaction and friendships.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
CS 3.3.1.3	Completed	100%	Manager of Community Services	Prior to COVID-19 there had been a significant increase in the number of youth engaged in positive activities and learnings across the LGA, predominantly at The Youth Booth (YB). There has been direct engagement with youth to establish preferred activities and Council has renewed its partnership with The Department of Communities and Justice who provide funding via the 'Glen Innes Youth Worker' Grant Agreement. The YB remains closed and undergoing grant funded renovations to the kitchen area and is expected to re-open towards the end of July. The closure period has been used to develop interactive online activities and to establish new community partnerships which will enhance youth resilience, respect, team spirit, inclusion, social interaction and friendships.

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**Action: Advocate for and lobby the local State MP for the establishment of a PCYC in Glen Innes.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
CS 3.3.2.4	Completed	100%	General Manager	A letter was sent by the General Manager to the Member for Northern Tablelands in June 2020. The Local member provided a response on Thursday, 2 July 2020 that he had made representations on behalf of Council to the Minister for Police and Emergency Services, the Hon. David Elliott MP and also to the PCYC NSW Chief Executive Officer, Mr Dominic Teakle seeking their advice and consideration on the matter. Council is still awaiting a response from the Minister. However, the General Manager received a telephone call from the Chief Executive Officer of the PCYC, Mr Domic Teakle on Wednesday, 8 July 2020. This telephone call was followed up with an impromptu visit from Mr Lester Stump from the PCYC. Council's General Manager and Mayor met with Mr Stump on Thursday, 9 July 2020 for approximately an hour. The General Manager will now follow up with Mr Teakle to determine what possibilities there are for the PCYC to establish a centre in Glen Innes in the near future.

**Action: Use the local Community Safety Precinct Committee (CSPC) with the NSW Police New England Local Area Command to pursue the establishment of a PCYC in Glen Innes.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
CS 3.3.2.5	Completed	100%	General Manager	The General Manager sent a letter to both stakeholders in June 2020. Contact has been received from the PCYC expressing interest in establishing a PCYC in Glen Innes. Options will be explored by the General Manager of Glen Innes Severn Council with the Chief Executive Officer of the PCYC, Mr Dominic Teakle in the 2020/2021 Financial Year.



**Advocate for the extension and improvement of Children and Family Services, including early intervention programs and coordination between Council, school run services and parenting programs.**

**Action: Participate in national and state-wide reading programs.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
CS 3.5.1.3	Completed	100%	Manager Library & Learning Centre	The Library's annual programs have gone online during the COVID-19 Pandemic. Of note is the Literacy Program for children which has received strong support from the community.

**Action: Plan, coordinate and facilitate the Family Picnic Day during 2019 through collaborative partnerships - to promote family participation and social interactions to all community members.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
CS 3.5.2.3	Completed	100%	Manager of Community Services	The Family Fun Day was conducted in September in partnership with the Melling Park opening. It was very successful and attended by in excess of 300 people. The Children and Family Services (CAFS) team ran a stall as did the Youth Worker and the Manager of Community Services had a Community Drug Action Team (CDAT) stall providing information on a variety of CDAT initiatives.

**Action: Work collaboratively with local organisations including Glen Innes Family and Youth Support, Hunter New England Health and the Benevolent Society to gauge skills required and arrange and promote a parenting program at the Pool House to be delivered by Centacare.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
CS 3.5.3.3	Completed	100%	Manager of Community Services	Two (2) workshops have been delivered however, COVID-19 has prevented additional delivery during 2020. Positive relationships have enabled wonderful opportunities to form partnerships for the provision of parenting workshops. Along with the programs mentioned, Pedro from Centacare delivered a Trauma workshop in March.

**Action: Support the Northern Tableland Cooperative Library Services (NTCLS) network through their meetings, initiatives, resource transfers and staff training.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
CS 3.5.4.3	Completed	100%	Manager Library & Learning Centre	The Northern Tablelands Cooperative Library Service members held an annual meeting to discuss the financial aspects and management of the Cooperative Library Service in December 2019 and in January 2020, an updated Service Level Agreement was circulated to members for discussion and later to Council for authorisation.

**Action: Compile a grant submission in preparation for possible funding opportunities.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
CS 3.5.5.1	Completed	100%	Manager Library & Learning Centre	The successful White Rock Wind Farm Community Grant for a waterproof sail over the external children's area has given the Library Team the opportunity to organise several activities in the external children's area and included storytelling activities and a children's daycare for the International Women's Day event.

**Advocate for increased and improved medical services in Glen Innes.**

**Action: Advocate for and lobby the local State MP for the attraction of more General Practitioners (GP) and other medical staff to the area.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
CS 3.6.1.9	Completed	100%	General Manager	The General Manager sent a letter to the Member for Northern Tablelands in June 2020. The letter requested assistance in attracting General Practitioners and other medical staff to move to the area to work. A response has not been received from the local member as yet on this matter. The General Manager will follow the matter up with the local member during the first quarter of the 2020/2021 Financial Year.

**Action: Use the local Hospital Health Advisory Committee as an avenue to advocate for and lobby for an increased number of General Practitioners (GP) to be recruited for the area.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
CS 3.6.1.10	Completed	100%	General Manager	Letter was sent by the General Manager to the local Hospital Advisory Committee in June 2020. The letter advocated and lobbied for an increased number of General Practitioners to be recruited to the LGA. The General Manager will follow this matter up with the relevant stakeholders during the 2020/2021 Financial Year.

**Action: Revisit Council's existing policy on providing assistance to General Practitioners (GP) to relocate to the LGA with the view of potentially increasing its annual financial contribution as an incentive for GP to consider this action.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
CS 3.6.1.11	Not Progressing	0%	General Manager	This action will have to be transferred to the 2020/2021 Financial Year as it was not actioned in the 2019/2020 Financial Year. Every effort will be made to prepare a Councillor workshop on the matter in the first half of the 2020/2021 Financial Year.

**Action: Advocate and lobby for the period of time that medical doctor students have to spend in rural and regional areas to be increased to a period of time that is adequate for those students to form relationships and links with, and the desire to return to, those communities once they have finished their studies.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
CS 3.6.1.12	Completed	100%	General Manager	Letters were sent by the General Manager to both the Member for Northern Tablelands and the Member for New England in June 2020 seeking assistance from both them with this endeavour from Council. A response has not been received from either of them to date on this matter. The General Manager will follow the matter up with the both of them in the 2020/2021 Financial Year.

**Action: Advocate for and lobby the local State MP for all medical services and General Practitioner (GP) availability at the Glen Innes Hospital to be consistently available for 24 hours per day.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
CS 3.6.2.3	Completed	100%	General Manager	A letter was sent by the General Manager to the Member for Northern Tablelands in June 2020 lobbying and advocating for him to actively assist Glen Innes in ensuring that all medical services and General Practitioners at the Glen Innes Hospital are consistently available for 24 hours per day. The General Manager will follow the matter up with the local member during the 2020/2021 Financial Year.

**Action: Advocate and lobby the Hunter New England Health Service for increased "tele health" online specialist medical services to be locally available to patients through the local Hospital Health Advisory Committee.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
CS 3.6.3.5	Completed	100%	General Manager	A letter was sent by the General Manager to The Hunter New England Health Service lobbying them for an increased "tele-health" online specialist medical service to be made available to patients through the local Hospital Advisory Committee. The matter will be followed up by the General Manager in the 2020/2021 Financial Year.

**Action: Takes the availability of more "tele health" specialist medical services for local patients up in writing with the Hunter New England Health Service.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
CS 3.6.3.6	Completed	100%	General Manager	The General Manager sent the Hunter New England Health Service a letter in June 2020 advocating for the availability of more "tele health" specialist medical services for local patients to be made available in Glen Innes. The General Manager will follow the matter up with the Hunter New England Health Service during the 2020/2021 Financial Year.

**Action: Advocate and lobby for the demolition of the old nurses' home through the local Hospital Health Advisory Committee.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
CS 3.6.4.3	Completed	100%	General Manager	The General Manager sent a letter advocating for the demolition of the old nurses' home through the Local Hospital Health Advisory Committee in June 2020. The matter will be followed up by the General Manager during the 2020/2021 Financial Year.

**Complete actions within the Disability Inclusion Action Plan 2017/21.**

**Action: Continue to support the Community Access Committee by attendance at meetings and promote positive outcomes on Councils website, social media, and in person.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
CS 3.7.1.5	Completed	100%	Manager of Community Services	Council continues to facilitate and support the Community Access Committee with attendance by several staff and administrative support provided. The Accessibility Expo was held in November and was well attended. The Community Access Committee meetings have recommenced post a period of inactivity during COVID-19.

**Action: Maintain Councils mobility brochure to assist with information about accessibility to venues in Glen Innes.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
CS 3.7.1.6	Completed	100%	Manager of Community Services	The mobility brochure remains current and is added to the New Residents Packs, as well as being available on the website. New Resident Packs are distributed via outlets such as the Visitor Information Centre, Councils Town Hall Office, and a variety of local Real Estate Agents. A secondary document outlining accessible places to visit is also available to assist visitors to Glen Innes.

**Action: Have regular contact with law enforcement staff to police community areas to ensure accessible vehicle and bus parking zones are being used appropriately.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
CS 3.7.2.3	Completed	100%	Manager of Community Services	No breaches or complaints have been reported and quarterly contact is maintained with the police.

**Action: Ensure that new ablution facilities that are erected within the LGA make provision for left and right hand unisex toilets to cater for people of all abilities.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
CS 3.7.5.3	Completed	100%	Manager of Community Services	A new ablution facility was completed in Melling Park with left and right hand unisex toilets to cater for people of all abilities. Manager of Community Services liaised with Council's Facility Maintenance Officer whom confirmed that all completed facilities meet these criteria.

**Action: To ensure the safety of pedestrians crossing the Lang Street railway bridge.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
CS 3.7.6.1	Completed	100%	Manager of Infrastructure Delivery	Mellings Park and Railway Crossing works were completed to allow pedestrians access to Lambeth Street without the need for Lang Street crossing.

**Action: Promote and advocate for the employment of people of all abilities throughout the community.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
CS 3.7.8.3	Progressing	50%	Manager of Community Services	Discussions have commenced for Council staff to receive free training related to the employment of persons with an Intellectual Disability. Learnings from this training in principle agreement may then be rolled out to the wider community.

**Action: Purchase an electronic system that will enable printed information on Council's website to be spoken aloud.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
CS 3.7.9.3	Completed	100%	Manager of Community Services	The purchase of an electronic system is not required as Council's website and the Community Services website are both set up to assist in navigation by people that are blind. Using their own familiar software a blind person can click on an article and it will be read aloud.

**Action: Review the list of diverse activities available locally for people of all abilities and add or remove according to continuing suitability of the activity.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
CS 3.7.11.3	Progressing	50%	Manager of Community Services	The last review was November 2019. The newly appointed Manager of Community Services requires additional information and training to progress this goal.

