



# **BOGAN SHIRE COUNCIL**

## **Business Paper**

**26 May 2022**





### **Published Recording of Council Meeting**

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**19 May 2022**

## **COUNCIL MEETING NOTICE**

The next Ordinary Meeting of Council will be held in the Council Chambers on Thursday 26 May at 5.30pm

### **AGENDA**

1. Opening Prayer
2. Remembrances
3. Apologies
4. Declarations of Interest
5. Confirmation of the Closed and Confidential Minutes of the Council Meeting held on 28 April 2022
6. Confirmation of the Ordinary Minutes of the Council Meeting held on 28 April 2022
7. Notice of Motion
8. Committee Meeting Minutes
9. General Manager's Report incorporating reports from:-
  - People and Community Services
  - Finance and Corporate Services
  - Engineering Services
  - Development and Environmental Services
10. Correspondence

Your attendance at this meeting would be appreciated.

Yours sincerely

**Melissa Salter**  
**Executive Officer**







**Notice of Motion to the Ordinary Meeting  
of Bogan Shire Council held 26 May 2022**

**NOTICE OF MOTION:**

Cr Victoria Boag  
"Belah Creek"  
NYNGAN NSW 2825

12th May 2022

The General Manager  
Bogan Shire Council  
PO Box 221  
NYNGAN NSW 2825

Dear Derek,

**Notice of Motion – Nyngan Weather Station**

I would like to place the following notice of motion on the business paper agenda for the May 2022 Ordinary meeting of Council:

"That Council makes a formal approach to the Bureau of Meteorology to install an automatic weather station at Nyngan and makes representation to our Federal Member on this matter also."

Previous attempts have been made to keep the continuation of the weather station recordings ongoing since Col Davison's departure, however these endeavours have been unsuccessful. It is important for Nyngan to have this data officially recorded.

Yours faithfully,

A handwritten signature in black ink that reads "Victoria Boag". The signature is written in a cursive, flowing style.

Councillor Victoria Boag,  
Bogan Shire Council.



**Committee Meeting Minutes to the Ordinary Meeting  
of Bogan Shire Council held on 26 May 2022**

**COMMITTEE MEETING MINUTES**

**1 MUSEUM COMMITTEE MINUTES**

Attached are the minutes of the Nyngan Museum Committee meeting held at the Nyngan Museum on 4 May 2022

**1.1 Recommendation**

That the minutes of the Nyngan Museum Committee meeting held at the Nyngan Museum on 4 May 2022 be received and noted.



Committee Meeting Minutes to the Ordinary Meeting  
of Bogan Shire Council held on 26 May 2022

Nyngan Museum Meeting Date: 4<sup>th</sup> May 2022

Present:

*Leonie Montgomery, Anna Corby, Collin Pardy, Yvonne Pardy, Anne Quarmby, Donna Pumpa, Veneta, Val Keighran, Ray Donald*

Apologies:

*Vince Wren, Gwen, Denice Simpson*

Guests:

Minutes last meeting: Move: Anna second: Annie

Business arising from previous minutes:

*Bogan Shire have sent Greg Martin to look at the flooding problem in the back shed. He has made more recommendations to them to be considered for fixing the problem. Trevor, also from the Shire, is dealing with the leaks in the main building. Recent rain has again come into this area.*

*No reply as yet from Bogan Shire re water cooler for us to be added to their contract.*

Treasurers Report: read and moved: Collin 2<sup>nd</sup>: Val

*Eftpos takings of \$613 from last month have been added to our account by Bogan Shire.*

**Committee Meeting Minutes to the Ordinary Meeting  
of Bogan Shire Council held on 26 May 2022**

**Correspondence In:**

*Letter from Hilary and John Black re sulky and opening day. “Apologies for this belated note to congratulate you and your volunteers for the hard work you have all put into the Nyngan Museum. It is a wonderful display and an asset for Nyngan, well done and keep up the good work. John and I thoroughly enjoyed sharing with you the opening of stage 2, and now look forward to returning to view the next stage, but we will allow more time. With kind regards and best wishes, Hilary and John Black.”*

**Correspondence Out:**

- *Email to Bogan Shire re water cooler added to their current contract. Sent 18<sup>th</sup> April*
- *Grant application for purchase of a stick vac, as the old pull along is too heavy for our volunteers to use.*

**Co Ordinator's Report:**

- *We had a positive response from the electricity commission to tell us we have been successful in our application for a grant for a vacuum cleaner. Thanks to all those who voted for our submission.*
- *The Tint shop has not contacted us about the glass for the Refreshment room fire place. The end date for that grant has passed for the second time. The grant people have given us another extension so that the job can be completed and the finances finalized. Contacting them, we were not given any progress report, just told we would have to deal with Brendan at the Shire. He is out of the office today and will return the call when he returns.*
- *Friends of the Museum and pre schoolers are now included in visitor totals.*
- *Denis Callaghan has built a table to hold the lolly scales. Secretary to send a thank you letter.*
- *The visitor’s book is now outside the Education Room*
- *Wendy Clissold has joined our team and will be available Tuesday afternoons.*
- *Michelle Shore has donated a glass display cabinet. For the moment it will be stored in the shed, until we can organize its contents.*
- *Dorothy Inglis has donated linen maps of the Singleton property, as well as a few other small items.*

**Committee Meeting Minutes to the Ordinary Meeting  
of Bogan Shire Council held on 26 May 2022**

**General Business**

*Bogan Shire Council have granted the Museum \$1000.00 to last for the rest of this financial year. Building materials, timber and screws for the Prince of Wales room will be purchased. Also another 500 pamphlets for the museum visitors.*

*Years 1 and 2 from St Josephs will visit us for a lesson for their topic "What do artifacts tell us?" They will contact us with details of the visit. Leonie, Anna and Louise will organize the class lessons, with 3 possible groups and a rotation core with a final full group activity.*

*Moved Collin, 2<sup>nd</sup> Veneta.. That we include in our minutes some of the comments from the visitors book, so that we can see how much all our hard work is appreciated by the people who stop to spend time with us. The comments can give us feedback to solve problems, and a well earned pat on the back when we deserve it!*

*Donna has a sample of a fly whip, that could be sold at the museum. It is made in the Northern Territory by gaol inmates. It is completely Australia made using Australian products. It is sold by returned army veterans.*

**Meeting Closed: 9.50**

NAME	DATE	MESSAGE
Toni Ballard Qld		
Ruth Ballard Qld	29.4.22	
PHILLIP + DENISE ROBINSON	29.4.22	great lots of memories.
Liz Mike	29/4/22	- a credit to those who've put this together!
Zeph Bower		It was beautiful, I loved every moment of it! ♥
Marg Reilly / Alan Riley	30/4/22	- a fabulous collection and a lovely walk through time.
Sharon & Brian Missen	1/5/22	Vic - What a wonderful Asset for Nyngan. It a credit to the people of Nyngan. Well worth the visit!
PHIL + KATE NORMAN	2/5/22	Great to read all about the past!
JAN & JOHN REYNOLDS	3-5-22	An excellent museum! Congratulations - such a slice of history portrayed

Committee Meeting Minutes to the Ordinary Meeting  
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NAME	DATE	MESSAGE
IAN + Jill Colby	5/4/22	Magic to see things being kept & display ed so well.
Dennis & Jeffrey Bolton-James		Great museum - heaps of interest. Shows history
Dad's Steve Galbraith		Awesome display
Janice + Michael Staloch		Enjoyed the display immensely
Nancy & Ted Ince		Armidale good memories
Keenan Family		Fantastic display. it was great from Emma and lee
Jenny Date + Bob		Great museum.
GEORGE YALCE		Wow!! WHAT A GREAT COLLECTION, AND SO WELL PRESENTED
Kate & Ron		Great museum, loved it
Coil & Hayley		GREAT Loved it
Michael McKenzie		Nyngan: 'What a great place' from Cessnock!
Steven Green		Nice Place to visit Sutherland

NAME	DATE	MESSAGE
Dennis & Billie Perday	26/04	Great
Tracey & Rob Royalo - SA	26/04	Very Moving -
Jacques Agliaristo	27/04	New York City, USA Wonderful museum!
Gary & Liz Nutner	27/04	Very interesting - well done!
Stuart & Carla Hill	27/4	Amazing trip down memory lane.
Christine, Tony, Merry	27/4	Very good
Greg & Kristy Brown	27/4	♥
Lillian & David Denton	28/4/22	Excellent. Displays
Denis + Janet Jaculli	28/4/22	Brisbane - Brought back many memories. Excellent Set
Jesslyn & Sandra Greenham		- Fantastic!
ALICE BALLARD	29.4.22	OLD
AMELIA Sidall		OLD



General Manager's Report to the Ordinary Meeting of Bogan Shire Council  
held on 26 May 2022

**REPORT TO ORDINARY MEETING OF COUNCIL – GENERAL MANAGER'S REPORT**

**Mayor and Councillors**

The following report is submitted for consideration:

**1 CHECKLIST**

Item No.	Date	Minute No	Matter	Action Required	Officer	Status
1	23/09/2021	249/2021	<b>Increase of train speed through Nyngan</b>	Prior to the next state Election, Council raise the issue of the Hoskins Street Level Crossing & Train Speeds with Barwon candidates.	<b>GM</b>	Pending discussions closer to State Elections.
2	24/04/2019	117/2019	<b>Cobar Water Board</b>	Whilst Council is prepared to have discussion with CWB to explore options for delivery of water to minor users within the Bogan Shire LGA, it does not agree to the Board's proposal at this stage.	<b>GM</b>	Further correspondence sent to CWB.  Meeting held with CWB 30.11.2021. Further discussion to take place.

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3	25/02/2021	010/2021	<b>Regional Water Supply Pipe Network</b>	Council seeking urgent clarification from the Minister on: Issuing of the licence for the Nyngan Emergency Bore and licence.	<b>GM</b>	NRAR have refused Council's application for water supply works at the Nyngan Emergency Bore on the grounds that it is within 200m of adjoining landowner's boundary fence.
	24/02/2022	015/2022		Council seek to engage with the relevant landholder via a meeting with the Mayor, Deputy Mayor, General Manager, Director of Engineering Services, to gain the Landholder consent to Councils water Supply works and report back to the next council meeting.		Meeting invitation issued to landholder, awaiting response.  <b>UPDATE:</b> Representatives of NSW Government invited to attend May Council meeting to discuss.  Report to Council refers.



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4	28/11/2019	368/2019	<b>Repairs to Nyngan &amp; Cobar Emergency Water Storage</b>	The General Manager be authorised to procure sufficient quantities Geosynthetic Clay Liner & Geotextile material to complete the remediation works, according to specifications provided by NSW Public Works. The procurement be carried out by way of quotations.	<b>DES</b>	<p>Remediation work postponed due to wet weather and soft floor. Floor continues to be wet and soft from rain.</p> <p>Requires warm weather to dry out sub- base A contract variation has been issued to the Contractor for change of scope for repairs to inside batters.</p>
5	17/12/2020	373/2020	<b>Lack of Vacation Care/Before and After School Care in Nyngan</b>	Council approach both primary schools in Nyngan. Council bring this matter to the attention of local State Member and Hon. Sam Farraway MLC.	<b>DPCS</b>	<p>Meetings held with Principals of Nyngan Public and St Joseph's Schools. Letter sent to Hon. Bronnie Taylor MLC, Minister for Mental Health, Rural Youth and Women.</p> <p>Response received from Hon. Bronnie Taylor, indicating support for funding application by Nyngan Public School to the Department of</p>

General Manager's Report to the Ordinary Meeting of Bogan Shire Council  
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	24/02/2022	010/2022		<p>Council make enquiries from the State Government to find out why progress has halted on before and after school care.</p>	<p>Education for the construction of a purpose built building for Before and After School Care.</p> <p>Letter sent to the Hon. Sarah Mitchell, MLC, Minister for Education and Early Learning.</p> <p><b>UPDATE:</b> Response received from Executive Director, Business Enablement - School Infrastructure NSW responding on behalf of the Hon. Sarah Mitchell, MLC, Minister for Education and Early Learning. The Department is liaising with the school principal to explore the feasibility of options to establish a service and expects to be in a</p>
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						position to confirm an initiative to support the creation of places for parents in the coming weeks.
6	25/02/2021	012/2021	<b>Nyngan Railway Wool Dump</b>	A colour information sign be erected at the Nyngan Railway Wool Dump on stand adjacent to the dump. A cement path from the existing walkway to the sign be constructed, with available funding.	<b>DES</b>	<p>Pending commencement of grant- funded works.</p> <p>Pending commencement of grant- funded works.</p>
7	25/02/2021	013/2021	<b>Honour Board</b>	Recipients of National Awards, prior to 1980's, be recognised on Honour Board. The board include National awards including recipients of the British Empire Medal (BEM), Australian Fire Service Medal (AFSM), Victoria Cross.	<b>GM</b>	<p>Honour Board ordered.</p> <p><b>UPDATE:</b> Delay with manufacture of order, now expected delivery June 2022.</p>



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8	27/05/2021	126/2021	<b>Addressing Local Job Vacancies</b>	Council delays the launch of the marketing campaign until progress is made with establishing more housing accommodation in Nyngan.	<b>DPCS</b>	<b><u>UPDATE:</u></b> Planning for new residential subdivision commenced.
9	28/05/2022	085/2022	<b>Refugee Employment</b>	Council funds, and invites the Bogan Shire's business community to participate in a skills and labour shortage mapping exercise. Following the skills and labour shortage mapping exercise, representatives from identified Refugee Recruitment service providers be invited to a meeting with Council.	<b>DPCS</b>	<b><u>UPDATE:</u></b> Communication to business community currently under development.