**Action: Audit budgets regularly and obtain feedback from consumers about their experiences, goal achievements and the degree of choice available to them.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
CS 3.7.12.3	Completed	100%	Manager of Community Services	Delivery of Supports to Consumers and Participants is person centered following due consultation with each individual and having appropriate reference to the Aged Care Quality Standards and the National Disability Insurance Scheme (NDIS) Quality and Safeguards Commission Standards for People with a Disability. Budget compliance is routinely monitored by Lifestyle Support Facilitators and regular auditing conducted by the Team Leader Activity and Lifestyle Support and Life Choices - Support Services Finance Officer.

**Work with the community to address drug and alcohol issues.**

**Action: Two (2) or more community services staff regularly attend CDAT meetings and request funding for local activities to increase awareness and prevention of drug and alcohol use in Glen Innes.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
CS 3.8.1.3	Completed	100%	Manager of Community Services	Council is an active participant at CDAT meetings and ensures a minimum of two (2) staff regularly attend meetings whilst also offering administrative support. A Council staff member attended the CDAT conference earlier this year. A general information CDAT stall attracted 70 to 80 people at the Spring into Health Expo and 300 people at the Family Fun Day. It was noted that a lot of people were taking information on standard drinks, asking questions and commenting around the new drink driving regulations of automatic loss of license as well as the general work of the CDAT Committee.

***Promote transport accessibility, between villages and towns, particularly for vulnerable groups.***

**Advocate for increased transport services within the LGA.**

**Action: Provide information on the transport options between villages and towns and ensure that this transport is accessible and promoted to vulnerable groups.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
CS 4.1.3.3	Completed	100%	Manager of Community Services	Emmaville has a weekly bus service into Glen Innes. There is no regular transport service available for the other villages. This information has been communicated to the villages. The survey's completed in the past did not identify a need for regular transport in Glencoe, Deepwater or Red Range. It is now apparent that the perceived need at the time of the community consultations 2016/2017 was either overstated at the time or is no longer evident.



**Action: Advocate for and lobby the local State MP for continued Country Link bus and rail services to Sydney.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
CS 4.1.6.3	Completed	100%	General Manager	Letter was sent to the Member for Northern Tablelands in June 2020 requesting for continuation of public transport (rail and bus) between Glen Innes and Sydney. The local member responded via a letter on Friday, 3 July 2020 notifying Council that he made representations on behalf of Council to the Minister for Regional Transport and Roads, the Hon. Paul Toole MP, seeking his advice and direction on the matter. An answer is expected from the Minister by the end of September 2020.

**Action: Continue to provide a TrainLink Booking Service for residents of the LGA through the Visitor Information Centre.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
CS 4.1.7.3	Completed	100%	Manager of Economic Development	A TrainLink Booking Service continues to be provided for residents however during COVID-19 Council was unable to deliver a face-to-face service at the Visitor Information Centre due to COVID-19 restrictions however, the service continued via the use of email or phone.

***Celebrate and encourage community committees (volunteerism).***

Promote partnerships between the community and Council in achieving this objective.

**Action: Provide annual training workshops for volunteers on Council Community Committees and where possible extend invitations to other Non-Council Community Committees.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
CS 5.1.1.3	Completed	100%	Director of Corporate & Community Services	A workshop on Public Liability and Event Management was held on Wednesday, 23 October 2019. Mathew DeWitt from Statewide Mutual and Adam Hellier from Jardine Lloyd Thompson presented information to the various Section 355 Committees of Council. Council has again partnered with GLENRAC to do a series of six (6) online Strengthening Community Group Skills workshops. These workshops were delayed due to COVID-19, with the first workshop being on 'Meeting Management' delivered in June 2020.

**Action: Provide a Permanent Part-Time Grants Officer.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
CS 5.1.2.6	Completed	100%	Manager of Economic Development	The Grants Officer was internally transferred so there was no Grants Officer from Friday, 12 June 2020. The position has been re-advertised.

**Action: A monthly report is provided to Council so as to inform Council of the progress of grants applied for and the success of such applications.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
CS 5.1.2.7	Completed	100%	Manager of Governance, Risk and Corporate Planning	A regular and comprehensive report is provided to Council on a monthly basis.

**Action: Distribute a grants newsletter to relevant community groups and organisations**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
CS 5.1.3.3	Completed	100%	Manager of Governance, Risk and Corporate Planning	A Bid Blast was sent out on a monthly basis.

***Promote community spirit and foster pride.***

**Promote community events, including family oriented entertainment, culture and arts.**

**Action: Coordinate a program with stimulating, fun and informative events, guest authors and travelling exhibitions.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
CS 6.1.1.3	Completed	100%	Manager Library & Learning Centre	At the High Country Writers Festival in November, Emma Mactaggart, a storyteller and children's author was invited to give a storytelling session where she read her three (3) children's book. This was followed by a three (3) hour workshop for budding authors called 'Have You Lost The Plot?'. The December and January School Holiday Activities included two (2) children's movies, Christmas Craft, 'Art'skool' with Jo Duck and a LEGO Workshop. Due to the COVID-19 Pandemic, from April 2020 the Library programs were delivered online or in a different format such as 'no contact' deliveries of children's activity bags. These changes received strong support from the community.

**Action: Support and lobby for assistance grants for local radio transmitter improvements for the LGA.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
CS 6.1.2.3	Completed	100%	General Manager	Letters were sent by the General Manager to both the Member for Northern Tablelands and the Member for New England lobbying and seeking their support for grants to assist with local radio transmitter improvements in June 2020. The Member for New England responded that he had forwarded the matter to the appropriate Federal Minister to follow up. The General Manager will follow the matter up during the 2020/2021 Financial Year.

**Action: Provide a dedicated Christmas tree and decorations for Grey Street, Glen Innes.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
CS 6.1.3.3	Completed	100%	Manager of Economic Development	The Christmas decorations were installed and Christmas in the Highlands event was run in conjunction with the Red Cross Christmas Tree decoration competition and Business In Glen's Spend in Glen promotion. A positive response was received from businesses and the community.

**Action: In addition to the provision of a dedicated Christmas Tree in Glen Innes, provide a dedicated Christmas tree in RSL Park, Emmaville and Apex Park, Deepwater.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
CS 6.1.3.4	Not Due To Start	0%	Manager of Recreation & Open Spaces	This project was not undertaken in 2019 due to the severe drought conditions. The Christmas trees are planned for planting in November 2020 and the Recreation Team leader is currently investigating type and availability of advanced trees.

***To have a safe community.***

**Provide safe community spaces.**

**Action: Provide an effective regulatory service by way of suitably qualified and trained staff.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
CS 7.1.4.3	Completed	100%	Manager of Regulatory & Planning Services	The Environmental Officer role was filled in June 2020. The Department now has a full contingent of appropriately qualified staff.

**Action: Council continues to provide a Category Two (2) service in accordance with the NSW Food Authorities Food Regulation Partnership.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
CS 7.1.5.5	Completed	100%	Manager of Regulatory & Planning Services	Food shops inspections were completed in accordance with the NSW Food Authorities Food Regulations and Partnership requirements. Scores on Doors Certificates were issued to the applicable premises. Re-inspections were also undertaken on premises where items of non-compliance were identified.

**Lobby for adequate Police services.**

**Action: Lobby the local State MP and the New England Police Commander for an upgrade of the Glen Innes Police Station.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
CS 7.2.1.3	Completed	100%	General Manager	Letters were sent by the General Manager in June 2020 to both the Member for Northern Tablelands and the New England Police Commander lobbying for their assistance in ensuring that there is an upgrade to the Glen Innes Police Station. The Member for Northern Tablelands wrote to Council on Thursday, 16 July 2020 advising that he had referred the matter onto the Minister for Police and Emergency Services, the Hon David Elliott MP seeking his advice and direction on the request.

**Action: Lobby the local State MP and the New England Police Commander for a 24 hour manned Police Station in Glen Innes.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
CS 7.2.2.3	Completed	100%	General Manager	Letters were sent by the General Manager to both the Member for Northern Tablelands and the New England Police Commander in June 2020 lobbying for a 24 hour manned Police Station in Glen Innes. The Member for Northern Tablelands wrote to Council on Thursday, 16 July 2020 advising that he had referred the matter onto the Minister for Police and Emergency Services, the Hon David Elliott MP seeking his advice and direction on the request.

**Action: Lobby the local State MP and the New England Police Commander for the subdivision and sale of the old Emmaville Police house.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
CS 7.2.3.3	Completed	100%	General Manager	A letter has been sent by the General Manager in June 2020 to both the Member for Northern Tablelands and the New England Police Commander lobbying both of them for the subdivision and sale of the old Emmaville Police house. The matter will be followed up by the General Manager in the 2020/2021 Financial Year.

**Action: Reassure the New England Police Commander through the Local Community Safety Precinct Committee (CSPC) of Council's support and cooperation in achieving their objectives and activities.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
CS 7.2.4.3	Completed	100%	General Manager	A letter was sent by the General Manager to the New England Police Commander reassuring him of Council's support and co-operation in achieving their objectives and activities. The matter will be followed up by the General Manager in the 2020/2021 Financial Year.

***To have a healthy community.***

**Encourage the community to be more physically active.**

**Action: Approach local gyms / fitness providers asking to collaborate with Council in providing regular information about health and fitness initiatives to the community.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
CS 8.1.1.3	Completed	100%	Director of Corporate & Community Services	A Spring into Health expo was held on Saturday, 7 September 2019. Council organised this event and invited a range of health providers, suppliers, professionals and organisations to deliver free health information to the community.

**Action: To expand the existing exercise equipment in Veness Park prior to 30 June 2020.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
CS 8.1.2.1	Not Progressing	0%	Manager of Recreation & Open Spaces	This project was not considered due to the amount of funding received for Melling Park which included exercise equipment in the upgrade. It is considered that with the two (2) lots of equipment available and linked by the shared pathway this should meet the communities needs.

**Action: Approach and collaborate with external groups to increase the awareness of healthy food and fitness options for children.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
CS 8.1.4.3	Completed	100%	Director of Corporate & Community Services	Council organised a Spring into Health expo on 7 September 2019 in conjunction with a range of health professionals, providers, suppliers and organisations, to provide a diverse range of health information to increase the awareness of healthy options for children in the Glen Innes area. Council's Children and Family Services staff continue to provide awareness of healthy food and fitness options for children and families.

**Action: Promote regular messages regarding the value of sport within the community.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
CS 8.1.5.3	Completed	100%	Manager of Recreation & Open Spaces	Media releases were undertaken promoting Active Kids Vouchers and also the Physical and Mental Benefits of Sport for Children. A media release was also undertaken focusing on the users of the pool and the importance of learning to swim and supervision while swimming, referring to use of mobile phones and supervision.

**Action: Continue to offer the same level of healthy lifestyle programs in 2019/20.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
CS 8.1.6.3	Completed	100%	Manager of Community Services	All eight (8) healthy lifestyle programs continued to be offered until April 2020. Programs did not operate during the majority of the last quarter due to COVID-19 restrictions. Programs recommenced in late June working within current Department of Health Guidelines.



## Economic Development

OBJECTIVE: FACILITATE A GROWING LOCAL ECONOMY BY CONTINUING TO SUPPORT AN ATTRACTIVE BUSINESS CLIMATE.

### *Facilitate market and business opportunities.*

Update the existing GISC Economic Development Strategy to reflect the current economic climate and opportunities (understanding gaps in the market and opportunities).

**Action: Undertake a review of the existing Economic Development Strategy and develop a 'Whole of Place' Economic Development Strategy and Action Plan to 2025.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
ED 1.1.1.1	Progressing	50%	Manager of Economic Development	An Economic Analysis and Research report was completed by Lucid Economics and presented to Councillors at a workshop and a subsequent report was provided to the May 2020 Ordinary Council Meeting. Phase two (2) of the project, being the Community Consultation phase, has commenced and is ongoing into July 2020. It is expected that the draft strategy will be completed by October 2020.

**Maintain the Significant Development Committee as an important gateway to listen to and welcome new business proposals.**

**Action: Provide an internal development pathway to facilitate development.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
ED 1.2.1.3	Completed	100%	Manager of Regulatory Planning Services	Potential developers are advised of the Significant Development Committee and its role on a regular basis. With COVID-19 there has been little opportunity for these meetings and subsequently there were no meetings held in the 2019/2020 year.

**Review tourism opportunities and promotion with a particular focus on strengthening accessibility and providing incentives to draw visitors into the Glen Innes Highlands.**

**Action: Provide a well resourced Tourism and Events section, acknowledging the Visitor Information Centre as the vital hub for tourism.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
ED 1.3.1.11	Completed	100%	Manager of Economic Development	The Visitor Information Center was well resourced during the year. Casual and volunteers staff are being retrained to ensure the best customer service and assistance to the team.

**Action: Maintain a clean and pleasant atmosphere at the Visitor Information Centre by ensuring that the washrooms, toilets, building and garden are maintained to a high standard.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
ED 1.3.1.12	Completed	100%	Manager of Economic Development	The internal elements of the Visitor Information Centre (VIC) have been vastly improved and staff at the VIC have had some fantastic feedback from locals and tourists. The external parts of the building require significant maintenance works which, when completed, will improve the visitor perception and experience of the town.

**Action: Continue to utilise volunteers to assist with staffing of the Visitor Information Centre.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
ED 1.3.1.13	Completed	100%	Manager of Economic Development	We are rotating our volunteers to provide new volunteers with an opportunity to gain experience and contribute to the community.

**Action: Provide a monthly report on Tourism and Events to Glen Innes Highlands Visitors Association (GIHVA) and communicate any opportunities and initiatives for collaboration to drive the Visitor Economy to relevant businesses / services.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
ED 1.3.1.14	Completed	100%	Manager of Economic Development	Monthly reports were provided to the Glen Innes Highlands Visitors Association (GIHVA). These reports were then forwarded to the members however, no feedback has been received from GIHVA regarding the monthly reports.

**Action: Ensure the Glen Innes Highlands brand provides inspiration and information on visiting Glen Innes Highlands.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
ED 1.3.2.5	Completed	100%	Manager of Economic Development	The Visit and Live marketing program are linked, as people who visit an area more than three (3) times are more likely to move to the area (20% approximately do this). Council's marketing positions Glen Innes Highlands as the 'place you'd rather be' to either visit or live. This provides economies of scale in our paid marketing activity. The website statistics reflect a dramatic change in traffic when the campaign was paused showing the positive impact of paid marketing. Glen Innes Highlands as at 30 June 2020 has 5,871 Facebook followers (increase of 58.3%) and 412 Instagram followers. Total engagement for the year across Facebook was 31,600 (increase of 1,473%) and Instagram was 821 (increase 1,142%). Reach was 2,109,433 across Facebook (increase of 2,137.3%) and 204,906 across Instagram (increase of 12,4085.5%) The Newsletter was distributed to website subscribers, with a total audience of 397 as at 30 June 2020, with an average open rate of approximately 55%.

**Action: Provide opportunities for local businesses to leverage the Visitor Information Centre and Glen Innes Highlands media and communication channels.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
ED 1.3.2.6	Completed	100%	Manager of Economic Development	A regular Economic Development newsletter is being provided to local organisations and businesses via email which promotes Council's economic development and marketing initiatives. Council are achieving opened rates of between 40% to 60% and click-through rates of up to 11% which demonstrates the value of the newsletter.

**Action: Apply to NSW RMS for a works authorisation deed for safety upgrades at Bourke and Church Streets.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
ED 1.3.5.3	Progressing	15%	Manager of Infrastructure Delivery	This project was delayed by consideration of traffic lights at the intersection, however that option has now been set aside as a result of feedback from NSW RMS (now Transport for NSW) regarding the potential cost of the project.

**Action: Arrange collection of traffic counts on the Gwydir Highway and New England Highway at fixed locations, to supplement periodic vehicle counts published on the RMS online Traffic Volume Viewer.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
ED 1.3.7.3	Completed	100%	Services Engineer	Traffic counts have been obtained on the New England Highway at various locations.

**Advocate for the decentralisation of State Government agencies including the Roads and Maritime Services and Department of Primary Industries.**

**Action: Advocate and lobby the local State and Federal Members of Parliament for the decentralisation of Government departments to the LGA.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
ED 1.4.1.3	Completed	100%	General Manager	The General Manager has advocated both verbally and in writing to the Member for Northern Tablelands and the Member for New England to move State and Federal government departments into the Glen Innes LGA. The General Manager wrote to both of them in June 2020 requesting for some State and Federal Departments to be moved to Glen Innes. As yet a response has not been received from either party.

**Actively support the establishment of a Flight School at the Glen Innes Airport.**

**Action: Actively support the establishment of a Flight School at the Glen Innes Airport by working in close collaboration with an external organisation.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
ED 1.5.1.3	Completed	100%	Director Development, Planning & Regulatory Services	Council has provided significant support for this project to date. As the project is dependent on the proponents obtaining funding for the development of the Pilot Training Academy there is little Council can do to further this project at this point in time.

***Develop a strong brand for Glen Innes Severn Highlands.*****Support and promote the new Glen Innes Highlands destination branding.****Action: Ensure the Glen Innes Highlands brand provides inspiration and information on investing in Glen Innes Highlands.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
ED 2.1.1.2	Completed	100%	Manager of Economic Development	<p>The following outcomes and initiatives have been achieved through the year:</p> <ol style="list-style-type: none"><li>1. Created a new local business page - <a href="https://gleninneshighlands.com/local-business.html">https://gleninneshighlands.com/local-business.html</a></li><li>2. Launched Highlands Hub - Business - <a href="https://highlandshub-business.localised.com.au/">https://highlandshub-business.localised.com.au/</a></li><li>3. Provided free local business training through our partnership with BrandLocal</li><li>4. Provided locals with the opportunity to participate in TRAGE2020</li><li>5. Secured multiple grants for research and product development</li><li>6. Delivered an independent analysis of population projections</li><li>7. Launched pop-up experiences - <a href="https://gleninneshighlands.com/events.html">https://gleninneshighlands.com/events.html</a></li><li>8. Added pop-up conferences to Meet In regional NSW - <a href="https://www.meetinns.com.au/suppliers/glen-innes-conference-and-corporate-pop-experiences">https://www.meetinns.com.au/suppliers/glen-innes-conference-and-corporate-pop-experiences</a></li></ol>

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**Action: Provide leadership and guidance to align supporting events, initiatives, organisation and associations with the Glen Innes Highlands Marketing and Brand Strategy.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
ED 2.1.1.3	Completed	100%	Manager of Economic Development	<p>The Glen Innes Highlands brand through all of the initiatives is becoming stronger, more recognised and integrated into the community as a whole. We are building a strong foundation and a great reputation in the community and wider. The brand has been further developed through the following initiatives and grant opportunities:</p> <ol style="list-style-type: none"> <li>1. New town entrance signage</li> <li>2. Local gift card program</li> <li>3. Buy-local banners (installed in July)</li> <li>4. Newsletters - Glen Innes Highlands and Economic Development</li> <li>5. Ongoing social and digital presence</li> <li>6. Event support and sponsorship</li> </ol>

***Facilitate growth and support business development.***

**Be responsive and proactive to business interest/receptive to innovation and relocation.**

**Action: Provide an annual financial allocation to support BIG and GISTA to encourage development within the LGA.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
ED 3.1.1.5	Completed	100%	Manager of Economic Development	<p>This goal was completed however \$10,000 was returned to Council due to Business In Glen being able to fully deliver their Buy Local Initiative. This funding was subsequently spent on a new Buy Local initiative which will be launched in July 2020.</p>

**Action: Provide a monthly report on Economic Development to BIG and communicate any opportunities and initiatives for collaboration to drive the Local Economy to relevant businesses / services.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
ED 3.1.1.6	Completed	100%	Manager of Economic Development	Due to COVID-19 limitations in the latter part of the financial year these meetings have been less frequent. The executive of BIG do not have the time to meet due to work commitments. The need for these monthly meetings will be reviewed in 2020/2021 as they were developed as initiatives of both GIHVA and BIG to improve communication with Council and would appear to be no longer required by both organisations.

**Action: Provide incentives to encourage new business to the LGA and assist existing business to expand.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
ED 3.1.2.3	Completed	100%	Manager of Economic Development	<p>The Business Incentive Fund has provided financial assistance to the following businesses:</p> <ol style="list-style-type: none"> <li>1. AMH Medical Pty Ltd \$5,000</li> <li>2. East Avenue Medical Centre \$5,000</li> <li>3. Breed \$5,000</li> <li>4. Countrywide Loans \$10,000</li> <li>5. Deepwater Brewery \$10,000</li> <li>6. Smart Trailers \$15,000</li> </ol> <p>Total value: \$50,000</p>

**Action: Provide the opportunity for a weekly Development Assessment Unit meeting to provide developers with the opportunity to discuss proposed developments prior to the lodgement of a Development Application.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
ED 3.1.4.5	Completed	100%	Manager of Regulatory & Planning Services	Prelodgement meetings are being undertaken with developers and applicants on a regular basis as required.



**Action: Promote Council's Development Assessment Unit as an opportunity for applicants to discuss proposed developments prior to the lodgement of a Development Application.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
ED 3.1.4.6	Completed	100%	Manager of Regulatory & Planning Services	Meetings are being held with applicants prior to applications being lodged.

**Action: Maintain a minimum service level of 2.5 Full Time Equivalent (FTE) Accredited Building Surveyors and one (1) FTE Town Planner within the organisational structure.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
ED 3.1.5.3	Completed	100%	Manager of Regulatory & Planning Services	Council currently employs a minimum of 2.5 Full Time Equivalent (FTE) Accredited Building Surveyors and one (1) FTE Town Planner within the organisational structure.