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10	28/10/2021	162/2021	<b>Section 355 Committee – Nyngan Museum</b>	General Manager to proceed with discussions to formalise a constitution and associated delegations for Nyngan Museum Committee as a Section 355 Management Committee of Council with a further report to Council.	<b>GM</b>	Initial meeting held with Museum Committee.  Draft delegations prepared for further discussions with Museum Committee.  <b>UPDATE:</b> Referred to Audit & Risk Committee
11	25/11/2021  24/03/2022	331/2021  068/2022	<b>Recycling Bins in Town Main Street</b>  <b>Recycling Bin Waste Stickers</b>	Recycling bins be made available in town main street.  That Council, as part of the recycling education program that will be conducted through schools, supply students with a sticker and encourage to stick it to their household recycling bin.	<b>DDES</b>	<b>UPDATE:</b> Eight recycling bins have been ordered.  <b>UPDATE:</b> In Progress – Design under review.

## 1.1 Recommendation

That the report relating to the Monthly Checklist be received and those items marked as "Completed" be removed from the checklist.

## 2 NYNGAN EMERGENCY BORE

### **Summary:**

*The purpose of this report is to provide Council with updated information in relation to this matter and to seek direction from Council on a possible approach to the Minister for Water in this regard.*

### 2.1 Introduction

The purpose of this report is to provide Council with updated information in relation to this matter and to seek direction from Council on a possible approach to the Minister for Water in this regard.

### 2.2 Background

Previous reports to Council in this regard refer. A copy of the February 2022 report to Council is included as Attachment 1 for convenience.

### 2.3 Discussion

Updates in relation to the following are provided for Council's information and consideration:

- Resolution 015/2022 – Council seeks to engage with relevant property owner via a meeting
- Request for a copy of the NSW Government's Hydrological Assessment
- Attendance of Department of Planning and Environment staff at this Council meeting

Following Council resolution 015/2022, verbal contact was made with the relevant property owner seeking to discuss this matter at a meeting. In response Council has received a letter from solicitors acting on their behalf requesting that any further correspondence or communication regarding the bore be directed to the solicitors.

As mentioned in previous reports it was understood that, as part of NRAR's assessment process, they commissioned a report from the Department of Planning  
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and Environment in relation to the test bore's impact on groundwater. An email request was made to NRAR in early February 2022 for a copy of this report however Council was informed that it could not be supplied. Council subsequently made a request via Government Information (Public Access) Act (GIPA) processes and now has a redacted version of this Groundwater Assessment Advice, a copy of which is included as Attachment 2 for Council's information.

A request was made to Department of Planning and Environment, Water officials to attend this meeting of Council to discuss the background to this matter and a way forward in relation to the Nyngan Emergency Bore. In response, Council staff were advised that Council should formally address their concerns and comments in a letter to the Minister for Water.

Should Council wish to write to the Minister it is recommended that Council discusses and resolves which specific concerns and comments should be addressed to the Minister.

#### **2.4 Attachment**

1. General Manager's Report, February 2022
2. Department of Planning and Environment, Groundwater Assessment Advice

#### **2.5 Recommendation**

For consideration.

**General Manager's Report to the Ordinary Meeting of Bogan Shire Council  
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Attachment 1. General Manager's Report, February 2022

**5 NYNGAN EMERGENCY BORE**

**Summary:-**

*The purpose of this report is to provide an update on Bogan Shire Council's application for water supply work approval for the Nyngan Emergency Bore and to seek direction on how Council wishes to proceed in this matter.*

**5.1 Introduction**

The purpose of this report is to provide an update on Bogan Shire Council's application for water supply work approval for the Nyngan Emergency Bore and to seek direction on how Council wishes to proceed in this matter.

**5.2 Background**

A report on the Nyngan Emergency Bore was submitted for Council's consideration at an Extraordinary Meeting held on 2 December 2021 with the following resolution being taken:

*339/2021 RESOLVED that Council make no decision at this point pending the outcome of the NRAR determination and any subsequent review processes that might be necessary. (Jackson/Dutton)*

Council's Water Supply Work Approval application has now been determined by NRAR and this report is submitted for Council's consideration. The following background is relevant:

Drought Water Security

Towards the end of the last drought Council was engaged in discussions with the NSW Government about how to supply water to Nyngan and the Shire's villages for critical human needs in the event of Lake Burrendong and the Macquarie River running dry. To avoid the need to evacuate Nyngan, the NSW Government considered both carting water by train and the potential for accessing ground water sources.

The NSW Government provided \$250,000 in 2019 for the investigation of a groundwater bore east of Nyngan. A bore was drilled on the Old Warren Road approximately 13kms from Nyngan in January 2020. The specific location for the bore was chosen for its proximity to electricity infrastructure to reduce costs. Pump test results of the bore were provided to Council in February 2020, indicating a yield of 3 megalitres per day of good quality water.



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### NSW Government Funding

Funding approval for \$2.43 Million for the project was received from the NSW Government in June 2020 and this was increased by \$1.2 Million in June 2021 to cover an expected increase in project costs. Also included in the letter from the Minister for Water was a statement that the additional funding was to ensure a larger pipe size was installed so that "infrastructure may be augmented at a later date to facilitate delivery of water to Cobar in a period of extreme drought." It is understood that this refers to the borefields to the north east of the existing emergency bore that were proposed by the NSW Government. (Presentation to the Council meeting 27 August 2020 refers). This could be however be interpreted as an intention on the part of the NSW Government to extract water for Cobar from the Nyngan Emergency Bore. Council also resolved to allocate \$270,000 of its own funds to the project.

### Regulatory Process

As the first step in the process, Council received a water access licence on 18 November 2020 for the extraction of 200 ML from the emergency bore which is considered sufficient to supply water to Nyngan town and villages under Level 6 Water Restrictions in the event of a severe drought.

A second stage of the process has involved gaining approval from the Natural Resource Access Regulator (NRAR) for water supply work to convert the existing test bore into a production bore.

As part of this process NRAR undertook extensive consultation with property owners in the vicinity of the bore and has been working through interpretation of applicable clauses of the *Water Management (General) Regulation, 2018* and the *Water Sharing Plan for the for the NSW Great Artesian Basin Groundwater Sources 2020* to finalise this matter.

Any future extraction of water for Cobar – as referred to above - or additional extraction for any other purpose from the bore would still be subject to the NSW Government's regulatory processes.

## **5.3 Discussion**

### Exemption from Approval

A report was submitted to Council in December 2021 for consideration as to how to proceed with the bore and pipeline as, although NRAR had still not determined our application, NRAR officials had advised that "Council currently has the option under clause 39A of the Water Management (General) Regulation 2018, when drought conditions occur, to apply for an exemption to operate the bore for emergency town water supply."

In effect this means that the Minister for Water could grant permission for Bogan Shire Council to extract water for critical human needs in drought conditions without the water supply work approval Council was seeking. A question mark still exists around permission to extract water periodically for maintenance purposes outside of drought conditions.

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With the above in mind, the option was presented to Council in December 2021 of proceeding with preliminary work towards the installation of the required pipeline. This included the design and tendering processes as it was understood then that from a regulatory perspective the determination of the water supply work approval was not required for the operation of the bore in drought conditions.

The report to Council in December was presented against the background of concerns that delays would impact availability of grant funding but more significantly the ever increasing cost of materials and construction and scarcity of contractors which could impact on the project and result in Council having to fund more of the project itself. Evidence exists that construction costs increased by at least 30% during 2021.

### NRAR Determination

Council's application for water supply work approval at the Nyngan Emergency Bore has since been refused. (Attachment 1 refers).

In the attached letter NRAR advises that their determination is based on clause 37 (3) of the Water Sharing Plan for the NSW Great Artesian Basin Groundwater Sources 2020 which states "A water supply work approval must not be granted or amended if the water supply work is located within – (a) 200 metres of the boundary of the landholding on which the water supply work is located, unless the owner of the landholding adjoining the boundary has provided consent in writing."

NRAR advises further that the neighbouring landowner has not provided consent in writing to the bore and consequently, they cannot grant the application for the approval.

### Bore Impacts

Aside from the regulatory restriction around proximity to boundary fences, Council has no wish to affect availability of water to neighbouring agricultural business interests through adverse impacts on their existing bores so these impacts need to be understood and considered in this matter. This is especially true if Council resolves to proceed with works relying on the Minister's powers under clause 39A of the Water Management (General) Regulation 2018 rather than NRAR Water Supply Work Approval.

An initial bore pumping test analysis report by Council's consulting hydrologist was commissioned to provide an estimate of the relevant aquifer's hydrogeological properties and to provide a prediction for our test bore's safe yield as a reliable emergency water supply for Nyngan. The report states that, based on key findings and with certain qualifications, the test bore had an estimated safe yield of at least 25L/s up to 200 days with high certainty, assuming continuous pumping over a period of 2 years. Further that an appropriately designed production bore design could achieve an estimated safe yield of at least 50L/s and up to 86.2L/s, assuming continuous use over a period of 2 years.

A copy of this report is available from the General Manager on request.

NRAR have confirmed that they commissioned an independent specialist hydrological assessment on the bore's capacity from the NSW Department of Primary Industries to assist with their determination of Council's application. Anecdotally this report indicated a plentiful

**General Manager's Report to the Ordinary Meeting of Bogan Shire Council  
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water supply and that Council's extraction would not have an undue effect on others, under the conditions of our water access licence for the extraction of 200 ML in drought conditions.

A copy of the Department of Primary Industries report has been requested from NRAR in the public interest and to assist in Council's deliberations however NRAR has informed Council that they don't have the authority to provide the report to us.

#### Future Direction

Having now received the determination from NRAR, Council is faced with a number of options as to how to proceed with the installation of an emergency bore and pipeline.

1. Seek to again engage with the relevant landholder to gain their consent to Council's water supply works and then seek a fresh approval from NRAR.

(This option may have implications for grant funding and project cost increases depending on the duration of discussions with the landholder.)

2. Proceed anyway with the installation of the pipeline and commissioning of the emergency bore, relying on NRAR's advice that the Minister could grant permission under 39A of the Water Management (General) Regulation 2018, when drought conditions occur, to operate the bore for emergency town water supply. This would also involve making a submission to the Minister for an amendment to the Water Sharing Plan to permit periodic extraction for maintenance purposes.

(This option carries some risk in that, although exemption was given during the 2021 drought, the Minister is not necessarily obliged to grant an exemption in future or to approve the requested Water Sharing Plan amendments).

3. Abandon the emergency bore project, returning grant funding to the NSW Government.

(This option has implications for water security for Nyngan in future droughts)

4. Abandon the existing bore and sink a second bore further along the Old Warren Road – further than 200m from the fenceline. A second water supply work approval would have to be sought which, on the face of it, might be successful as the current NRAR determination cites proximity to a boundary fence, not aquifer capacity, as the reason for the refusal.

(This option would cost around an additional \$210,000 to construct a new bore and carries some risk as there is no absolute guarantee that the same quantities of water would be present at the new site and no guarantee that NRAR would approve the application.)

#### **5.4 Attachment**

Letter from NSW Natural Resources Access Regulator

#### **5.5 Recommendation**

For Council's consideration of the options listed above.

General Manager's Report to the Ordinary Meeting of Bogan Shire Council  
held on 26 May 2022



Natural Resources  
Access Regulator

8 December 2021

General Manager  
Bogan Shire Council  
PO Box 221  
NYNGAN NSW 2825

Natural Resources Access Regulator  
Locked Bag 5123,  
Parramatta NSW 2124  
T 1800 633 362  
[www.dpie.nsw.gov.au/nrar](http://www.dpie.nsw.gov.au/nrar)

Email: Graeme Bourke – Director Engineering Services  
[graeme.bourke@bogan.nsw.qov.au](mailto:graeme.bourke@bogan.nsw.qov.au)

Dear Mr Bourke

**Bogan Shire Council's application A023215 for a water supply work approval**

This purpose of this letter is to notify Bogan Shire Council that the Natural Resources Access Regulator has determined to refuse to grant an approval to construct a water supply work under section 95 of the *Water Management Act 2000*. Section 95 (3) states that "An approval must not be granted in contravention of the provisions of any relevant management plan."

As previously advised, clause 37 (3) of the Water Sharing Plan for the NSW Great Artesian Basin Groundwater Sources 2020 states "A water supply work approval must not be granted or amended if the water supply work is located within – (a) 200 metres of the boundary of the landholding on which the water supply work is located, unless the owner of the landholding adjoining the boundary has provided consent in writing."

The neighbouring landowner has not provided consent in writing to the bore. Consequently, the Natural Resources Access Regulator cannot grant the application for the approval.

**Right of Appeal:** If Council is dissatisfied with this decision, section 368 (1) of the *Water Management Act 2000* gives Council the right to appeal to the Land and Environment Court within 28 days after the date of determination.

Any questions regarding this correspondence should be directed to Jeanette Nestor on 0408 338 501 or [jeanette.nestor@nrar.nsw.qov.au](mailto:jeanette.nestor@nrar.nsw.qov.au).

Yours sincerely

Estelle Avery

Senior Water Regulation Officer  
Licensing & Approvals

### 3 INTERGRATED PLANNING AND REPORTING – 2022/2032 RESOURCING STRATEGY

**Summary:-**

*This report is to present Council's 2022/2032 Resourcing Strategy to Council for adoption.*

#### 3.1 Introduction

The purpose of this report is to present Council's 2022/2032 Resourcing Strategy to Council for adoption.