**Action: Advocate for a passenger air service, also including the possibility of charter flights, to bigger centres from the Glen Innes Airport.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
ED 3.1.6.3	Completed	100%	General Manager	The General Manager sent a letter to the Member for Northern Tablelands lobbying for passenger air services to come to the Glen Innes Airport in June 2020. A response has not yet been received on this matter. The matter will be followed up by the General Manager in the 2020/2021 Financial Year.

***Recognise and support the agricultural sector as the most significant local industry within the LGA.***

Have a particular focus on the maintenance and renewal of Council's rural local roads network.

**Action: Develop and maintain advanced Asset Management Plans for public transport infrastructure, integrated with Council's Long Term Financial Plan.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
ED 4.1.1.3	Progressing	90%	Services Engineer	A significant amount of work has been undertaken with regard to Road asset management, including a full external revaluation of road assets, the implementation of a new asset system (Intramaps), external condition assessment of sealed roads and a review of Council's unsealed road strategy.

**Action: Coordinate periodic inspections of Council's road network to identify defects and prioritise repairs using a risk management approach, and for the purpose of monitoring changes in the condition of network assets.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
ED 4.1.2.3	Progressing	70%	Services Engineer	Inspections have partially been completed with video footage, however, were delayed due to the recent fires. Further inspections are scheduled then once all inspections are complete the data will be uploaded. Council's road risk inspection framework is also undergoing a full review and will be implemented early in the 2020/2021 financial year.

**Action: Organise and implement the re-sealing and heavy patch program for Council's sealed road assets.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
ED 4.1.3.5	Completed	100%	Manager of Infrastructure Delivery	Heavy Patching has been carried out on Strathbogie Road, Haymarket Road, Glen Legh Road and Pinkett Road, these segments have also been resealed. Due to the extensive amount of emergency situations involving drought, fire, COVID-19 and flooding the program has been cut short.

**Action: Organise and implement a rehabilitation program for Council's road infrastructure to maintain and improve the road user's experience.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
ED 4.1.3.6	Progressing	25%	Manager of Infrastructure Delivery	The rehabilitation project on Wellington Vale was deferred due to pandemic issues preventing contractors from Queensland undertaking works in March before colder weather set in preventing bitumen sealing. This project has been reallocated for completion in 2020/2021.

**Action: Maintain a network of roads that provide optimum access for livestock freight movements.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
ED 4.1.4.3	Completed	100%	Manager of Infrastructure Delivery	Maintenance grading was inhibited during the year due to lack of available water. Good rainfall across the network in the second half of the year enabled the program to be caught up using local contractors to support staff.

**Action: Maintain rural drainage network using a dedicated team comprising three staff, two backhoes and tip truck.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
ED 4.1.5.4	Completed	100%	Manager of Infrastructure Delivery	Drainage works across the LGA were undertaken in between emergency events. A significant amount of emergency drainage repairs were required on Old Grafton Road as a result of flooding after the bushfire had removed vegetation protection for the soil.

**Based on the outcome of ED 4.2 above, develop a capital works masterplan for the Saleyards.**

**Action: Consider the cost and benefit of sealing the current carpark at the Saleyards to determine if it is viable to undertake.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
ED 4.3.1.3	Completed	100%	Director Development, Planning & Regulatory Services	Council received funding of \$35,000 for the partial sealing of the car park area. Full sealing was not considered viable due to the number of heavy vehicles that utilise the cattle loading facilities. The work is scheduled for September/October 2020.

**Action: Investigate the cost of fencing and restricting access to the Saleyards to address potential lost revenue from the trans-shipment of stock.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
ED 4.3.3.2	Completed	100%	Director Development, Planning & Regulatory Services	The cost of fencing and restricting access was considered and the cost to erect the fencing and managing the entry would outweigh any benefits in restricting access

## Infrastructure Management

OBJECTIVE: AS A PRIORITY, PROVIDE ADEQUATE INFRASTRUCTURE AND FACILITIES FOR THE EXISTING AND FUTURE POPULATION.

*Ensure there are optimal services.*

Continue to engage with the community through established Community Committees to ensure their needs are understood.

Action: Facilitate the function of the Roads Consultative Committee.

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
IM 1.1.1.3	Completed	100%	Director of Infrastructure Services	These meetings have been productive and well structured with actions being captured and tracked through InfoCouncil. Agendas are produced and circulated well in advance and minutes are prepared promptly after each meeting to ensure accuracy of content. Reports to Council containing recommendations from the Roads Consultative Committee are prepared on an ad-hoc basis.

Action: Attend the monthly Australian Standing Stones Management Board (ASSMB) meetings.

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
IM 1.1.2.5	Completed	100%	Director Development, Planning & Regulatory Services	Meetings were attended subject to annual leave commitments and COVID-19 restrictions.

Action: Council's delegate attends the Open Spaces, Glen Innes and District Sports Council, Cemetery Committee, Emmaville and Deepwater Beautification Committee Meetings.

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
IM 1.1.2.6	Completed	100%	Manager of Recreation & Open Spaces	Committee meetings have been attended as required.

**Ensure there is timely response and clear communication regarding infrastructure customer service requests.**

**Action: Maintain customer requests for Infrastructure issues in a managed register and respond in a timely manner.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
IM 1.2.1.3	Completed	100%	Director of Infrastructure Services	The Department of Infrastructure Services Maintenance Works and Enquiries Register (MR) is the single point of truth for customer service. The register is updated regularly and accurately to ensure each maintenance request is assigned the correct priority rating, the timeliness of response to maintenance requests is reported monthly to Council.

**Maintain appropriate levels of service across the LGA.**

**Action: Implement and complete the Capital Works Program for the 2019/20 financial year.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
IM 1.3.1.3	Progressing	60%	Manager of Infrastructure Delivery	The scale of emergency events has severely compromised the capital works program for 2019/2020, with approximately 40% of the program reallocated to future years.

**Action: Implement and complete all planned Capital Bridge Infrastructure works for the 2019/20 financial year.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
IM 1.3.2.3	Completed	100%	Manager of Infrastructure Delivery	Bridges have been replaced in King Edward Park, Veness Park, Polhill Road and Browns Road during the 2019/2020 year.

**Action: Review the performance of maintenance works against the adopted levels of service and identify areas for improvement. Monitor and track progress of maintenance works.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
IM 1.3.3.3	Completed	100%	Manager of Infrastructure Delivery	Maintenance works have been tracked in the infrastructure maintenance register. 89% of requests were responded to within the required timeframe, which is a pleasing result given the scale of impact of bushfire, flood, drought and pandemic.

**Action: Manage water functions according to adopted service levels.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
IM 1.3.4.3	Completed	100%	Director of Infrastructure Services	The drought experienced in 2019/2020 was the worst in living memory, however water supply was able to be maintained to the community using the measures contained in Council's drought management plan.

**Action: Operate the Glen Innes Sewer system in accordance with Environmental Protection Authority (EPA) licence conditions.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
IM 1.3.5.3	Completed	100%	Director of Infrastructure Services	The Glen Innes sewerage system was operated in accordance with EPA licence conditions.

**Action: Manage the acquisition, maintenance and disposal of plant and fleet assets in accordance with Council policies and procedures, and adopted capital and operational budgets.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
IM 1.3.6.3	Completed	100%	Services Engineer	The plant and fleet capital acquisition program was completed in accordance with the Operational Plan and Budget.

**Action: Maintain a full complement of staff in the Department of Infrastructure Services' adopted structure.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
IM 1.3.7.3	Completed	100%	Director of Infrastructure Services	The Infrastructure Services department has maintained a full complement of staff in most sections throughout the year, with vacant positions filled in the short term by a pool of casual staff.

**Action: Coordinate and provide administrative support for three (3) Local Emergency Management Committee meetings each year.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
IM 1.3.8.6	Completed	100%	Services Engineer	The LEMC function has been a primary focus through the year due to the scale of declared emergency events including bushfire, flood and pandemic.

**Action: Provide support for the NSW Rural Fire Service (RFS) and State Emergency Service (SES) in accordance with legislative requirements and service level agreements.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
IM 1.3.8.7	Completed	100%	Services Engineer	Council has fully supported NSW RFS and SES with respect to the Service Level Agreement (SLA) with increased support during the Section 44 fires.

**Action: Advocate for and lobby the local State MP for the maintenance of the lookout above Emmaville to improve access, visibility and basic facilities.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
IM 1.3.9.3	Completed	100%	General Manager	The General Manager sent a letter to the Member for Northern Tablelands in June 2020. The letter sought the local member's assistance in improving the maintenance of the lookout above Emmaville and to improve the access, visibility and the basic facilities. A response has not yet been received on this matter.



**Action: Upgrade Emmaville Caravan Park lighting and kitchen facilities and upgrade Emmaville Swimming Pool amenities.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
IM 1.3.10.1	Not Progressing	0%	Manager of Recreation & Open Spaces	Capital works funding has been included in the 2020/2021 Operational Plan and Budget for the purchase and installation of a shelter, lighting, and an electric BBQ which will be available for the caravan park and the public to use.

**Action: Continue to survey the community for feedback on current and future services needs and satisfaction levels.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
IM 1.3.11.3	Completed	100%	Manager Library & Learning Centre	Community feedback is continually monitored by the Library Assistant at the Branch Libraries. The COVID-19 Pandemic has cancelled several new services for the branch members such as a face to face Book Club and a monthly morning tea which were being received well by the community.

**Action: Develop and maintain advanced Asset Management Plans across all asset classes, integrated with Council's Long Term Financial Plan.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
IM 1.3.12.3	Progressing	70%	Services Engineer	All asset classes have been migrated to a new Asset Management System. The system passed its initial trail with the End of Financial Year audit. This action item will continue to progress while refining modelling, presentation, and internal Asset Management processes. Progress has been delayed due to Section 44 fires, flood and pandemic.

**Advocate for reliable telecommunications infrastructure across the LGA.**

**Action: Review mobile telephone coverage and competition within the local government area, develop proposals, and submit applications for telecommunications Infrastructure funding under the Australian Government's Mobile Black Spots Program.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
IM 1.4.1.3	Completed	100%	Services Engineer	Letters for funding have been sent to the Member for Northern Tablelands and the Member for New England. On advice from the Member for New England's office, letters were sent to the three (3) major telecommunications suppliers stating that we needed additional coverage and wished to be included in the next round of funding.

**Action: Advocates and lobby the local Federal MP for increased NBN fixed wireless coverage in the LGA.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
IM 1.4.2.3	Completed	100%	General Manager	The General Manager sent a letter to the Member for New England in June 2020 requesting for increased NBN fixed wireless coverage in the Glen Innes LGA. The Member for New England responded in July 2020 that he had forwarded the request onto the applicable Federal Minister and would come back to Council once he had received a response from that Minister.