#### 3.2 Background

Continuing with the Integrated Planning and Reporting Framework prescribed by the New South Wales Government and first implemented in 2012, Council recently approved the draft 2022/2032 Community Strategic Plan for public exhibition.

The Community Strategic Plan provides a vehicle for the community to express its long-term aspirations. However, these aspirations will not be achieved without sufficient resources – money, assets and people – to implement them. The Resourcing Strategy is a critical link when translating strategic objectives into actions.

The Resourcing Strategy consists of three inter-related elements:-

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

The Resourcing Strategy makes clear what elements of the Community Strategic Plan Council will take responsibility for. Other levels of Government will also have a role in achieving the outcomes of the Community Strategic Plan.

As its name suggests, each of the elements of the Resourcing Strategy also play a role in resourcing the achievement of the Delivery Program and Operational Plans to support the achievement of the Community Strategic Plan.

### 3.3 Discussion

#### 1 Long-Term Financial Plan

The Long Term Financial Plan is an important part of Council's strategic planning process. This is the point where long term community aspirations and goals are tested against financial realities.

The Community Strategic Planning process provides the Council with valuable information about the future. From the exercise, both Council and the community should have a better understanding of:-

- Expected pressures that will affect the community and the drivers behind them;
- The community's aspirations and priorities for improving its economic, environmental and social outcomes; and
- The community's priorities in terms of expected levels of service and community projects.

The Long Term Financial Plan will seek to answer the questions:-

- How can we best handle the pressures of the future?
- What are the opportunities for future income and economic growth?
- Can we afford what the community wants?

The Long Term Financial Plan is a decision-making and problem-solving tool. It is not intended that the Long Term Financial Plan is set in concrete – it is a guide for future action. The modelling that occurs as part of the plan should help Councils to weather unexpected events. It will also provide an opportunity for Council to identify financial issues at an earlier stage and gauge the effect of these issues in the longer term.

The longer the planning horizon, the more general the plan will be in the later years. For example, it is not expected that the 10th year of a 10 year plan will include specific detail.

As decisions are made, more detail can be added to the Long Term Financial Plan. For example, as the Council finalises its Delivery Program, the first four years of the Long Term Financial Plan will become firmer. As the Operational Plan is completed, the detailed budget will form the first year of the Long Term Financial Plan.

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Key points to note from the Long Term Financial Plan include the following:

General Fund

- Projections show a negative operating result for all years except for 2031/2032.
- This negative result reduces as the year's progress as the Financial Assistance Grant (FAG) has been indexed to increase at 5% every year and this begins to outweigh the extra costs Council will be faced with but also shows how reliant Council is on this funding.
- Rates and Annual charges have been indexed to increase at 2.7%. Assumptions were made based on the allowable rate peg of 0.7% in 2022/2023 plus the permanent special rate variation applied for by Council of 2%. This also shows that without these increases Council would only rely more heavily on grant income for its sustainability.
- A conservative estimate of grants and contributions has been made, reducing in 2023/2024 (apart from FAG) due to the uncertainty of some this income. The Flood Damage Grant has been removed across the years as this is expected to be spent by the end of 2022/2023 and the Block Repair Grant has not been allowed for annually as this is applied for on a year by year basis.
- RMCC ordered works has also been adjusted to a conservative estimate of \$950,000 from 2023 to 2032 as this would be a level that Council could consistently expect each year although it could be more. Other funding such as R2R, Block Grant and Routine maintenance have been left the same as we have not yet been advised of any increases to the programs.
- All grant funds, and RMCC revenue, received assists Council keep its budget in surplus as employee costs and plant costs can be paid for from grant funds rather than Councils own funds. However, if Council maintains the current level of ordered works in ongoing years then you would expect these deficits to become a surplus.
  - Annual Domestic Waste charges have been indexed for a 2% growth and User Fees and Charges at 3%.
  - Employee costs have been indexed at 2% annually. This is obviously subject to award negotiations every few years.
  - All other costs are indexed at 3% except for insurance which has been indexed at 10% for 2024 and 5% for the 8 years after that.

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### Water Fund

- Projections show a positive operating result across all years which demonstrates Council's long-term financial viability.
- Revenue or charges have been indexed by 3% each year.
- Wages and employee costs have been indexed by 2% each year and other costs by 3%.
- Depending on whether or not Capital works is grant funded or not this could affect the long term predictions of this fund.

### Sewer Fund

- Projections show a negative operating result across all years.
- Revenue or charges have been indexed by 3% each year.
- Wages and employee costs have been indexed by 2% each year and other costs by 3%.
- Council's cash reserve in this fund can maintain these losses as once depreciation is taken out there is an actual cash surplus in most year and due to the low amount of capital works required to be completed this should be sustainable.

## 2 Asset Management Plan

'Asset Management' describes the process for 'whole of life' asset management from planning, purchase, operation, and maintenance to disposal of assets. It also encompasses integration of asset and service outcomes.

The development of an Asset Management Strategy enables Councils to show how our asset portfolio supports the service delivery needs of the community into the future.

The Asset Management Policy sets the broad framework for undertaking asset management in a structured and coordinated way. It outlines why and how asset management will be undertaken. It provides a clear direction for asset management and defines key principles that underpin our asset management.

Asset Management Plans are long term plans that outline the asset activities for each service. The International Infrastructure Management Manual defines an Asset Management Plan as "...a written representation of the intended asset management programs for one or more infrastructure networks based on the controlling



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organisation's understanding of customer requirements, existing and projected networks, and asset conditions and performance".

Key points to note from the Strategic Asset Management Plan include the following:-

Asset Values

Bogan Shire Council has an infrastructure and asset portfolio with a current replacement cost of approximately \$295 million.

Asset backlog

Council has a combined asset backlog of \$4.3 million to bring assets to satisfactory standard which is currently taken as condition 3. The breakdown of backlog per asset class is shown in the following table.

<b>Estimated cost to satisfactory</b>	<b>Backlog (\$,000)</b>	<b>Backlog ratio % (backlog / WDV)</b>
Buildings and Other Structures	\$1,162	5.7%
Roads and Stormwater	\$2,115	1.3%
Water and Sewer	\$990	2.4%
Combined	\$4,267	1.9%

Asset Condition

Asset condition data shows that most of Council's assets are in good condition, except for 11.4% of Council's water supply assets which are currently in condition 4 (poor). The reliability of Council's condition data is considered overall to be reliable. Details of Council's current asset condition are shown in the table below. The condition is represented as a percentage of the replacement cost of Council's three asset classes as well as shown as combined.

<b>Asset class</b>	<b>Asset condition (% of CRC)</b>				
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Buildings and Other Structures	60.1%	60.1%	16.9%	1.9%	0.0%
Roads and Stormwater	38.6%	14.5%	42.0%	3.4%	1.6%
Water and Sewer	21.6%	45.4%	24.8%	8.2%	0.1%
Combined	37.8%	21.9%	35.1%	4.2%	1.0%

Expenditure and reporting

The average capital and maintenance expenditure on Council assets over the ten-year forecast period is approximately \$9.9million per year. This compares to the



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expenditure which is required to maintain, operate, and renew the asset network as required, being \$10.2 million per year.

While this result shows a funding shortfall over a ten-year forecasting period, this mainly as a result of a new water treatment plant planned to be constructed in 2023/24 estimated to create assets to the value of \$16.5 million. The impact of this expenditure is an additional \$500,000 per year in annual depreciation and ongoing maintenance costs.

All other asset classes appear to be allocating at or near the required expenditure required to maintain own and operate the asset base over the period of the plan and strategy.

### 3 Workforce Management Plan

Workforce planning will help to ensure that the community's strategic goals – as expressed in the Community Strategic Plan – can be met.

An effective workforce strategy aims to provide Council with the people best able to inform its strategic direction, develop innovative approaches to complex issues and deliver appropriate services effectively and efficiently.

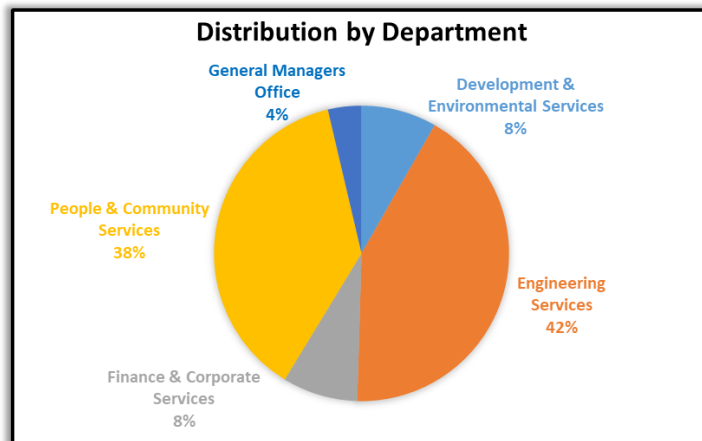
By approaching workforce planning in a strategic way a number of aims and statutory requirements can be addressed in a single process including EEO management planning. Issues to be addressed include skills shortages, ageing workforce and succession planning.

Strategic issues to consider when developing the council's Workforce strategy include the analysis of the Council's workforce requirements based on the commitments in the Community Strategic Plan and Delivery Program, developing an appropriate workforce structure to meet those objectives, strengthening the council's workplace governance, and supporting and developing the council's staff.

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Key points from the Workforce Management Plan include the following:

- Employee Distribution by Department



- Age - workforce demographics shows that approximately 47% of personnel are in the “40 years and under” category, 53% being in the “41 years and Over” Category. This has shown a 2% increase in the under 40 category in comparison to our last workforce plan statistics.
- Gender - our workforce overall is evenly split by gender with 50.5% of our total workforce being female, and 49.5% male. This is an increase from our last statistics in 2017 where females comprised of 43% of employees. These statistics are reflected in our supervisory positions with females making up 45% of Bogan Shire Council supervisors and managers and 75% of our directors.
- Attraction - the main reasons employees were drawn to work at Bogan Shire include Job Opportunity, Job Security and Work/Life Balance, these results are consistent with our last survey conducted in 2017.
- Retention - the best aspects of working for Council were similar and included Work Life Balance, Job Satisfaction and Work Colleagues. In summary of identified needs, our workforce strategies will include:
  - Attraction & Retention
  - Youth Recruitment
  - Training Opportunities
  - Recruitment & Onboarding



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**3.4 Attachments**

1. Long Term Financial Plan
2. Strategic Asset Management Plan – included in mailout
3. Workforce Management Plan

Attachment 2 has been included in the mailout to Councillors and is available on Council's web site or on request at the Council Chambers.

**3.5 Recommendation**

That the draft 2022/32 Resourcing Strategy be considered and adopted.

**Derek Francis  
General Manager**

## REPORT TO ORDINARY MEETING OF COUNCIL – DIRECTOR PEOPLE AND COMMUNITY SERVICES

### Mayor and Councillors

The following reports are submitted for consideration:-

#### 1 LIBRARY REPORT

##### **Summary:**

*The purpose of this report is to provide Council with information both statistical and informative in regards to the Library's function.*

##### **1.1 Introduction**

The purpose of this report is to provide Council with information both statistical and informative in regards to the Library's function.

##### **1.2 Discussion**

Over the past 3 months the Library held:

- Eight craft mornings over the holidays attended by 103 children and 28 parents/carers. Attendees decorated calendars, made tie dye tote bags, played with play dough, created string art paintings, Australia Day crafts and polymer clay earrings and keychains.
- The Summer Reading Challenge
- "Library Lovers Day" in mid-February with a draw for a hamper of chocolates
- Weekly Story Time sessions on Tuesdays for pre-schoolers not attending ELC or Preschool which have been well attended.

On Wednesdays library staff go to the ELC to provide Story Time and craft sessions. This ensures that young children still have access to Library activities.

The North Western Library held its AGM meeting on 2 March 2022 with Bogan Shire hosting the meeting this year. Reports were given by the North Western Library Manager, Pam Kelly, and each Shire Librarian. Councillor Gail Babbage was voted in as Chair Person for 2022. The Financial Statement was delivered, with Council contributions for the 2021/2022 period as follows: Operational Expenses: \$25,885 Management and Administration: \$12,146 Computer Software Maintenance: \$13,043 Technical Support Officer: \$8,830 Freight on Stock rotation: \$771 Total: \$60,675. IPART has determined the rate-pegging increase for 2022/23 at 0.7% which would equate to an increase of \$425.00 in the overall per Council contribution.

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The Library Team Leader attended the North Western Librarian's meeting on 24 March at Warren where continued funding for eBooks was discussed. The North Western Library is looking at funding Amplify which will convert audio recording to script. This will be useful when gathering information on local history.

Staff have carried out the annual cull of out of date books to make way for incoming stock. Council has tried to sell as many of the old books as possible with 20 remaining boxes of books being taken to the Nyngan Show for a free book stall.

The Library will be closed to the public from Tuesday 14 to Friday 17 June for the upcoming bi-annual stock rotation. The closure will be communicated through Council's Facebook page and the Council Column.

Statistics

Statistics for the past quarter dating from 01.01.22 to 31.03.22 are as follows with a comparison of the previous year figures for the same period. Membership figures have remained relatively stable even after a system audit and clean-up of non-active members conducted by North Western Library.

<b>January 1<sup>st</sup> – March 31<sup>st</sup>, 2021</b>		<b>January 1<sup>st</sup> – March 31<sup>st</sup>, 2022</b>	
<b>Adult Fiction</b>	<b>329</b>	<b>Adult Fiction</b>	<b>666</b>
<b>Western Fiction</b>	<b>13</b>	<b>Western Fiction</b>	<b>58</b>
<b>Large Print</b>	<b>148</b>	<b>Large Print</b>	<b>200</b>
<b>Magazines</b>	<b>84</b>	<b>Magazines</b>	<b>206</b>
<b>Adult Non Fiction</b>	<b>63</b>	<b>Adult Non Fiction</b>	<b>110</b>
<b>Talking Books</b>	<b>98</b>	<b>Talking Books</b>	<b>134</b>
<b>Inter Library TBs</b>	<b>0</b>	<b>Inter Library TBs</b>	<b>0</b>
<b>Junior Fiction</b>	<b>72</b>	<b>Junior Fiction</b>	<b>56</b>
<b>Junior Non Fiction</b>	<b>9</b>	<b>Junior Non Fiction</b>	<b>2</b>
<b>Easy &amp; Easy2 &amp; RR</b>	<b>245</b>	<b>Easy &amp; Easy2 &amp; RR</b>	<b>326</b>
<b>Toys</b>	<b>0</b>	<b>Toys</b>	<b>0</b>
<b>Stories are Magic</b>	<b>0</b>	<b>Stories are Magic</b>	<b>6</b>
<b>Junior Talking Books</b>	<b>0</b>	<b>Junior Talking Books</b>	<b>0</b>
<b>Young Adult Fiction</b>	<b>10</b>	<b>Young Adult Fiction</b>	<b>7</b>
<b>Equipment</b>	<b>1</b>	<b>Equipment</b>	<b>2</b>
<b>DVD's</b>	<b>107</b>	<b>DVD's</b>	<b>58</b>
<b>TOTAL ISSUES</b>	<b>1,179</b>	<b>TOTAL ISSUES</b>	<b>1,831</b>
<b>TOTAL MEMBERS</b>	<b>1,099</b>	<b>TOTAL MEMBERS</b>	<b>1,154</b>
<b>New Members</b>	<b>24</b>	<b>New Members</b>	<b>16</b>
<b>Internet Usage</b>	<b>500</b>	<b>Internet Usage</b>	<b>367</b>
<b>IT Help</b>	<b>58</b>	<b>IT Help</b>	<b>15</b>
<b>Wi-Fi</b>	<b>5</b>	<b>Wi-Fi</b>	<b>13</b>
<b>People counter</b>	<b>1,240</b>	<b>People counter</b>	<b>954</b>
<b>Reference Inquiries</b>	<b>40</b>	<b>Reference Inquiries</b>	<b>20</b>

Note: This report includes reference inquiries (searching for customer's requests), Wi-Fi usage and IT Help, which staff give to computer users. These figures have been added to show the hands on help staff provide to customers. Internet usage is measured in half hour bookings.

### 1.3 Recommendation

That the Library report be received and noted.

## 2 NYNGAN'S BIG BOGAN FESTIVAL

### **Summary:-**

*The purpose of this report is to confirm Council's intention to host a Big Bogan Community Festival and to make recommendations for the Festival to enable a grant application to be submitted.*

### 2.1 Introduction

The purpose of this report is to confirm Council's intention to host a Big Bogan Community Festival and to make recommendations for the Festival to enable a grant application to be submitted.

### 2.2 Background

At its meeting held on 29 April 2022, Council considered a letter from the NSW Deputy Premier announcing Council's eligibility for a grant from the Reconnecting Regional NSW - Community Events Program to deliver community events and festivals.

Council resolved (096/2022) that the General Manager provides a report to the May Council Meeting on a Big Bogan themed community festival.

### 2.3 Discussion

At the April Council meeting, several ideas for a community festival were discussed. Since then, Council staff have explored various options and obtained indicative pricing for a headline country music act.

Based on this, the following are proposed as the most appealing and practical arrangements:

- Host Nyngan's Big Bogan Festival between October and November 2022
- The Festival be centred around Larkin Oval precinct and includes the area around the Big Bogan at Teamsters Rest

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- Depending on demand, includes the closure of Tabratong Street between the Medical Centre and Nyngan Pool
- A part time event coordinator will be required
- Includes a headline country music act for entertainment in the evening together with supporting entertainment throughout the day
- Encourages participation from all local artists, entertainers, community groups and business owners in holding market stalls, food stalls or sideline events / activities, and
- Interested Bogan Shire community members be invited to participate in a committee / working group to generate ideas for the Festival as well as to help promote and organise the events / activities / stalls.

## **2.4 Recommendation**

That:

1. Bogan Shire Council applies for funding from the Reconnecting Regional NSW – Community Events Program grant to host Nyngan's Big Bogan Festival to be held between October and November 2022.
2. The Festival be centred around Larkin Oval precinct, includes the area around the Big Bogan at Teamsters Rest and, depending on demand, the closure of Tabratong Street between the Medical Centre and Nyngan Pool.
3. The General Manager appoints a part time event coordinator for the Festival,
4. The Festival includes a headline country music act for entertainment in the evening together with supporting entertainment throughout the day.
5. The Festival seeks to encourage participation from all local artists, entertainers, community groups and business owners.
6. Interested Bogan Shire community members be invited to participate in a committee / working group.

**Debb Wood**  
**Director People and Community Services**



## REPORT TO THE ORDINARY MEETING OF COUNCIL – DIRECTOR OF FINANCE AND CORPORATE SERVICES

### Mayor and Councillors

The following reports are submitted for consideration:

#### 1 INVESTMENTS APRIL 2022

##### **Summary:**

*The report is to outline the performance of Council's Investment Portfolio for the month of April 2022.*

*At the 30 April 2022 Council had \$14.2 million invested. There has been an increase of 1.3 million due to receiving 75% of the 2022/2023 Financial Assistance Grant payment in advance.*

#### 1.1 Introduction

The purpose of this report is to outline the performance of Council's investment portfolio for the month of April 2022.

#### 1.2 Background

In accordance with Clause 212 of the Local Government (General) Regulation 2005 a report must be presented to the Council setting out details of all the money that the Council has invested under section 625 of the Act.

#### 1.3 Discussion

The Investment Report for April 2022 is shown below. At the 30 April 2022 Council had \$14.2 million invested. There has been an increase of 1.3 million due to receiving 75% of the 2022/2023 Financial Assistance Grant payment in advance.

Consideration of this report means that Council is complying with the Local Government (General) Regulation 2005.

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**Investment Movements for April 2022**

It is hereby certified that these investments have been made in accordance with the Local Government Act 1993 and the Regulations thereto.

Bogan Shire - Investment movements						
REF	Source	Maturity	Days	% rate	Bal Mar 22	Bal Apr 22
320456998	NAB	03/03/2023	365	0.95%	2,800,000.00	2,800,000.00
9737369	Westpac	17/02/2023	365	0.950%	2,000,000.00	2,000,000.00
6894	NAB - Professional Funds	At Call		0.500%	8,073,908.34	9,423,102.00
	Balance securities held				<b>12,873,908.34</b>	<b>14,223,102.00</b>
	Balance Ledger 19010.8200.8200				<b>12,873,908.34</b>	<b>14,223,102.00</b>
	<b>Summary by institution</b>					
	WESTPAC				2,000,000.00	2,000,000.00
	NAB				10,873,908.34	12,223,102.00
					<b>12,873,908.34</b>	<b>14,233,102.00</b>

**1.4 Recommendation**

That the Investments Report be received and noted.

## 2 SUMMARY OF RATE & ANNUAL CHARGES COLLECTION

### **Summary:**

*The report is to provide a comparison of rate collections as at 30 April 2022, with the same period last year.*

*Total arrears have decreased from \$792,067 as at 30 April 2021 to \$669,240 as at 30 April this year.*

### 2.1 Introduction

The purpose of this report is to provide a comparison of rate collections as at 30 April, 2022, with the same period last year.

### 2.2 Discussion

This report is provided for the information of Councillors.

<b>Rate Collections</b>	<b>2021-2022</b>	<b>2020-2021</b>
Arrears Prior to 01/07/2021	516,088	513,445
First Instalment in arrears as at 30/4/2022	6,037	25,352
Second Instalment in arrears as at 30/4/2022	60,447	103,745
Third Instalment in arrears as at 30/4/2022	86,668	149,525
Fourth Instalment Outstanding as at 30/4/2022	942,657	958,853
<b>Total Arrears</b>	<b>669,240</b>	<b>792,067</b>
<b>Total Outstanding</b>	<b>1,611,897</b>	<b>1,750,920</b>
<b>Monthly Transactions</b>		
Amount Levied & B/Fwd	<b>5,867,648</b>	<b>6,046,697</b>
Add: Adjustments	36,869	17,237
Less: Payments to end of April	-4,212,930	-4,230,483
Less: Rebates	-79,690	-82,531
Add: Postponed	0	0
<b>Gross Total Balance</b>	<b>1,611,897</b>	<b>1,750,920</b>
<b>Arrears of total amount levied %</b>	11%	13%



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Total arrears have decreased from \$792,067 at the 30th April 2021 to \$669,240 as at 30th April this year.

Each instalment amounts to approximately \$1,512,000  
(Total Rates, Waste, Water & Sewer Access Charges)

As at the 30th April 2022 Council had collected \$17,553 less than at the same time last year, an additional \$118,184 had been collected at the time of writing this report, making the total collected year to date \$4,348,667.

0.4% of rates were unpaid on the first instalment.

3.9% of rates were unpaid on the second instalment.

5.7% of rates were unpaid on the third instalment.

The final instalment of rates for 2021/2022 is due and payable on the 31st May 2022.

### **2.3 Recommendation**

That the Rates and Annual Charges collection report be received and noted.

### 3 THIRD QUARTER 2021/2022 BUDGET REVIEW

**Summary:**

*Council remains in a sound financial position and is broadly on budget.*

*Cash Balance is strong and expected to stay strong over the next two months due to the 75% payment of the Financial Assistance Grant in advance.*

#### 3.1 Introduction

The purpose of this report is twofold:

1. To review actual performance against budget for the first nine months of the 2021/2022 financial year up to 31 March 2022.
2. To adjust the budget in response to changes in the financial landscape and changes to Council's corporate goals.

#### 3.2 Background

Clause 203 (1) of the Local Government (General) Regulation 2005 requires that Council complete a budget review within 2 months of the end of each quarter. More importantly the review should be completed to enable good financial management of Council's resources.

Referring to Appendix A, the Projected Year End Result has been adjusted to allow for third quarter recommended changes. The third quarter changes are shown in a separate column and discussed below and need to be considered at this meeting. A copy of the updated Capital Budget is shown in Appendix D.

The figures in the Projected Year End Result column are the estimate of income and expenditure at the end of the financial year. It is the sum of the originally adopted budget for 2021/2022, plus or minus approved changes made at the first and second quarter review, plus or minus recommended changes at this third quarter budget review.

#### 3.3 Discussion

##### Performance Against Budget

The year to date performance against budget still shows a \$252,500 change to the original projected balance. Net unfavourable adjustments for the March 2022 quarter total \$76,856. An amount of \$13,144 was identified as savings in Environmental Services consultants costs that would have brought the General Fund budget back to a surplus instead of a deficit however an additional amount of \$90,000 has had to be added to Community Capital works to fund the upgrade to the sub-station (Essential Energy Infrastructure) to service the Bogan Shire Youth and Community Centre as the electrical company will not cover these costs and they are not eligible

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for LRCI funding. Council originally budgeted for a cash surplus of \$402,019 overall after transferring amounts from cash reserves of \$439,290 in the General Fund and \$310,873 in the Sewer Fund. Changes to the budget now show a cash surplus of \$149,519 across all funds.

The general fund now shows a cash surplus of \$117,094 and after the plant fund is attributed its profit the General Fund now shows deficit of \$90,000. It should be noted that the plant fund surplus of \$207,094 can only be used for these purposes.

All budget changes for this quarter, except the \$90,000 for the sub-station upgrade, have been offset against changes in other areas. As there are only seven weeks remaining in this financial year additional savings could be found at the end of the year to fund the \$90,000 but this cannot be guaranteed at this stage.

The Water Fund and Sewer Fund have both had no changes in this Budget Review.

The state of the individual funds is shown in Appendix C:

As always Councillors and staff need to be aware of decisions and their impact on Councils budget. It is important that corresponding savings are found when making decisions on additional spending outside the current budget. This is particularly important as Council started the 2021/2022 year with a budget deficit and used cash reserves to fund the budget so if savings cannot be found then cash reserves will only decrease further.

Equally important is the ongoing costs of new infrastructure projects to ensure these are considered when approving budgets as these are not covered by the Grant Funding and can be quite significant and effect Councils future operating budgets.