***Continue to systematically reduce the infrastructure backlog.***

Pursue and deliver the Fit for the Future Action Plan.

**Action: Identify and investigate opportunities for Council to extend its Own Source Revenue when preparing the 2020/21 Annual Fees and Charges as part of the Annual Operational Plan and Budgeting process.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
IM 2.1.2.3	Completed	100%	Director of Corporate & Community Services	New revenue streams were discussed as part of the 2020/2021 Operational Plan and Budget. Of those with merit and included in the 2020/2021 fees: Overdue account contact fee of \$16.20; GIS mapping specialist fee \$60 per hour; External fee team leader CAFS \$100 per hour; Recycled Bridge Timber (per cubic meter) subject to availability, sawn lengths 2.5m or less \$900, sawn lengths 2.5m plus \$1,200, round logs \$50; Natural disaster (bushfire) building applications, complying development or construction certificate for the replacement of a bushfire damaged building where there is no previous evidence of Council approval \$250; Economic development charges by quotation; Minerama show ground workshop fees of \$53 and Booking fee of \$2; Glencoe Community Hall refundable cleaning deposit \$20.

**Action: Target annual asset renewal expenditure to ensure the Infrastructure backlog is addressed within the next 10 to 15 years.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
IM 2.1.3.5	Completed	100%	Chief Financial Officer	This is being measured and reviewed monthly by what has been spent in the capital report against the budget. This includes projects from the 2017/2018 and 2018/2019 financial years that had been continued into other years. This issue was further addressed as part of the 2020/2021 Operational Plan and Budget preparations as well as revision of the Long Term Financial Plan update.

**Action: Ensure Operating Surpluses are sufficient to address Infrastructure backlog requirements.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
IM 2.1.3.6	Completed	100%	Chief Financial Officer	An operating surplus was identified in the 2020/2021 Operational Plan and Budget.

**Set and communicate the delivery of annual infrastructure backlog targets.**

**Action: Develop and implement an 'Infrastructure Backlog Management Plan'.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
IM 2.2.1.3	Completed	100%	Services Engineer	While the infrastructure backlog plan actions for the current year have been difficult to meet, the plan remains in progress and has informed the budget allocations for 2020/2021.

**Action: Continue to achieve annual operating surpluses sufficient to meet the reduction in Infrastructure backlog targets, as determined by the Infrastructure Backlog Management Plan.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
IM 2.2.2.3	Completed	100%	Director of Corporate & Community Services	The 2020/2021 Operational Plan and Budget shows an operating surplus of \$1,298,459.

**Ensure proper management of infrastructure and assets.**

**Optimise the management of assets, with a focus on Councils road network and drainage.**

**Action: Maintain adequate supplies of unsealed road gravel at various locations around the local government area to facilitate gravel road re-sheeting.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
IM 3.1.2.3	Completed	100%	Quarry Manager	Glen Innes Aggregates staff have provided unsealed road gravel from eight (8) rural quarries around the LGA through the 2019/2020 year, providing all material required for unsealed road projects.

**Action: Return a profit of at least \$500,000 from the Glen Innes Aggregates business unit to provide funding for ongoing management of the road network.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
IM 3.1.3.3	Completed	100%	Quarry Manager	The interim profit result is in the order of \$510,000 for the Glen Innes Aggregates quarry business.

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**Develop and implement best operational practices, including the empowerment of staff to take ownership of outcomes.**

**Action: Maintain regular meetings with team leaders to discuss working standards and expectations.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
IM 3.2.1.3	Completed	100%	Manager of Infrastructure Delivery	Team Leader Meetings are held every month to review progress, disseminate corporate information and plan works.

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**Action: Unsealed roads that are not remaining in a satisfactory condition between grades are prioritised for gravel re-sheeting.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
IM 3.2.2.5	Completed	100%	Manager of Infrastructure Delivery	The gravel re-sheeting program is working to maintain roads in adequate condition between grades, however the drought had a major impact on road conditions through the year. Grading completed since rain commenced has restored the majority of the network to good condition.

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**Action: The quality standards for maintenance staff are internally audited and maintained at best practice.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
IM 3.2.2.6	Completed	100%	Manager of Infrastructure Delivery	The Works Coordinator has carried out monthly audits on teams to ensure high standards of work, with the exception of those periods when emergency works were taking priority. Any work not carried out to an acceptable standard is reported and the responsible team leader is followed up. The general quality of works has been observed to be at excellent levels and a significant amount of positive feedback has been received.

**Action: Manage the maintenance, renewal and upgrade of street lighting assets in accordance with service level agreements and operational plan budgets.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
IM 3.2.3.3	Completed	100%	Services Engineer	The LED streetlight upgrade project has been completed by Essential Energy.

**Action: Complete planned maintenance on car parks for the 2019/20 financial year.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
IM 3.2.4.3	Progressing	5%	Manager of Infrastructure Delivery	This item has not progressed due to priority being given to emergency events throughout the year.

**Action: Complete all planned maintenance and capital works involving footpaths for the 2019/20 financial year.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
IM 3.2.5.3	Completed	100%	Manager of Infrastructure Delivery	Work has been completed on footpaths in Bourke Street and Lambeth Street. Additional capital money has been allocated to complete work scheduled as a result of footpath inspections in early 2020.

**Action: Complete all works identified in the asset management plan for bridges in the 2019/20 financial year.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
IM 3.2.6.3	Completed	100%	Manager of Infrastructure Delivery	King Edward Park footbridge has been completed along with Veness Park Foot Bridge, and road bridges on Brown's and Polhill roads.

**Focus on the renewal and proper maintenance of building assets.**

**Action: Develop and implement an advanced Asset Management Plan for building assets, including Work Schedules for building maintenance, renewals, and upgrades.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
IM 3.3.1.3	Progressing	50%	Services Engineer	This action item is progressing with base-line data being captured. Further, a field data collection system has been developed and is now being trialed by Council's Maintenance Officer who is capturing condition reporting. The Asset Management Plan (AMP) will be reviewed at the completion of the field data being captured.

**Complete the upgrade of Grey Street between Meade and Ferguson Streets.**

**Action: Complete the refurbishment of all Grey Street roundabouts.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
IM 3.4.2.3	Completed	100%	Manager of Infrastructure Delivery	All Grey Street roundabouts have been upgraded to the extent of budget allocations made by Council.

***Strive for adequate funding for infrastructure and assets.***

**Optimise funding and service delivery.**

**Action: Determine the ability of Council to meet service levels expected of the community particularly in the area of roads maintenance and renewal.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
IM 4.1.2.3	Completed	100%	Chief Financial Officer	This action was reviewed in collaboration with the Director of Infrastructure Services, as part of the 2020/2021 Operational Plan and Budget. Expenditure for capital and maintenance of roads has been factored into the Operational Plan and Budget and the Long Term Financial Plan. The expenditure is in-line with the requirements to bring the road network up to a satisfactory standard and maintain it.

**Advocate for more external funding from both State and Federal Governments.**

**Action: Council's Grants officer pursues grant funding opportunities as they become available.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
IM 4.2.1.3	Completed	100%	Manager of Economic Development	A total of \$4,504,252 was approved in Grant Funding in 2019/2020. Two (2) significant projects were \$1.3 million for bushfire recovery and a further \$1 million for Drought recovery assistance both projects were funded by the Australian Government.

***Ensure proper freight transport planning.***

**Optimise the road network for freight access to adopted service levels.**

**Action: National Heavy Vehicle Regulator requests for approval of over-mass and over-dimension vehicles are processed in a timely manner.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
IM 5.1.1.2	Completed	100%	Services Engineer	Staff are trained and regularly attend update training. There has been a significant amount of liaising with partner agencies with three (3) trials conducted to improve drought relief and size of freight vehicles.



## Environment Heritage

OBJECTIVE: MANAGE THE NATURAL VALUES OF OUR LOCAL AREA AND CONSERVE OUR HERITAGE TO ENSURE THAT IT IS ENJOYED BY THE COMMUNITY, VISITORS AND FUTURE GENERATIONS.

*Continue to be a leader in environmental sustainability.*

**Maintain roadside environmental areas.**

**Action: Maintain environmental weed control on 10 kilometres of "High Conservation Value" roadsides.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
EH 1.1.2.3	Completed	100%	Manager of Regulatory & Planning Services	The New England Weeds Authority undertook a comprehensive weed control program on Council's roads during 2019/2020 despite the drought conditions. With no Environmental Officer it is unknown the amount of High Conservation roadside that was treated.

**Develop a Waste Management Strategy with a particular focus on green waste and promoting industry accepted best recycling practices.**

**Action: Decrease contamination levels in existing recycling to an acceptable industry standard of eight percent (8%) by 30 June 2021.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
EH 1.2.3.5	Completed	100%	Manager of Regulatory & Planning Services	The recycling contamination has consistently been reduced to 0.87% of the total services collected, well within the industry standard of eight percent (8%). Out of the 3,786 recycled services collected weekly, about 33 services were detected as having some contamination.

**Action: Collaborate with JR Richards and Sons to identify areas within the Local Government Area where high levels of recycling contamination exists and provide a stronger education and enforcement presence within these areas.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
EH 1.2.3.6	Completed	100%	Manager of Regulatory & Planning Services	Monthly reports are provided by JR Richards identifying residents with contaminated recycling. Inspections and interviews are undertaken with repeat offenders and correspondence forwarded advising of their obligations and the potential for Council to remove their service.

**Action: Develop a Waste Management Strategy incorporating future landfill and recycling requirements within the LGA that is adopted by Council by 30 June 2020.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
EH 1.2.4.2	Progressing	30%	Manager of Regulatory & Planning Services	Due to the Environmental Officers position being vacant for 11 months there were not sufficient staff resources to undertake this project. A quote has been obtained and this project will be completed in 2020/2021.

**Promote energy efficiency and the use of renewable resources across Council facilities and assets.**

**Action: Consider the acquisition of hybrid and/or electric vehicles for Councils vehicle fleet, subject to effectiveness and a review of life-cycle costs, and within available resources.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
EH 1.4.2.5	Completed	100%	Services Engineer	A report went to Council, with a decision to defer for a minimum of 12 months due to the lack of supply outside of major metropolitan areas.

**Action: Monitor the energy consumption of all Council's major buildings and facilities so as to report the cost benefit of renewable energy installed on Council facilities.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
EH 1.4.4.3	Completed	100%	Manager of Regulatory & Planning Services	A Renewable Energy Action Plan was completed by 100% Renewables and adopted by Council in June 2020. The Plan sets out a clear direction for Council to follow to reduce the energy consumption of key Council buildings.