The third quarter adjustments are divided into favourable and unfavourable and explained below:

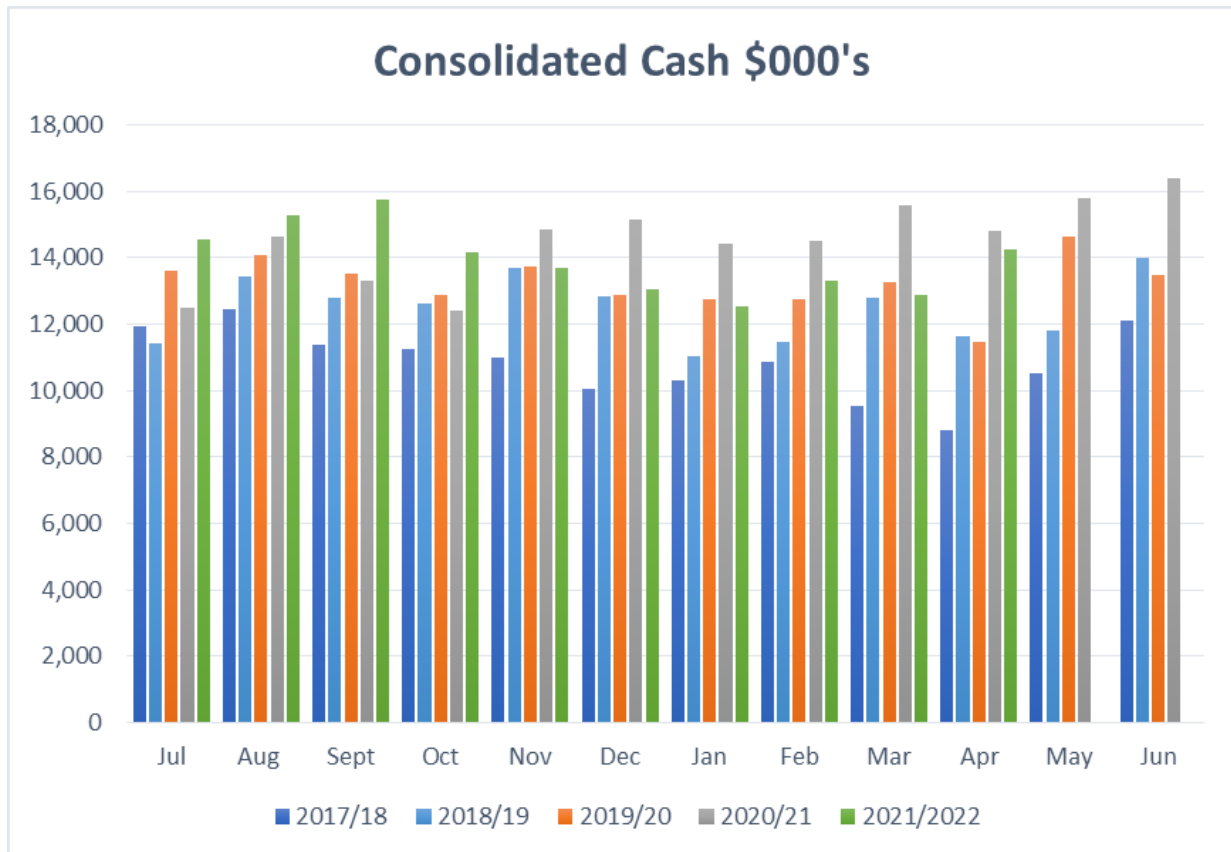
Favourable adjustments are where Council has found that it is going to get more income than budgeted or expects to spend less than originally budgeted. Unfavourable adjustments are the reverse. These are where the program is going to cost more than originally budgeted or income is going to be less or Council has resolved to spend additional funds to the original budget. The budget is therefore adjusted accordingly to reflect these changes.

These changes have been summarised in Appendix B.

### Cash

Council is holding significant cash balances at the moment and the cash balance has increased since the last review due to a 75% advance payment of the Financial Assistance Grant for 2022/2023.

**Finance and Corporate Services' Report to the Ordinary Meeting of Bogan Shire Council  
held on 26 May 2022**



Consulting and Legal Expenses

The budgeted and actual spending on consultants and legal expenses is shown below. The consultancy expenditure has been spent on Library, Medical Centre, Engineering Services, Environmental Services, Economic Development, IT Services, Water and Sewer services.

<b>CONSULTING &amp; LEGAL EXPENSES</b>			
<b>Expense</b>	<b>Budget \$</b>	<b>Expenditure YTD \$</b>	<b>Revised</b>
Consultancies	607,470	300,757	590,514
Legal	46,717	9,352	46,867

**Finance and Corporate Services' Report to the Ordinary Meeting of Bogan Shire Council  
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The following statement is made in accordance with Clause 203(2) of the Local Government (General) Regulations 2005.

It is my opinion that the Quarterly Budget Review Statement for Bogan Shire Council for the quarter ended 31/3/2022 indicates that Council's projected financial position at 30/6/22 will be *satisfactory* at year end, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.

A handwritten signature in black ink that reads "Stephanie Waterhouse". The signature is written in a cursive, flowing style.

Signed: \_\_\_\_\_ date: 11/05/2022

Stephanie Waterhouse

Responsible Accounting Officer, Bogan Shire Council

### **3.4 Recommendation**

1. That this report be received and noted.
2. That Council adopts the budget amendments shown on the Budget Review Statement (Appendix A) for the 2021/2022 Operating and Capital Budgets.

Attachments:

Appendix A – 2021/2022 Third Quarter Budget Review Summary

Appendix B – 2021/2022 Budget Review Statement of Adjustments

Appendix C – 2021/2022 Cash Position of Funds Projected Operating Result

Appendix D – 2021/2022 Capital Budget Updated

**Stephanie Waterhouse**  
**Director of Finance and Corporate Services**





Engineering Services' Report to the Ordinary Meeting of Bogan Shire Council  
held on 26 May 2022

**REPORT TO THE ORDINARY MEETING OF COUNCIL – DIRECTOR OF  
ENGINEERING SERVICES**

**Mayor and Councillors**

I submit the following report for consideration:

**1 DEPARTMENTAL ACTIVITY REPORT**

***Summary:***

*The purpose of this report is to provide Council with information that is both statistical and informative in regards to the activities of the Engineering Services Department.*

**1.1 Introduction**

The purpose of this report is to provide Council with information that is both statistical and informative in regards to the activities of the Engineering Services Department.

**1.2 Background**

A regular activity report is provided for the information of Councillors.

**Engineering Services' Report to the Ordinary Meeting of Bogan Shire Council  
held on 26 May 2022**

### 1.3 Discussion

#### Roads

Road work undertaken for the reporting period 16 April 2022, to the 13 May 2022 consisted of the following:

No.	Name	Comments
	Local Roads	
25	Merryanbone Road	Flood damage repairs continuing
92	Colane Road	1km of construction completed Patch grading of rough section completed
86	Neeroc Road	Resheeting continuing
21	Gongolgon Road	Maintenance flood damage repairs continuing
19	Cooneybar Road	Flood damage repairs commenced Redundant grid removal in progress
11	Honeybugle Road	Maintenance grading completed
20	Murrawombie Road	Resheeting completed
5	Piesley Road	Flood damage repairs completed
	Rural Roads	Slashing of roadside continuing

	Regional Roads	
7514	Cockies Road	Flood damage repairs and maintenance continuing
	State Highways	
HW7	Mitchell Highway	Mulla Road rehabilitation continuing
HW7	Mitchell Highway	Tree trimming continuing
HW7	Mitchell Highway	Mulga Shoulder Widening Project continuing

Council's jet patching truck has completed work on the following roads:

- Nyngan Town Streets
- Yarrandale Road
- Hermidale Nymagee Road

**Engineering Services' Report to the Ordinary Meeting of Bogan Shire Council  
held on 26 May 2022**

The upcoming works program for Council's Rural Works teams includes, but not limited to the following works:

- Commencing, or continuing maintenance grading, re-sheeting, or flood damage repairs of the following roads: Warrah Road, Gongolgon Road, Merryanbone Road, Cooneybar Road, and Elmore Road.
- Commencing the resurfacing of the Pangee Street.
- Continuing 12km of shoulder widening of the Mitchell Highway near Byrock.
- Commencing construction, and sealing of 900m of Mulla Road.
- Commencing construction, and sealing of Cobar Street into Jack Hargreave's Park.
- Commencing installation of pipe culverts as part of the Yarran Hut Shoulder Widening Project Mitchell Highway.

### **Works and Services**

The work undertaken during this reporting period consisted of the following:

#### **Civil Works**

- Installed riser on sewer manhole in Pangee Street in preparation for asphalt application.
- Footpath replacement in Nymagee Street between Dandaloo & Tabratong completed (Contractors).
- Replaced damaged signs at Pangee & Dandaloo Street intersection.
- Commenced plasterboard lining of Girilambone railway station (Contractors).
- Carried out repairs of garden bed concrete edging in Pangee Street.
- Carried out ongoing repairs to pavers in Pangee Street.
- Replaced chains on pony club horse stalls at showground.
- Construction of welding workshop extension commenced.
- Replaced damaged bollards at Medical Centre.
- Carried out works on drainage at Girilambone Railway Station
- Erected new fence entrance to showground & racecourse entrance (Contractors).
- Carried out annual pre-show maintenance on all showground toilet & shower blocks.

**Engineering Services' Report to the Ordinary Meeting of Bogan Shire Council  
held on 26 May 2022**

**Community Facilities**

- Mowing and maintenance of ovals, reserves and highway approaches to Nyngan.
- Cleaning of town facilities.
- Cleaning and sweeping of the Nyngan CBD.
- Cleaning and maintenance of town streets and nature strips.
- Cleaning of town streets gutters and culverts.
- Preparing showground & facilities for annual show.
- Weed spraying lane ways and culverts (ongoing).

**Water & Wastewater**

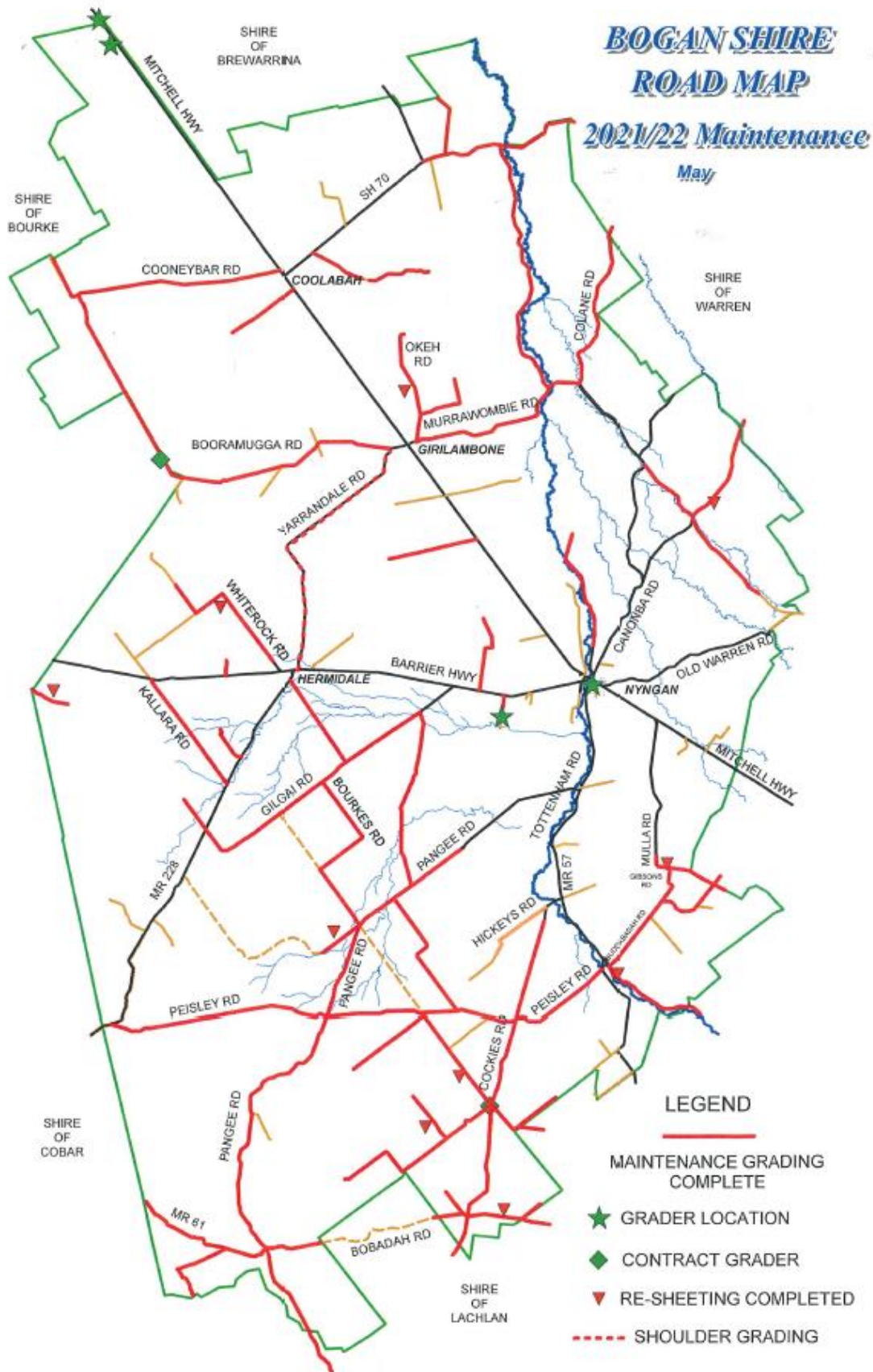
- Weeds spraying & slashing carried out APC (ongoing).
- Installed new water standpipe at Girilambone.
- Albert Priest Channel shut down 30/4/22 due to natural flow in Bogan River.
- Replaced water service at 52 Nymagee Street.
- Replaced discharge pipes at No 4 Sewer pump Station (Contractors).
- Leak detection commenced on town & Village water supplies by DPIE.
- Flushing of reticulation system being carried out (ongoing).

**1.4 Recommendation**

That the Engineering Departmental Report be received and noted.