***Support conservation efforts in relation to heritage.***

**Better utilise existing heritage grant budget provisions and advocate for additional funding and/or supplement funding from Council's funds.**

**Action: Continue to provide heritage funding for the upgrade of heritage facades in the Glen Innes CBD.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
EH 2.2.1.5	Completed	100%	Manager of Regulatory & Planning Services	Eight (8) projects were completed to a total value of \$72,335 and Council provided \$20,797 by way of Heritage Assistance Funding. Council allocates a budget of \$17,075 which is offset by way of a \$5,500 grant from the NSW Office of Heritage.

**Action: Lobby the local State MP for increased heritage grant funding.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
EH 2.2.1.6	Completed	100%	General Manager	The General Manager sent a letter to the Member for Northern Tablelands in June 2020 for increased heritage grant funding. A response has not yet been received. The matter will be followed up by the General Manager in the 2020/2021 Financial Year.

**Monitor the built environment around existing heritage places.**

**Action:** Ensure all works undertaken on heritage items are carried out in accordance with the provisions of the NSW Planning Legislation and the Glen Innes Severn Local Environmental Plan 2012.

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
EH 2.3.1.3	Completed	100%	Manager of Regulatory & Planning Services	A total of ten (10) applications were lodged in 2019/2020 period containing local heritage items these were referred to the Heritage Advisor, and subsequently assessed under the NSW Planning Legislation and the Glen Innes Severn Local Environmental Plan 2012.

***Improve opportunities for passive recreation around our natural and heritage assets.***

**Improve signage for the benefit of the local community and visitors.**

**Action:** Implement Council's adopted five (5) year signage strategy so as to ensure that all signage in the LGA is appropriate to promote the visitor economy.

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
EH 3.1.1.3	Completed	100%	Manager of Economic Development	<p>The following signage was updated or installed across the Local Government Area (LGA) through the year:</p> <ol style="list-style-type: none"><li>1. Next Event Signage was installed on the four (4) approaches to Glen Innes</li><li>2. Town Entrance signs were re-branded to Glen Innes Highlands</li><li>3. The local maps sign at the VIC, Post Office and Park were upgraded</li></ol>

**Advocate for the development of a rail trail to promote pedestrian and cycle connectivity.**

**Action: Engage with Armidale Regional Council, the community and the New England Rail Trail Group (Guyra) to advocate for the Rail Trail.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
EH 3.2.1.3	Completed	100%	Manager of Economic Development	<p>Council continues to support the development of the New England Rail Trail with Armidale Regional Council. In March 2020 Council unanimously supported:</p> <ol style="list-style-type: none"> <li>1. The New England Rail Trail draft business case developed by Regional Development Australia Northern Inland (RDANI) and its key findings.</li> <li>2. Seeking the advice from the State Government on the process to have the rail track declassified and made available for development of the trail and pursuing the necessary Act of Parliament to close the rail corridor.</li> <li>3. Further works to be undertaken in relation to establishing the governance structure for oversight of bringing the Rail Trail to the commencement of design and project planning.</li> <li>4. Providing on-going funding for the determination of the construction cost of the Ben Lomond to Glen Innes section of the proposed Rail Trail.</li> </ol>

**Work with existing organisations to enhance the environment.**

**Identify opportunities to collaborate with local and regional environmentally focused organisations.**

**Action: Council maintains suitable representation on GLENRAC so as to ensure Council has input into environmental initiatives in the LGA.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
EH 4.1.1.2	Completed	100%	Director Development, Planning & Regulatory Services	<p>The Director attended meetings when he was available. A lack of an alternate representative made attendance at every meeting difficult. This problem should be resolved in 2020/2021 with the appointment of an Environmental Officer who is the normal alternate Council staff representative.</p>

**Action: Council undertakes the necessary measures to formally join the New England Weeds County Council, trading as New England Weeds Authority.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
EH 4.1.2.2	Completed	100%	Director Development, Planning & Regulatory Services	All necessary actions and Council resolutions for the joining of the County Council have been completed by Council. The request is now sitting with the Office of Local Government for their decision.

***Further pursue the creation of innovative public art attractions and the establishment of an artistic culture and ambiance within Glen Innes.***

**Liaise and work with the Glen Innes arts community to establish a Master Plan for future public art locations and themes.**

**Action: Continue financial membership and support of Arts North West, ensuring that Council continues to be represented on the Board of Arts North West.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
EH 5.1.1.3	Completed	100%	Director of Corporate & Community Services	Council's Director of Corporate and Community Services, Anna Watt is Council's delegate to the ANW Strategic Advisory Committee. From this Committee Anna was nominated by her peers to the ANW Board of Executive. Anna holds the position of Chairperson on the Board. Council's financial contribution for 2019/2020 was paid. Anna attended / chaired Board Meeting on 5 August 2019, held in Tamworth. Artstate was hosted in Tamworth at the beginning of November 2019 and drew a large number of artists and Ministers from Sydney to rural NSW. Anna attended / chaired the Board Meeting on 18 November 2019 as well as a Strategic Advisory Committee Meeting, of which both were held in Narrabri. Anna attended / chaired the Strategic Advisory Committee Meeting that was held online on 2 April 2020. Anna attended / chaired the Board Meeting that was held online on 22 May 2020 as well as the Annual General Meeting (AGM). Anna was re-elected as Chairperson of the ANW Board at its 2020 AGM.

**Action: Provide an allocation of \$50,000 in the 2020/21 Operational Plan for the purpose of new and additional public art projects.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
EH 5.1.2.3	Completed	100%	Director Development, Planning & Regulatory Services	An allocation of \$50,000 was included in the 2019/2020 Operational Plan and Budget

***Improve the entrances to Glen Innes and villages that are representative of its proud and environmentally conscious community.***

**Provide for the necessary budgetary provisions to upgrade and maintain all the entrances to Glen Innes and for villages beautification.**

**Action: Develop entrance landscape and maintenance plans for the four (4) main approaches to Glen Innes.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
EH 6.1.1.3	Progressing	70%	Manager of Recreation & Open Spaces	Only minimal maintenance undertaken due to lack of staff resources. Quotes have been requested from the local nurseries for the supply of trees for the Northern approach of the New England Highway with plans to plant these in the spring season of 2020.

**Action: Complete the implementation of the 2020-2021 Beautification Program as adopted by the Emmaville Beautification Committee.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
EH 6.1.2.7	Progressing	60%	Manager of Recreation & Open Spaces	Four (4) bench seats were purchased and will be installed in 2020/2021. Locations selected are near the Church, outside the Mining Museum, outside the Memorial Hall and at the cemetery. The area at the lookout still requires some leveling work before the final location is finished for placement of the picnic shelter.

**Action: Complete the implementation of the 2020-2021 Beautification Program as adopted by the Deepwater Beautification Committee.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
EH 6.1.2.8	Progressing	60%	Manager of Recreation & Open Spaces	New bin surrounds have been ordered and are pending installation. No tree planting will be carried out this season due to the ongoing drought conditions.

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## Council Sustainability, Transparency and Communication

OBJECTIVE: CONTINUE TO BE A SUSTAINABLE AND INDEPENDENT COUNCIL, AND FOSTER TRANSPARENCY THROUGH CLEAR COMMUNICATION WITH BOTH INTERNAL AND EXTERNAL CUSTOMERS.

*Continue to improve Council communication with the community, including celebrating successes and achievements.*

Consistently communicate the role of Council to the community (i.e. what Council does and does not do).

**Action: Provide regular, timely media releases on topical issues as they arise to ensure the community is well informed.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
STC 1.1.1.3	Completed	100%	Media & Communications Officer	Council has put an increasing focus on using media which has a higher up-take such as the page 5 (half newspaper page) monthly editorial in the Glen Innes Examiner and on shorter Media Alerts and the sending of Facebook posts to the media to attract queries/interviews. Formal media releases continue to be used when required such as when the information must be communicated succinctly. During COVID-19 Council has also adopted the use of local radio sessions which have been very popular.

**Action: Provide four (4) quarterly resident newsletters during the year.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
STC 1.1.2.3	Completed	100%	Executive Assistant	Resident Newsletters were distributed in September, November and December 2019 and March and May 2020.

**Provide clear messaging of Council's achievements, strategic objectives and actions.**

**Action: Provide access to the Community Strategic Plan, Delivery Program and Annual Operational Plan and Budget (along with associated resourcing documents) on Council's website for viewing or downloading by the public.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
STC 1.2.1.3	Completed	100%	Director of Corporate & Community Services	All of Council's Integrated Planning and Reporting Framework documents are available on Council's website.

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**Action: Provide quarterly updates to the community on its progress against the Delivery Program and annual Operational Plan objectives and actions, as well as report on Council's achievements.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
STC 1.2.2.3	Completed	100%	Director of Corporate & Community Services	Under the direction of the new General Manager, Craig Bennett, updates will be provided through a report to Council on a bi-annual basis in February 2020 and August 2020. The Local Government Act 1993 requires updates to Council on a six (6) monthly basis - at the end of December and June each financial year. The December report was presented to Council in February and the June report will be presented to Council in August 2020.

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**Further develop social media as a key messaging platform, supported by Council's website.**

**Action: Focus on using Council's Facebook site as a communication tool to update the community.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
STC 1.3.1.3	Completed	100%	Media & Communications Officer	This action has now been completed. This is in many respects an ongoing action however it is noted that Facebook is now operating as a key communication platform for Council to inform the local community. It attracts considerable attention and participatory activity. It has been developed to a high level and standard and continues to gain popularity in the community. The use of attention-grabbing sub-heads has been an effective way of continuing its popularity with the community ensuring increased usage.

**Provide greater transparency around rates, revenue and expenditure including detail on where the funds are spent (urban, village and rural).**

**Action: Mail an information pamphlet to residents as part of the annual Operational Plan process, communicating points of interest from the 2020/21 Operational Plan and Budget.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
STC 1.4.1.3	Completed	100%	Director of Corporate & Community Services	An information pamphlet regarding the 2020/2021 Operational Plan and Budget was distributed to all residents in May when the Operational Plan and Budget documents were on public exhibition.

**Action: Provide information about Council's 2019/20 revenue raised and expenses made in urban, rural and village areas as part of a quarterly resident newsletter.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
STC 1.4.2.3	Completed	100%	Director of Corporate & Community Services	This information was included in the Operational Plan and Budget pamphlet that was distributed to the Community in May 2020.

**Liaise with village community bodies.**

**Action: Regularly attend Community Committee and Progress Association Meetings throughout the LGA in accordance with their annual September nominations onto those Committees, and/or in response to a request from organised community groups to discuss a particular topic.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
STC 1.6.1.3	Not Progressing	0%	General Manager	The General Manager has not been able to attend these meetings as yet. More effort will be made in the 2020/2021 Financial Year to attend these meetings.

**Strive for excellence in all customer service areas.**

**Action: Maintain an Information Communications Technology (ICT) helpdesk support service that is responsive to Council's and employees' needs. (ICT Strategic Plan)**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
STC 1.7.2.17	Completed	100%	Manager of Administration and Human Resources	The ICT support service has been exceptional this year, especially during the Covid-19 crisis. The transition to remote working was relatively seamless and many staff commented on how well supported they felt with Council's ICT systems and technology, which outperformed much larger organisations.