**Graeme Bourke**  
**Director Engineering Services**

**Engineering Services' Report to the Ordinary Meeting of Bogan Shire Council  
held on 26 May 2022**



**Development and Environmental Services' Report to the Ordinary Meeting of Bogan Shire Council held on 26 May 2022**

**REPORT TO THE ORDINARY MEETING OF COUNCIL – DIRECTOR OF DEVELOPMENT & ENVIRONMENTAL SERVICES**

**Mayor and Councillors**

I submit the following report for consideration:-

**1 DEPARTMENTAL ACTIVITY REPORT**

**Summary:**

*The purpose of this report is to provide Council with information that is both statistical and informative in regards to the activities of the Development and Environmental Services Department.*

**1.1 Introduction**

The purpose of this report is to provide Council with information that is both statistical and informative in regards to the activities of the Development and Environmental Services Department.

**1.2 Background**

A regular activity report is provided for the information of Councillors.

**1.3 Discussion**

Development Application Statistics

Three applications require additional informational and one application was approved since Council’s meeting of 28 April 2022 as indicated in the table below:

DA NUMBER	APPLICANT	ADDRESS	DESCRIPTION	VALUE (\$)	PROGRESS
2021/019	Taylor Made Buildings Pty Ltd	4026 Cockies Road, Five Ways	New Transportable Dwelling	\$266,235	Additional Information Required
2021/020	Barnson Pty Ltd	8-10 Lawlor Street, Nyngan	New Concrete Batching Plant	\$300,000	Additional Information Required
2021/025	Mr BS Miles	214 Cooneybar Road, Coolabah	New Single Storey Dwelling	\$544,800	Additional Information Required
2022/002	Mr J Carter	‘Fairview’ Nyngan	New Single Storey Dwelling	\$660,000	Approved

**Development and Environmental Services' Report to the Ordinary Meeting of Bogan Shire Council held on 26 May 2022**

Included as Attachment 1 is statistical/historical information in relation to applications received including Development Applications, for information.

Council has taken a number of pre-Development Application enquiries since Council's meeting of 28 April 2022. Assistance continues to be provided to the community regarding lodgment of applications on the NSW Planning Portal.

**Waste Management**

Kerbside recycling continues to be transported to the Gilgandra Materials Recycling Facility for processing. The contamination rate for April was 22.39%.

The Household Chemical Cleanout supported by Netwaste was held Friday 6 May. Unfortunately this program was not well supported and received minimal participants despite the promotional efforts through television, radio, newspaper and Facebook.

The Nyngan Waste Facility continues to operate as normal. Statistics relating to the Council waste management functions are contained in Attachment 2.

**Compliance**

Compliance duties continued and are reflected in the statistics relating to these functions in Attachment 3.

**Biosecurity**

Biosecurity and Weed duties continued and are reflected in the statistics outlined in Attachment 3.

A report on Council's biosecurity responsibilities is being prepared for the June Council Meeting.

**Town Gardens**

Regular works and maintenance were carried out during the reporting period across all routine areas of responsibility with particular attention to high priority areas.

**1.4 Attachments**

1. Development Application Statistics
2. Waste Management Statistics.
3. Compliance and Biosecurity Statistics

**1.5 Recommendation**

That the Development and Environmental Services Departmental Activity Report be received and noted.

**Cathy Black**

**Director, Development and Environmental Services**

**Development and Environmental Services' Report to the Ordinary Meeting of Bogan Shire Council held on 26 May 2022**

Attachment 1

**Building and Statistical/Historical Information**

**Table 1: Building and Development**

	Application Type							Application Value
	Totals		Breakup					
	DA	CDC	Dwellings	Shed/Garage/ Patio/Awning	Pool	Sub-division	Other	
July 2021	5	-	2	2	-	-	1	\$ 800,620.00
August 2021	1	-	-	-	-	-	1	\$ 100,000.00
September 2021	2	-	1	-	-	-	1	\$ 566,200.00
October 2021	3	-	3	-	-	-	-	\$ 1,882,013.00
November 2021	1	-	1	-	-	-	-	\$ 544,800.00
December 2021	3	-	4	2	-	-	-	\$ 1,643,457.00
January 2022	1	-	-	-	-	-	1	\$ -
February 2022	1	-	-	-	1	-	-	\$ 36,000.00
March 2022	1	-	-	1	-	-	-	\$ 18,000.00
April 2022	-	-	-	-	-	-	-	\$ -
May 2022								
June 2022								
<b>Total 2021/22</b>	<b>18</b>	<b>0</b>	<b>11</b>	<b>5</b>	<b>1</b>	<b>0</b>	<b>4</b>	<b>\$ 5,591,090.00</b>
<b>Total 2020/21</b>	<b>34</b>	<b>3</b>	<b>5</b>	<b>14</b>	<b>3</b>	<b>5</b>	<b>9</b>	<b>\$ 4,107,610.00</b>
<b>Total 2019/20</b>	<b>24</b>	<b>0</b>	<b>0</b>	<b>10</b>	<b>1</b>	<b>3</b>	<b>10</b>	<b>\$ 11,294,300.00</b>



**Development and Environmental Services' Report to the Ordinary Meeting of Bogan Shire Council held on 26 May 2022**

Attachment 2

**Waste Management Statistics**

**Table 2: Kerbside Waste Collection**

	<b>No of Premises with Service</b>	<b>Services Provided (Bins Emptied)</b>	<b>Tonnes Collected</b>
July 2021	1,031	5,398	41.10
August 2021	1,031	6,883	94.50
September 2021	1,031	5,903	98.20
October 2021	1,031	6,061	96.10
November 2021	1,032	6,634	112.80
December 2021	1,035	5,627	102.30
January 2022	1,035	6,458	92.54
February 2022	1,035	5,297*	84.30
March 2022	1,035	6,125	96.20
April 2022	1,035	5,406	81.30
May 2022			
June 2022			
<b>Total 2021/22</b>	<b>1,035</b>	<b>54,495</b>	<b>899.34</b>
<b>Total 2020/21</b>	<b>1,029</b>	<b>N/A</b>	<b>302.10</b>

*Note1 –August figures are higher than usual due to temporary closure of Gilgandra MRF for two weeks of the reporting period.*

*Note 2- September figures are higher than usual due to temporary closure of Gilgandra MRF for the whole of the reporting period*

*Note 3 – February \* estimation due to technical issues.*

**Development and Environmental Services' Report to the Ordinary Meeting of Bogan Shire Council held on 26 May 2022**

**Table 3: Kerbside Recycling Collection**

	No of Premises with Service	Services Provided (Bins Emptied)	Tonnes Collected	Tonnes Recycled	% Contamination
July 2021	898	1,062	10.30	3.08	29.89
August 2021	898	158	5.20	1.54	29.60
September 2021	898	0.00	0.00	0.00	0.00
October 2021	898	902	8.80	6.2	29.5
November 2021	899	950	10.8	7.82	27.61
December 2021	902	840	6.2	5.24	15.52
January 2022	902	88	5.4	3.8	29
February 2022	902	862*	11.5	8.99	21.75
March 2022	902	915	14	12.75	8.9
April 2022	902	807	11.6	9.00	22.39
May 2022					
June 2022					
Total 2021/22	898	5,722	0.00	0	107.08
Total 2020/21	896	N/A	117.50	90.92	22.53

*Note 1 - August figures are lower than usual due to temporary closure of Gilgandra MRF for two weeks of the reporting period.*

*Note 2 - September figures are nil due to temporary closure of Gilgandra MRF for the whole of the reporting period.*

*Note 3 - October figures are lower than usual due to temporary closure of Gilgandra MRF for one week of the reporting period.*

*Note 4 - December recycling down due to closure of Gilgandra MRF 1/22/29 of December.*

*Note 5 -February \* estimation due to technical issues.*

**Development and Environmental Services' Report to the Ordinary Meeting of Bogan Shire Council held on 26 May 2022**

**Table 4: Nyngan Landfill - Disposal, Recycling and Resource Recovery**

	Mixed Waste (Tonnes)	Recoverable Materials (Tonnes)			Recyclable Materials (Tonnes)		
		Organic	Masonry	Soil	Paper / Cardboard	Metal / eWaste	Other
July 2021	112.97	100.47	36.00	-	4.14	12.67	0.80
August 2021	146.74	33.71	4.58	-	3.06	3.30	1.58
September 2021	146.54	17.76	21.60	-	4.32	6.53	0.93
October 2021	237.12	54.22	7.22	-	7.02	1.59	0.77
November 2021	165.75	49.65	1.00	-	2.22	4.14	1.07
December 2021	239.39	32.81	0.62	-	6.72	9.21	2.95
January 2022	177.91	132.54	0.62	-	7.38	6.60	1.40
February 2022	178.78	45.61	3.62	-	2.82	6.78	1.28
March 2022	153.21	49.10	2.00	-	5.46	8.75	0.80
April 2022	163.81	34.82	12.86	-	5.16	4.25	1.34
May 2022							
June 2022							
<b>Total 2021/22</b>	<b>1,722.22</b>	<b>550.69</b>	<b>90.12</b>	<b>-</b>	<b>48.30</b>	<b>63.82</b>	<b>12.91</b>
<b>Total 2020/21</b>	<b>1,921.52</b>	<b>680.78</b>	<b>452.54</b>	<b>-</b>	<b>56.28</b>	<b>78.96</b>	<b>34.84</b>

**Development and Environmental Services' Report to the Ordinary Meeting of Bogan Shire Council held on 26 May 2022**

**Table 5: Vouchers and Expected Resource Recovery**

	Vouchers			Out for Recycling / Recovery			
	No Issued	No Redeemed	Value Redeemed	Metal / eWaste	Mattresses	Tyres	Other
July 2021		312	\$ 12,113	-	5.26	-	-
August 2021		489	\$ 7,446	-	-	-	-
September 2021		423	\$ 9,557	-	4.68	3.86	-
October 2021		1,053	\$ 13,694	-	-	-	-
November 2021		939	\$ 9,086	-	-	-	-
December 2021		1,605	\$ 13,178	-	-	-	-
January 2022		1,668	\$ 18,219	-	3.38	-	-
February 2022		1,402	\$ 14,752	-	-	-	-
March 2022		1,096	\$ 10,387	153.78	-	-	-
April 2022		1,177	\$ 12,155	-	-	-	0.05
May 2022							
June 2022							
<b>Total 2021/22</b>	<b>14,604</b>	<b>10,164</b>	<b>\$ 120,587</b>	<b>153.78</b>	<b>13.32</b>	<b>3.86</b>	<b>0.05</b>
<b>Total 2020/21</b>	<b>N/A</b>	<b>4,015</b>	<b>N/A</b>	<b>185.54</b>	<b>16.68</b>	<b>7.52</b>	<b>-</b>

**Development and Environmental Services' Report to the Ordinary Meeting of Bogan Shire Council held on 26 May 2022**

Attachment 3

**Compliance and Biosecurity Statistics**

**Table 6: Compliance**

	Animals Impounded	Animals Released		Complaints/Enquires
		To Owner	Rehomed	
July 2021	2	3	4	16
August 2021	4	2	2	10
September 2021	3	1	4	14
October 2021	6	0	6	11
November 2021	4	3	1	12
December 2021	4	3	1	10
January 2022	6	2	4	8
February 2022	8	3	1	29
March 2022	9	3	5	15
April 2022	6	4	2	20
May 2022				
June 2022				
<b>Total 2021/22</b>	<b>52</b>	<b>24</b>	<b>30</b>	<b>145</b>

*Note - Includes dog, cat, straying stock, dead animals, and general matters*

**Development and Environmental Services' Report to the Ordinary Meeting of Bogan Shire Council held on 26 May 2022**

**Table 7: Biosecurity**

	Inspections (Weeds Action Program)					Weed Control Spraying
	Private Land	Council Land	Roads (Km)	Waterways	Rail (Km)	
July 2021	14	6	715	1	-	25
August 2021	3	-	535	3	-	18
September 2021	9	-	143	-	25	-
October 2021	10	2	336	-	52	16
November 2021	12	-	448	1	-	17
December 2021	9	-	104	-	77	14
January 2022	11	2	90	1	-	12
February 2022	3	1	542	-	-	36
March 2022	1	3	572	1	-	23
April 2022	4		124			22
May 2022						
June 2022						
<b>Total 2021/22</b>	<b>76</b>	<b>14</b>	<b>3,609</b>	<b>7</b>	<b>154</b>	<b>183</b>



Precis of Correspondence to the Ordinary Meeting of Bogan Shire Council  
held on 26 May 2022

## PRECIS OF CORRESPONDENCE

### 1 NSW GOVERNMENT EDUCATION – SCHOOL INFRASTRUCTURE

Attached is correspondence received from NSW Government Education, School Infrastructure

**1.1 Recommendation:** Correspondence be received and noted.

### 2 HOLLY ROBB

Attached is a copy of correspondence received from Holly Robb.

General Managers Note: The General Manager has been advised that the Bogan Shire Youth Youth and Community Centre electrical sub-station upgrade is not eligible for LRCI funding. As a consequence, more LRCI funds have been allocated to the Nyngan Tennis Courts, bringing the total for the courts to \$102,248. Council has been informed of a further LRCI allocation which could be put towards the tennis courts if required.

**2.1 Recommendation:** Correspondence be received and noted.

Precis of Correspondence to the Ordinary Meeting of Bogan Shire Council  
held on 26 May 2022



Mrs Deb Wood  
Director, People and Community Services  
Bogan Shire Council Nyngan

RML22/1270

[admin@bogan.nsw.gov.au](mailto:admin@bogan.nsw.gov.au)

Dear Mrs Wood

I write in response to your correspondence of 22 March 2022, to the Hon Sarah Mitchell MLC, Minister for Education and Early Learning, regarding before and after school care (BASC) in Nyngan. The Minister has asked me to respond on her behalf.