**Action: Upgrade / replace all desktop computers, mobile ICT devices and associated equipment in accordance with identified needs. (ICT Strategic Plan)**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
STC 1.7.2.18	Completed	100%	Manager of Administration and Human Resources	All equipment has been upgraded and replaced as required and old equipment has been returned to the lease company in accordance with requirements. The process has already commenced for a large computer order in August 2020, with a vendor selected and equipment ordered.

**Action: Engage an independent consultant to conduct penetration testing of Council's ICT systems to identify security vulnerabilities. (ICT Strategic Plan / Enterprise Risk Management)**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
STC 1.7.2.19	Completed	100%	Manager of Administration and Human Resources	This process was delayed due to the pandemic; however, a vendor was selected and internal penetration testing completed remotely in June 2020, at the Town Hall site and the library. A report has been produced by the consultants, highlighting areas of cyber risk. The recommendations will be analysed and implemented in coming months.

**Action: Organise and deliver end user security training to all staff who use computers and mobile ICT equipment, as part of Council's annual Corporate Training Plan. (Enterprise Risk Management)**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
STC 1.7.2.20	Progressing	30%	Manager of Administration and Human Resources	The global pandemic prevented this project from being completed. Council had commenced discussions with a number of potential vendors; however, the pandemic rendered some modes of training impracticable and it was agreed to postpone the training until restrictions ease, which will be in the new financial year, or alternatively look at other delivery modes.

**Action: Review and implement the print management features available within Council's PaperCutMF print management software to reduce costs and improve printing efficiency across all areas. (ICT Strategic Plan)**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
STC 1.7.2.21	Completed	100%	Manager of Administration and Human Resources	Council's PaperCut print management software is now fully operational and relevant staff have been trained in its use. Council's IT staff are producing reports and analysing results, with some anomalies already identified and addressed. The software's capabilities will be further utilised and developed over time.

**Action: Coordinate the purchase, installation and configuration of a new server at the Grey Street administration office. (ICT Strategic Plan)**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
STC 1.7.2.22	Completed	100%	Manager of Administration and Human Resources	The new Dell server has been received and installed. It is currently undergoing final set up and configuration.

**Action: Upgrade the Town Square public Wi-Fi equipment to improve public access and provide an enhanced user experience. (No Source Document)**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
STC 1.7.2.23	Completed	100%	Manager of Administration and Human Resources	This project has been completed within budget and significantly expanded on from the original concept. Rather than a single public wi-fi connection servicing the Town Square only, wi-fi access points have been installed inside and outside the Visitor Information Centre and inside the Town Hall. Two (2) long range access points covering Grey Street from Bourke Street to Meade Street have also been installed. All points are linked and utilise a new NBN connection that is significantly cheaper than the old ADSL service, with the entire public wi-fi system now remotely managed by RMT.

***Ensure ongoing organisational sustainability.***

**Continue to be a financially sustainable and independent Council.**

**Action: Ensure that the Long Term Financial Plan (LTFP) is annually reviewed and updated to include all identified savings and revenue increases and has an operating profit before and after capital items.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
STC 2.1.1.5	Completed	100%	Director of Corporate & Community Services	The Long Term Financial Plan was reviewed and updated during the preparation of the 2020/2021 Operational Plan and Budget preparations and adopted by Council in June 2020.

**Action: Review the Long Term Financial Plan to include all identified savings and revenue increases and identifies an operating profit before and after capital items for each year.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
STC 2.1.1.6	Completed	100%	Chief Financial Officer	The LTFP was reviewed, updated and adopted as part of the preparation of the 2020/2021 Operational Plan and Budget.

**Action: Review the Integrated Water Cycle Management Plan according to the NSW Best Practice guidelines for water utilities.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
STC 2.1.2.3	Completed	100%	Director of Infrastructure Services	Council has engaged NSW Public Works to review the IWCM plan to maintain best practice compliance. Council has increased water and sewer charges by five percent (5%) to maintain full cost recovery of service provision.

**Action: Ensure maximum allowable water and sewer dividends are transferred to the General Fund and that IWCM and Best Practice Requirements are completed.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
STC 2.1.3.3	Completed	100%	Chief Financial Officer	Council has engaged NSW Public Works to review the IWCM plan to maintain best practice compliance. Council transferred the maximum permissible amount of the required dividend for tax equivalent expenses in the amount of \$3 per assessment for each of the water and sewer business units.

**Action: Review fees and charges annually as part of the Operational Plan and Budget process to ensure that they are set based on cost recovery where allowable and reasonably affordable.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
STC 2.1.4.3	Completed	100%	Chief Financial Officer	Completed as part of the 2020/2021 Operational Plan and Budget preparations.

**Action: Ensure that the amount budgeted each year for capital expenditure is such that it addresses the Infrastructure backlog.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
STC 2.1.5.3	Completed	100%	Chief Financial Officer	The 2020/2021 Operational Plan and Budget has addressed the Asset Management Plan for Capital Infrastructure Spend.

**Action: Allocate the budget for future bridge capital works in accordance with the funding guidelines for the Local Infrastructure Renewals Scheme (LIRS).**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
STC 2.1.6.3	Completed	100%	Director of Infrastructure Services	The allocation of funding for the renewal of bridges has been completed for 2020/2021.

**Action: Finalise the purchase and implementation of Council's new integrated computer system.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
STC 2.1.7.2	Progressing	25%	Chief Financial Officer	The CFO and DCCS went to Tasmania in February to visit four (4) councils that use Open Office software. The company iPLATINUM has been engaged to assist Council with the contract process which is going well and expected to be completed and signed by the 30 September 2020.

**Action: Regularly attend meetings of and participate in the New England Joint Organisation's functions with the view of identifying opportunities for potential cost savings for Council and better regional collaboration and advocacy.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
STC 2.1.10.3	Completed	100%	General Manager	The General Manager has attended all NEJO and all GMAC meetings since his commencement date of Tuesday, 1 October 2019.



**Action: Attend meetings of and participate in the activities of the New England Joint Organisation on a regular basis; through which contact with Government Agencies and Regional Development Australia within the regional context will be maintained.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
STC 2.1.11.3	Completed	100%	General Manager	The General Manager has attended all NEJO and all GMAC meetings since his commencement date of Tuesday, 1 October 2019.

**Action: Ensure that Council and the Procurement Committee are well informed of Local Government Procurement (LGP) initiatives and maintain close relationships with Local Government Procurement staff.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
STC 2.1.12.3	Completed	100%	Director of Corporate & Community Services	Council's Finance Department continue to maintain a strong relationship with Local Government Procurement and provide updates as necessary to Manex.

**Action: Provide ongoing training and support to staff in the use of the Pulse Enterprise Risk Management system to promote the effective use of the system.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
STC 2.1.13.3	Completed	100%	Director of Corporate & Community Services	In July 2019 Council employed a temporary Risk and Compliance Coordinator, working two (2) days a week, with a focus on training and assisting staff in the use of the Pulse Enterprise Risk Management system. The temporary position was replaced by a full-time Manager of Governance, Risk and Corporate Planning in June 2020.

**Action: Complete all documentation as required by the Office of Local Government to establish an internal audit function.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
STC 2.1.14.3	Completed	100%	Director of Corporate & Community Services	Council approved the Draft Audit Risk and Improvement Committee Charter along with the Draft Internal Audit Charter at its ordinary meeting in June.

**Action: Review and update Councils site specific risk assessment processes / site safety management forms to ensure that they adequately identify and address all potential risks and that they include:**

- \* Use of the Hierarchy of Controls.**
- \* Risk descriptor tables for staff to better assess risks.**
- \* The requirement for site supervisors to refer risks that they cannot address up the line of reporting.**
- \* Identification of all hazardous substances that are on site. (WHS Management Plan)**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
STC 2.1.15.11	Progressing	80%	Manager of Administration and Human Resources	Council's Work Health and Safety Coordinator has developed a very comprehensive draft document for site specific risk assessments, which has yet to undergo consultation with staff before being implemented. The consultation process has been delayed due to the pandemic; however, work will continue on this item in the new financial year.

**Action: Review Council's contractor management processes to ensure that suitable due diligence checks are conducted when engaging contractors and that formal processes are in place to ensure contractors adhere to safe work practices. (WHS Management Plan)**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
STC 2.1.15.12	Progressing	80%	Manager of Administration and Human Resources	The WHS Contractor Management Policy is up-to-date. Council is currently waiting on an upgrade to the contractor online induction platform, with delays at the software vendor's end. This is expected to be completed in September or October this year. Further work is required on site specific risk management processes, with Council's Work Health and Safety Coordinator having drafted a document, which requires consultation before being implemented.

**Action: Review Council's Return to Work / Recover at Work Program to align it with the new guidelines issued by the NSW State Insurance Regulatory Authority (SIRA). (WHS Management Plan)**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
STC 2.1.15.13	Completed	100%	Manager of Administration and Human Resources	This action was fully completed early in the year, with the Return to Work / Recover at Work Program being reviewed and aligned with the State Insurance Regulatory Authority (SIRA) guidelines.

**Action: Review the register of all hazardous manual handling tasks within Council and assess their level of risk. Complete a job demand analysis for jobs where there is a high risk of injury from manual handling, for example: cleaners, parks assistants and skilled construction workers. Implement effective control measures that follow the Hierarchy of Controls to minimise risks associated with manual handling tasks. (WHS Management Plan)**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
STC 2.1.15.14	Progressing	20%	Manager of Administration and Human Resources	Work had commenced and was progressing on this objective; however, the project stalled with the onset of the global pandemic, which not only drained WHS resources but made consultation with workers and the onsite assessment of job tasks impossible. The project will be recommenced as restrictions ease.

**Action: Conduct ergonomic assessments to develop reports, procedures and checklists for key construction plant items, considering occupational health requirements such as vibration, noise, cabin ergonomics. (WHS Management Plan)**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
STC 2.1.15.15	Progressing	20%	Manager of Administration and Human Resources	This has been an ongoing project, which has spanned a number of years, with numerous items of plant assessed and rated. It was halted this year due to the pandemic, which prevented consultants from coming on site to conduct assessments.

**Action: Review Council's volunteer management program to update responsibilities and review / identify WHS risks and controls. (WHS Management Plan)**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
STC 2.1.15.16	Progressing	80%	Manager of Administration and Human Resources	The Volunteer Handbook has been updated in consultation with Council's Work Health and Safety Coordinator. An online volunteer WHS induction system is in place and is being used by volunteers for major events such as the Celtic Festival and Minerama, which is a major achievement. Onsite risk management is an ongoing issue, which is subject to continual review. Further work needs to be completed on a risk and hazard register for volunteer activities.

**Action: Review Council's internal WHS audit program to ensure that it supports Council's WHS requirements and is implemented consistently. (WHS Management Plan)**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
STC 2.1.15.17	Progressing	50%	Manager of Administration and Human Resources	Six (6) audits were completed for the year, with the audit program on track up until December. In the second half of the year, the global pandemic prevented the completion of the audit program by not only greatly increasing the day-to-day WHS workload but also introducing restrictions on workplace interactions. As at year's end, six (6) out of the 12 scheduled audits had been completed.

**Action: Provide an effective records management service, including the effective management of electronic and hard copy records and the provision of timely and knowledgeable service to customers. (Records Strategic / Operational Plan)**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
STC 2.1.16.6	Completed	100%	Manager of Administration and Human Resources	All day-to-day record management requirements were handled in a proficient manner, with numerous staff commenting on how helpful the records section was in dealing with issues. Staff were trained as required and records were stored, accessed and destroyed in accordance with requirements.

**Action: Coordinate the upgrade of Council's records management system from ECM Release 2016 to ECM Release 2018B. (Records Strategic / Operational Plan)**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
STC 2.1.16.7	Completed	100%	Manager of Administration and Human Resources	ECM has been upgraded to 2019B, which is the latest and most up-to-date release. The new version is currently being bedded down, with various minor issues being sorted out; however, the overall project has been completed successfully.

**Action: Review Council's Records Management Strategic / Operational Plan to ensure that it is current, meets Council's needs and is compliant with relevant record keeping standards. (Records Strategic / Operational Plan)**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
STC 2.1.16.8	Progressing	50%	Manager of Administration and Human Resources	Council's Records Supervisor has produced a draft Records Management Strategic / Operational Plan, which still requires some work to finalise. Further work will be required in early 2020/2021 to complete this objective.

**Action: Conduct a review of Council's contracts or agreements with cloud service providers to determine the extent and nature of records held on third party servers and the record keeping risks associated with such arrangements. (Records Strategic / Operational Plan / Enterprise Risk Management)**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
STC 2.1.16.9	Progressing	50%	Manager of Administration and Human Resources	Some progress has been made with this objective, with data having been collated from a survey of managers, for inclusion in a central register of services. This work needs to be completed and it will then be reviewed during a cyber security audit scheduled to occur in the first quarter of 2020/2021, which is intended to highlight any risks.

**Action: Develop a procedure that specifies document control requirements including the document identification structure, review process and timeframes, removal of obsolete documentation from circulation, etc. Implement a process to ensure all documents are clearly identified in a consistent manner, routinely reviewed at specified times and removed from circulation when obsolete. (WHS Management Plan)**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
STC 2.1.16.10	Progressing	90%	Manager of Administration and Human Resources	Substantial progression has been made towards achieving this objective, with document control procedures implemented across a wide range of WHS related documents. All that needs to happen to finalise this item is for agreement to be reached with Council's Records Supervisor on a formal policy / procedure to tie together what has been achieved. The hierarchy for WHS documents has been developed, version control is being applied and a register of all documents is currently being completed.

**Pursue the attraction of external grants (in addition to FAGs, R2R or block grant funding) in order to improve services, infrastructure and initiatives otherwise not attainable.**

**Action: Council's Grants officer seeks funding opportunities to assist in offsetting annual Operational Plan expenditure.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
STC 2.2.1.3	Completed	100%	Manager of Governance, Risk and Corporate Planning	A total of \$4,504,252 was approved in Grant Funding in 2019/2020 an amount of this funding was allocated to Grants Officer funding and other project overheads.

***Attract, retain and value a highly skilled and committed workforce.***

Engage and empower staff to develop ownership and responsibility for outcomes with a 'can do' attitude.

**Action: Undertake two (2) "all of staff" meetings during the year, where information from Manex members is relayed to the full staff complement.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
STC 3.1.1.3	Progressing	50%	Director of Corporate & Community Services	An all of staff meeting was held on Wednesday, 23 October 2019 as an introduction for the New General Manager, Craig Bennett. Due to the COVID-19 pandemic outbreak a second staff meeting was unable to be held due to NSW Government social distancing requirements.

**Action: Distribute six (6) informative bi-monthly staff newsletters each with topical information about current / upcoming projects and new or departing staff members.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
STC 3.1.2.3	Completed	100%	Media & Communications Officer	It is noted that due to increasing workloads as a result of the drought, bushfires and COVID-19 as well as the inclusion of projects such as strategic planning (development of a Media and Communication Strategy/Strategic Plan) and website redevelopment (proposed) a regular staff newsletter has not been possible. As an alternative the intranet "news" function has been used with over 100 news items posted. It is also noted that this action is no longer applicable to the MCO position as a regular staff newsletter will now be prepared by Human Resources staff during the 2020/2021 Financial Year.

**Action: Review and further develop Council's induction / onboarding program to ensure that it meets the needs of Council and new employees and supports the retention of staff. (Workforce Plan)**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
STC 3.1.3.22	Completed	100%	Manager of Administration and Human Resources	The new online Pulse onboarding system has been fully implemented and is currently in use for all new employees. The new system is very advanced compared with what many other councils are currently using and brings Glen Innes Severn Council fully up-to-date with current onboarding technology.

**Action: Implement Council's Pulse training and eLearning platforms to streamline training processes and, where appropriate, provide staff with access to high quality online learning resources. (Workforce Plan)**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
STC 3.1.3.23	Progressing	90%	Manager of Administration and Human Resources	There were some delays in getting Council's new Pulse training and eLearning platform reviewed and approved; however, it is now in the final stages of development and implementation, and will place Council at the forefront of such technology. A vendor for the provision of eLearning resources has been engaged and it is expected that the platform will go 'live' in the second quarter of 2020/2021.

**Action: Liaise with local Aboriginal community members / organisations and deliver training to assist Aboriginal candidates to prepare quality applications for job vacancies with Council. (EEO Management Plan / Aboriginal Employment Strategy)**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
STC 3.1.3.24	Not Progressing	0%	Manager of Administration and Human Resources	This action was scheduled to occur in the last quarter of 2019/2020; however, the global pandemic prevented the training from going ahead due to social distancing requirements. It remains as an action in Council's Aboriginal Employment Strategy and will be pursued again when restrictions are lifted.



**Action: Conduct a change readiness audit and develop a change management plan to integrate local government reform and change priorities into key strategic, operational and organisation plans, developing partnerships with key stakeholders to support the organisation and workforce in dealing with changes within the local government sector. (Workforce Plan)**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
STC 3.1.3.25	Not Progressing	0%	Manager of Administration and Human Resources	No progress was made on this objective, due again to the pandemic, which not only placed a significantly increased workload on HR and IT staff but also made group meetings and communication more difficult due to social distancing requirements. It will be pursued again as restrictions ease and work gets back to normal.

**Action: Review and update Council's staff performance management system by completing annual performance appraisals, matching skills to job requirements for new employees, training staff in the correct design and implementation of appraisal and assessment systems, and ensuring appraisal systems match Council's strategic vision and goals. (Workforce Plan)**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
STC 3.1.4.4	Progressing	90%	Manager of Administration and Human Resources	From a HR perspective, this item has been fully completed, although some sections or departments of Council have a small amount of work to do on their skills assessment sheets. Interim reviews were completed for the first time in December / January and final reviews were completed on time in June. HR staff have completed all the work they are able to with skills mapping. Discussions have also been held with the Pulse software vendors, with a number of significant improvements agreed to for 2020/2021.

**Instill with staff the culture to deliver quality work the first time; for things to be done once and done right acknowledging the impact of budgetary constraints on this policy direction.**

**Action: Develop and implement an integrated capability program that concentrates efforts on up-skilling, cross-skilling, multi-skilling and retraining the workforce. Develop and implement a future capability program that concentrates effort on critical knowledge, skills and attributes that will be required over the next five years. (Workforce Plan)**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
STC 3.2.1.3	Not Progressing	0%	Manager of Administration and Human Resources	Again, no progress was made on this objective due to the pandemic and its effects on HR workload and social distancing requirements. It will be pursued again as restrictions ease and work gets back to normal.

**Action: Conduct audits regularly to ensure compliance with all standards, funding and support requirements are being met.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
STC 3.2.2.3	Completed	100%	Manager of Community Services	Audits continue to be conducted monthly to ensure compliance with all standards, funding and support requirement are being met. The additional Customer Service Officer at Life Choices - Support Services will enable additional Quality checks and auditing to be conducted by the Administration and Quality Officer.

**Action: Improve the quality and quantity of work being completed by the Infrastructure Services department by holding work teams accountable for their actions.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
STC 3.2.3.4	Completed	100%	Director of Infrastructure Services	The level of service provided by Infrastructure Services staff continues to improve year on year, with numerous examples of positive feedback being received from the community.

***Improve communication within the organisation.***

Promote effective interdepartmental communication.

**Action: Finalise the deployment and implementation of Council's new Internet Protocol (IP) telephone / integrated communications system. (ICT Strategic Plan)**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
STC 4.1.1.3	Completed	100%	Manager of Administration and Human Resources	The new TCO365 / Teams IP voice system has been fully implemented across all worksites. It is working extremely well, especially during the pandemic when staff were able to relocate home or to other remote sites and continue to work almost seamlessly, with full access to phone calls, video conferencing and file sharing and collaboration, something that would not have been possible prior to the new system. Basic training has been delivered to all staff who require it and Council is currently in the process of finalising an automated call attendant service.

**Action: Coordinate the migration of Council's Zambezy Intranet site to Sharepoint Online and review / implement the administrative procedures required to keep site information current. (ICT Strategic Plan)**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
STC 4.1.1.4	Completed	100%	Manager of Administration and Human Resources	The migration of the Intranet has been completed successfully, providing all staff with reliable, multi-platform access to the site and the information it contains.

**Action: Review Council's recruitment system to streamline processes, increase efficiency and support the selection of new staff who have skills that meet or exceed expectations, with a particular emphasis on improving communication, teamwork and customer service. (Workforce Plan)**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
STC 4.1.2.3	Completed	100%	Manager of Administration and Human Resources	The new Scout e-recruitment system has been fully implemented and has received positive feedback from users. It offers significant improvements over the old system and has considerably streamlined the administrative processes associated with recruitment. Council has also transferred successfully from the McQuaig system to the Omnia system for pre-employment psychometric testing and has made other important improvements in recruitment procedures.

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***Optimise the use of Councils main administrative buildings.***

Explore options relating to the potential consolidation of the administration offices and the redevelopment of the Town Hall.

**Action: Engage external consultants to formalise detailed Plans to refurbish the Town Hall Offices to enable co-location of the Church Street Office staff within Town Hall, in conjunction with STC 5.1.4.2.**

Action Code	Status	Progress	Responsible Officer Position	Annual Comment
STC 5.1.1.3	Completed	100%	Director Development, Planning & Regulatory Services	This project cannot be furthered any more in the current 2019/2020 financial year. Funds have been reserved and Council is pursuing an option to purchase the RMS building in Grey Street which is pending a decision from Property NSW.