The NSW Government's \$235 million commitment to expand access BASC is continuing to roll-out across the State, including in the Nyngan area.

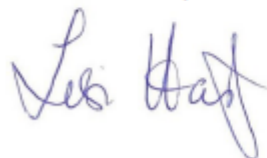
Thank you for drawing my attention to the situation at Nyngan Public School regarding access to before and after school care. The Department of Education understands the concerns from the Bogan Shire Council as an advocate for the local school community.

The Department's BASC Program team is liaising with the school principal to explore the feasibility of options to establish a service and make out of school hours care (OSHC) places available through innovative solutions. The Department expects to be in a position to confirm an initiative to support the creation of places for parents in the coming weeks.

The Nyngan school community will be updated and consulted as a priority as further information becomes available. The Department's BASC Program team will continue to work to improve access to care across the North Western NSW.

Should you require any further information or assistance, please contact Mr Anthony Futia, Director, Early Childhood Education, Canteens and Uniforms by email at [BASCreform@det.nsw.edu.au](mailto:BASCreform@det.nsw.edu.au).

Yours sincerely

A handwritten signature in blue ink that reads "Lisa Harrington".

Lisa Harrington  
**Executive Director, Business Enablement  
School Infrastructure NSW**  
3 May 2022



**Precis of Correspondence to the Ordinary Meeting of Bogan Shire Council  
held on 26 May 2022**

To Derek Francis  
General Manganer,

As a Bogan shire resident, I am writing to ask that on behalf of many parents/children in and around the Nyngan community that repair/maintenance to the tennis courts please be considered.

There is an obvious build-up of sand on the courts and the lines are starting to lift making it a trip hazard, also the nets all need replacing.

I recently held some coaching clinics at the courts with a coach from Warren and had so much interest that we had to turn children away.

It seems such a shame to let these courts be overlooked and I fear that if something is not done in the near future that the expense will increase.

Please as a paying shire resident that my request be taken into consideration.

Tennis is a great community sport that can be played by all ages and everyone in the town should have access to being able to play.

I find it frustrating that there is a brand-new community centre (which is fantastic) being built right next to a falling down asset which are the courts.

It is important to ensure that we keep the courts maintained to allow the community to access them in the future.

Can I please request this letter be put in the business paper.

Yours sincerely  
Holly Robb

<b>BOGAN SHIRE COUNCIL</b>	
<b>FILE</b>	<b>R/N</b>
27 APR 2022	
<b>ASSIGNEE</b>	





(Note: The cash position reflected takes into account cash transfers to and from Council's Reserves (Investments) to fund capital expenditure.)

	<u>General Fund</u> (Incorporating Waste and Plant)  (Columns A+B+C)	September Recommended Changes	General Fund Total Budget after First Quarter Changes	December Recommended Changes	General Fund Total Budget after Second Quarter Changes	March Recommended Changes	General Fund Total Budget after Third Quarter Changes
<b>1 General Fund</b>							
Operating Income	19,305,626	2,300,491	21,606,117	239,035	21,845,152	2,724,903	24,570,055
Less: Operating Expenditure	21,275,451	2,047,835	23,323,286	281,035	23,604,321	2,674,231	26,278,552
	- 1,969,825	252,656	- 1,717,169	- 42,000	- 1,759,169	50,672	- 1,708,497
Add back depreciation	3,398,800		3,398,800		3,398,800		3,398,800
<b>Cash from current year available to fund Capital</b>	<b>1,428,975</b>	<b>252,656</b>	<b>1,681,631</b>	<b>- 42,000</b>	<b>1,639,631</b>	<b>50,672</b>	<b>1,690,303</b>
Add Capital Grants to fund Capital Projects	1,061,524	849,900	1,911,424	5,362,588	7,274,012		7,274,012
Add Sale of Capital Plant Items	286,000		286,000		286,000		286,000
Less Gross Capital Spending as per Draft Capital Budget	2,857,484	1,073,700	3,931,184	5,362,588	9,293,772	127,528	9,421,300
Less loan repayments used to fund capital projects	151,211		151,211		151,211		151,211
	- 232,196		- 203,340		- 245,340		- 322,196
Transfer from loan funds	-	-	-	-	-	-	-
Transfer from unrestricted cash	439,290		439,290		439,290		439,290
<b>Cash Balance</b>	<b>207,094</b>	<b>28,856</b>	<b>235,950</b>	<b>- 42,000</b>	<b>193,950</b>	<b>- 76,856</b>	<b>117,094</b>
<b>2 Sewer Fund</b>	<u>Sewer Fund</u>	September Recommended Changes	<u>Sewer Fund</u>	December Recommended Changes	<u>Sewer Fund</u>	March Recommended Changes	<u>Sewer Fund</u>
Operating Income	547,439		547,439	5,818	553,257		553,257
Less: Operating Expenditure	714,312		714,312	5,818	720,130		720,130
	- 166,873		- 166,873		- 166,873		- 166,873
Add back depreciation	170,000		170,000		170,000		170,000
<b>Cash from current year available to fund Capital</b>	<b>3,127</b>		<b>3,127</b>		<b>3,127</b>		<b>3,127</b>
Gross Capital Spending as per Draft Capital Budget	314,000		314,000		314,000		314,000
Transfer In from Sewer Reserve	310,873		310,873		310,873		310,873
<b>Cash Balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>3 Water Fund</b>	<u>Water Fund</u>	September Recommended Changes	<u>Water Fund</u>	December Recommended Changes	<u>Water Fund</u>	March Recommended Changes	<u>Water Fund</u>
Operating Income	2,202,619		2,202,619		2,202,619		2,202,619
Less: Operating Expenditure	2,132,694	162,500	2,295,194		2,295,194		2,295,194
	69,925	- 162,500	- 92,575	-	- 92,575	-	- 92,575
Add back depreciation	540,000		540,000		540,000		540,000
<b>Cash from current year available to fund Capital</b>	<b>609,925</b>	<b>- 162,500</b>	<b>447,425</b>	<b>-</b>	<b>447,425</b>	<b>-</b>	<b>447,425</b>
Add Capital Grants to fund Capital Projects	-		-		-		-
Gross Capital Spending as per Draft Capital Budget	415,000		415,000		415,000		415,000
<b>Cash Balance</b>	<b>194,925</b>	<b>- 162,500</b>	<b>32,425</b>	<b>-</b>	<b>32,425</b>	<b>-</b>	<b>32,425</b>
<b>4 Consolidated</b>	<u>Consolidated</u>		<u>Consolidated</u>		<u>Consolidated</u>		<u>Consolidated</u>
Operating Income	22,055,684	2,300,491	24,356,175	239,035	24,595,210	2,724,903	27,320,113
Less: Operating Expenditure	24,122,457	2,210,335	26,332,792	281,035	26,613,827	2,674,231	29,288,058
	- 2,066,773	90,156	- 1,976,617	- 42,000	- 2,018,617	50,672	- 1,967,945
Add back depreciation	4,108,800		4,108,800		4,108,800		4,108,800
<b>Cash from current year available to fund Capital</b>	<b>2,042,027</b>	<b>90,156</b>	<b>2,132,183</b>	<b>- 42,000</b>	<b>2,090,183</b>	<b>50,672</b>	<b>2,140,855</b>
Add Capital Grants to fund Capital Projects	1,061,524	849,900	1,911,424	5,362,588	7,274,012		7,274,012
Add Sale of Plant	286,000		286,000		286,000		286,000
Gross Capital Spending as per Draft Capital Budget	3,586,484	1,073,700	4,660,184	5,362,588	10,022,772	127,528	10,150,300
Less loan repayments used to fund capital projects	151,211		151,211		151,211		151,211
Partial Use of 2018/19 Plant Fund Surplus	-		-		-		-
Transfer from Sewer Fund Reserve	310,873		310,873		310,873		310,873
Transfer from unrestricted cash	439,290		439,290		439,290		439,290
<b>Cash Balance</b>	<b>402,019</b>	<b>- 133,644</b>	<b>268,375</b>	<b>- 42,000</b>	<b>226,375</b>	<b>- 76,856</b>	<b>149,519</b>

Outcome	Full Year Original Budget	2021/22 Sep Approved Changes	September Revised Budget	2021/22 Dec Approved Changes	December Revised Budget	2021/22 Mar Recommended Changes	2021/22 Mar Projected Year End Result	YTD Actuals
<b>Grand Total</b>	<b>4,431,944</b>	<b>27,454,162</b>	<b>31,886,106</b>	<b>42,000</b>	<b>31,928,106</b>	<b>76,856</b>	<b>32,004,962</b>	<b>-119,882</b>
<b>Operating</b>	<b>2,066,773</b>	<b>450,115</b>	<b>2,516,888</b>	<b>42,000</b>	<b>2,558,888</b>	<b>-50,672</b>	<b>2,508,216</b>	<b>-1,073,374</b>
<b>Social</b>	<b>2,365,988</b>	<b>230,496</b>	<b>2,596,484</b>	<b>-15,897</b>	<b>2,580,587</b>	<b>-30,800</b>	<b>2,549,787</b>	<b>1,589,626</b>
Social & Cultural	120,246	18,022	138,268	-15,000	123,268	-10,000	113,268	50,594
Community Centres	1,049,230	13,600	1,062,830	-897	1,061,933	-15,000	1,046,933	678,696
Inclusive Communities	301,957	97,343	399,300	0	399,300	0	399,300	138,221
Education	1,800	0	1,800	0	1,800	0	1,800	1,800
Public Health	678,138	0	678,138	0	678,138	0	678,138	624,051
Emergency Services	214,617	101,531	316,148	0	316,148	-5,800	310,348	96,264
<b>Infrastructure</b>	<b>1,624,711</b>	<b>294,911</b>	<b>1,919,622</b>	<b>22,700</b>	<b>1,942,322</b>	<b>0</b>	<b>1,942,322</b>	<b>2,584,368</b>
Transport Networks	2,107,857	142,417	2,250,274	22,700	2,272,974	0	2,272,974	3,486,056
Plant System	-580,094	-10,006	-590,100	0	-590,100	0	-590,100	-1,080,320
Water	-69,925	162,500	92,575	0	92,575	0	92,575	8,099
Sewer	166,873	0	166,873	0	166,873	0	166,873	170,533
<b>Environmental</b>	<b>2,009,895</b>	<b>-51,583</b>	<b>1,958,312</b>	<b>-42,017</b>	<b>1,916,295</b>	<b>-25,672</b>	<b>1,890,623</b>	<b>1,372,204</b>
Built Environment	1,298,946	-51,583	1,247,363	0	1,247,363	0	1,247,363	1,222,716
Waste & Recycling	-90,184	0	-90,184	0	-90,184	0	-90,184	-298,677
Natural Environment	221,972	0	221,972	20,000	241,972	0	241,972	189,193
Health, Safety & Regulation	579,161	0	579,161	-62,017	517,144	-25,672	491,472	258,972
<b>Economic</b>	<b>201,988</b>	<b>5,500</b>	<b>207,488</b>	<b>25,790</b>	<b>233,278</b>	<b>0</b>	<b>233,278</b>	<b>191,061</b>
Local Industries and Business	56,464	2,500	58,964	23,527	82,491	0	82,491	75,567
Tourism	71,506	3,000	74,506	-527	73,979	0	73,979	55,885
Public Transport and Air Services	74,018	0	74,018	2,790	76,808	0	76,808	59,610
<b>Civic Leadership</b>	<b>-4,135,809</b>	<b>-29,209</b>	<b>-4,165,018</b>	<b>54,542</b>	<b>-4,110,476</b>	<b>8,800</b>	<b>-4,101,676</b>	<b>-6,717,544</b>
Leadership, Advocacy & Governance	746,135	0	746,135	3,714	749,849	262	750,111	578,654
Managing Our Business	-4,891,944	-29,209	-4,921,153	8,828	-4,912,325	2,738	-4,909,587	-7,349,536
Disaster Management	10,000	0	10,000	42,000	52,000	5,800	57,800	53,339
<b>Labour Overheads</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-3,118</b>	<b>-3,118</b>	<b>-3,000</b>	<b>-6,118</b>	<b>-93,088</b>
Labour Overheads System	0	0	0	-3,118	-3,118	-3,000	-6,118	-93,088
<b>Capital</b>	<b>2,365,171</b>	<b>27,004,047</b>	<b>29,369,218</b>	<b>0</b>	<b>29,369,218</b>	<b>127,528</b>	<b>29,496,746</b>	<b>953,492</b>
<b>Social</b>	<b>119,446</b>	<b>1,486,014</b>	<b>1,605,460</b>	<b>9,000</b>	<b>1,614,460</b>	<b>115,000</b>	<b>1,729,460</b>	<b>-1,019,517</b>
Social & Cultural	0	0	0	0	0	10,000	10,000	10,424
Community Centres	50,000	1,486,014	1,536,014	9,000	1,545,014	105,000	1,650,014	-124,739
Inclusive Communities	42,392	0	42,392	0	42,392	0	42,392	-932,257
Public Health	27,054	0	27,054	0	27,054	0	27,054	27,056
<b>Infrastructure</b>	<b>1,908,817</b>	<b>21,347,217</b>	<b>23,256,034</b>	<b>0</b>	<b>23,256,034</b>	<b>0</b>	<b>23,256,034</b>	<b>1,221,654</b>
Transport Networks	131,817	3,469,229	3,601,046	0	3,601,046	0	3,601,046	-310,641
Plant System	1,048,000	0	1,048,000	0	1,048,000	0	1,048,000	505,304
Water	415,000	17,867,988	18,282,988	0	18,282,988	0	18,282,988	1,000,729
Sewer	314,000	10,000	324,000	0	324,000	0	324,000	26,262
<b>Environmental</b>	<b>132,948</b>	<b>3,600,290</b>	<b>3,733,238</b>	<b>0</b>	<b>3,733,238</b>	<b>12,528</b>	<b>3,745,766</b>	<b>918,543</b>
Built Environment	86,917	3,394,263	3,481,180	0	3,481,180	12,528	3,493,708	1,002,454
Waste & Recycling	43,031	206,027	249,058	0	249,058	0	249,058	-85,109
Natural Environment	3,000	0	3,000	0	3,000	0	3,000	1,199
<b>Economic</b>	<b>50,000</b>	<b>523,757</b>	<b>573,757</b>	<b>-9,000</b>	<b>564,757</b>	<b>0</b>	<b>564,757</b>	<b>-189,515</b>
Local Industries and Business	24,000	93,504	117,504	-9,000	108,504	0	108,504	-128,551
Tourism	26,000	405,287	431,287	0	431,287	0	431,287	-70,255
Public Transport and Air Services	0	24,966	24,966	0	24,966	0	24,966	9,292
<b>Civic Leadership</b>	<b>153,960</b>	<b>46,769</b>	<b>200,729</b>	<b>0</b>	<b>200,729</b>	<b>0</b>	<b>200,729</b>	<b>22,326</b>
Leadership, Advocacy & Governance	0	0	0	0	0	0	0	0
Managing Our Business	93,960	46,769	140,729	0	140,729	0	140,729	75,796
Disaster Management	60,000	0	60,000	0	60,000	0	60,000	-53,470

OPERATING BUDGET	March Budget Review Statement of Adjustments 2021/2022				APPENDIX B
	Favourable	Unfavourable	Neutral Transfers	Impact on Surplus/Deficit	Notes
	- 76,444	25,772	-	- 50,672	
<b>1 Social</b>	<b>- 40,800</b>	<b>10,000</b>	<b>-</b>	<b>- 30,800</b>	
Revenue					
Social and Cultural	-20000			- 20,000	Autumn Holiday and Summer Holiday Break Grants (\$10,000 each)
Parks & Reserves	-15000			- 15,000	Contribution from Nyngan Show Society to build shelters over grandstand seating at Showground
Expenditure					
Social & Cultural		10000		10,000	Autumn Holiday Break Grant Expenditure
Parks & Reserves	5,800			5,800	Fire Services Levy savings used to fund additional covid 19 expenditure
<b>2 Infrastructure</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
Revenue					
Expenditure					
<b>3 Environmental</b>	<b>- 35,644</b>	<b>9,972</b>	<b>-</b>	<b>- 25,672</b>	
Revenue					
Health, Safety & Regulation			1,500	-	Donation from RSL Fishing Club for fingerlings
Compliance Management	22,500			22,500	Recovery of Debt for house demolition
Expenditure					
Compliance Management		9,972		9,972	Costs recovered for demolition of derelict properties
Health, Safety & Regulation			1,500	-	Expenditure added for fingerlings
Health, Safety & Regulation	13,144			13,144	Savings identified on consultants
<b>4 Economic</b>	<b>-</b>	<b>5,800</b>	<b>-</b>	<b>5,800</b>	
Revenue					
Expenditure					
Disaster Management		5,800		5,800	Additional costs for Covid 19
<b>5 Civic Leadership</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
Revenue					
Expenditure					
Leadership, Advocacy & Governance			262	-	Moving budget to cover additional costs
Risk & Governance			2,738	-	Moving budget to cover additional costs
Labour overheads systems			3,000	-	Moving budget to cover additional costs

CAPITAL BUDGET	Budget Review Adjustments				
	Favourable	Unfavourable	Neutral Transfers	Net	Description
	-	127,528	-	127,528	
<b>1 Social</b>	-	115,000	-	115,000	
Revenue					
Expenditure					
Social & Cultural		10,000		10,000	Paddling on the Bogan event
Parks & Reserves		15,000		15,000	Cost to build shelters over grandstand seating at Showground
Community Centres		90,000		90,000	Sub-station upgrade to service BSYCC
<b>2 Infrastructure</b>	-	-	-	-	
Revenue					
Expenditure					
<b>3 Environmental</b>	-	12,528	-	12,528	
Revenue					
Expenditure					
Built Environment		12,528			Purchase of Land from derelict property
Waste Facility - Leachate Evaporation Pond			- 20,000		Carry Forward item now being funded from Grant Funds
Waste Facility - Fencing after construction of drains			- 25,000		Carry Forward item now being funded from Grant Funds
Waste Facility - Waste drop off and skip bin for closure access			45,000		Drop-off point when Waste Facility is closed
<b>4 Economic</b>	-	-	-	-	
Revenue					
Expenditure					
<b>5 Civic Leadership</b>	-	-	-	-	
Revenue					
Expenditure					

Ref	Description	Asset Category	Carryover from 2020/2021 (Operating Revenue)	Adopted New Items 2021/2022	First Quarter Budget Review 2021/2022	Second Quarter Budget Review 2021/2022	Third Quarter Budget Review 2021/2022	SOURCE OF FUNDING					Totals
								Grants	Plant Fund	2021/22 General Fund Operating Revenue	2021/22 Sewer Fund Operating Revenue	2021/22 Water Fund Operating Revenue	
<b>WATER</b>													
<b>Maintenance &amp; Renewals</b>													
DES	Water main renewal 2020/2021	Renewal of Asset	52,865									52,865	
DES	Water main renewal	Renewal of Asset		80,000							80,000	80,000	
DES	Household Meter Replacement	Renewal of Asset		10,000							10,000	10,000	
DES	APC Channel desilting (68% funded by Cobar Water Board)	Renewal of Asset	17,787	100,000							100,000	117,787	
DES	APC Annual Channel Structures Renewal program (68% funded by CWB)	Renewal of Asset		80,000							80,000	80,000	
DES	Depot Improvements	Renewal of Asset	4,890	10,000							10,000	14,890	
DES	Tools & Equipment - Water	New Asset		5,000							5,000	5,000	
DES	Raw Water to Junior League Oval/Moonagee Park	New Asset	25,500	0								25,500	
DES	Extend Raw Water to Race Course	New Asset		5,000							5,000	5,000	
DES	Renew Overhead Tanks and Pipework at Coolabah	Renewal of Asset	4,452									4,452	
DES	Work at Villages	Renewal of Asset	29,623	20,000							20,000	49,623	
DES	Replace Compressor at Filtration Plant	Renewal of Asset		15,000							15,000	15,000	
<b>Water Storage</b>													
DES	535ML Water Storage	New Asset	6,485,489	0								6,485,489	
DES	700ML Storage 1a - Rectification Works	Renewal of Asset	2,283,109	0								2,283,109	
DES	700ML Storage 1a - Rectification Purchase of Materials	Renewal of Asset	122,440	0								122,440	
DES	700ML Storage 1a - Rectification Design Tendering & Construction Mgmt	Renewal of Asset	3,723	0								3,723	
<b>Bore Pipeline</b>													
DES	Project Management	Renewal of Asset	282,597	0								282,597	
DES	Construction of Pipeline	Renewal of Asset	3,877,750	0								3,877,750	
<b>Raw Water</b>													
DES	Replace Belaringar Syphon - Grant Funded	Renewal of Asset	602,981	0								602,981	
DES	APC- Leak Repairs - Grant Funded	Renewal of Asset	849,620	0								849,620	
DES	Stage 2 2017/18 - Automation of valves - Grant Funded	Renewal of Asset	329,982	0								329,982	
DES	New Liquid Alum system - Grant Funded	Renewal of Asset	150,000	0								150,000	
DES	Replacement Hypochloride system	Renewal of Asset	99,400	0								99,400	
DES	Sludge rake replacement	Renewal of Asset	100,000	0								100,000	
DES	Specifications & Tendering Plus contingencies if needed - Grant Funded		259,298	0								259,298	
DES	Replacement of Filter Media - Grant funded	Renewal of Asset	38,534	0								38,534	
DES	Replace Powdered Activated Carbon Plant	Renewal of Asset		80,000							80,000	80,000	
<b>Pump Stations</b>													
DES	Raw Water Pumping Station Pump Renewal	Renewal of Asset	94,268	0								94,268	
DES	New Building for Raw Water Pump Station - Grant Funded	New Asset	150,000	0								150,000	
DES	Instal scada to off river storage pumps	New Asset		10,000							10,000	10,000	
<b>Subtotal - Water Fund</b>			<b>15,864,308</b>	<b>415,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>415,000</b>	<b>16,279,308</b>	
<b>SEWER</b>													
<b>Renewals</b>													
DES	Replace lids & ladder & valves No 1 pump station	Renewal of Asset		30,000							30,000	30,000	
DES	Tools & Equipment - Sewer	New Asset		3,000							3,000	3,000	
DES	Sewer Main Renewals	Renewal of Asset		200,000							200,000	200,000	
DES	Inspect Pump Stations and Reline	Renewal of Asset		25,000							25,000	25,000	
DES	Remove old treatment works	Renewal of Asset		50,000							50,000	50,000	
DES	Replace septic tank Junior League Oval - with Concrete	New Asset		6,000							6,000	6,000	
<b>Subtotal - Sewer Fund</b>			<b>0</b>	<b>314,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>314,000</b>	<b>314,000</b>	
<b>GENERAL FUND</b>													
<b>Buildings and Community Facilities</b>													
DES	Showground Capital Works	Renewal of Asset		5,000						5,000		5,000	
DES	Nyngan Showground - Fencing Perimeter SCCF4	Renewal of Asset			50,000					50,000			
DES	Nyngan Showground - Awning (Donation from Show Society)	Renewal of Asset				15,000				15,000			
DDES	Cemetery - Installation of new concrete in lawn cemetery for burials	New Asset		5,000						5,000		5,000	
DES	Tools - Building/Civil Works	New Asset		5,000						5,000		5,000	
DPCS	Medical Centre - Fit Out of Extension	New Asset	216,060	0								216,060	
DPCS	Renewal to 8A & B Dandaloo St - (Funded by Internal loan)	New Asset	24,479	0								24,479	
DES	Shipping Container to store Building Products on Site	New Asset			6,000					6,000		6,000	
DES	Puny Club Amenities - SCCF4	New Asset		200,000						200,000			
DPCS	Bogan River Bush Care - SCCF4	New Asset		179,576						179,576			
DPCS	ELC Extensions - R4R8	New Asset		615,443						615,443			
DPCS	Larkin Oval - Female amenities block - R4R8	New Asset		436,189						436,189			
DPCS	Sub-station upgrades for electrical works BSYCC	New Asset				90,000				90,000			
DPCS	Girilambone Railway Museum Restorations Funds	Renewal of Asset	235,325									235,325	
DES	Bullock Wagon Display shed at Nymagee St Wool Ramp	New Asset		15,000						15,000		15,000	
DDES	Swimming pool - Accessible Lift	New Asset		20,000						9,000		9,000	
DDES	Nyngan Pool - Fence Around Waterslide	New Asset				11,000				11,000		11,000	
DDES	Nyngan Pool - Pool Return Line SCCF4	New Asset				110,000							
DES	10 New Tables and 50 New Chairs for Community Events	New Asset		5,000						5,000		5,000	
DES	Big Bogan Dog	New Asset		8,000						8,000		8,000	
DES	Cairn - Site Upgrades	New Asset			6,000					6,000		6,000	



CAPITAL BUDGET 2021/2022

Appendix D

Ref	Description	Asset Category	Carryover from 2020/2021 (Operating Revenue)	Adopted New Items 2021/2022	First Quarter Budget Review 2021/2022	Second Quarter Budget Review 2021/2022	Third Quarter Budget Review 2021/2022	SOURCE OF FUNDING					Totals	
								Grants	Plant Fund	2021/22 General Fund Operating Revenue	2021/22 Sewer Fund Operating Revenue	2021/22 Water Fund Operating Revenue		Other
DDES	Waste Facility - Hermidale purchase site	New Asset	20,000											20,000
DDES	Waste Facility - Leachate evaporation pond	New Asset	20,000				-20,000							20,000
DDES	Waste Facility	New Asset	24,414											24,414
DDES	Waste Facility - Recycling	New Asset	77,568											77,568
DDES	Waste Facility - Fencing after construction of drains	New Asset	25,000				-25,000							25,000
DDES	Waste Facility - Road for Wet Weather Access	New Asset	7,272											7,272
DDES	Waste Facility - Waste drop off and skip bin for closure access	New Asset	45,000				45,000							45,000
DDES	Waste Facility Upgrade - R4R8	New Asset				340,592		340,592						-
DPCS	Bogan Shire Youth and Community Centre - R4R	New Asset	292,424											292,424
DDES	Housing: (GP accommodation) - R4R (Plus Council contribution \$200,000)	New Asset	260,302		200,000								200,000	460,302
DES	Larkin Oval - Heaters for under Canteen Awning (Res 210/2021)	New Asset			3,800					3,800				3,800
GM	Kayaks and Paddleboards	New Asset					10,000	10,000						-
DDES	Purchase Land (Oxley St)	New Asset					12,528			12,528				-
	<b>Managing Our Business</b>													-
DES	Extensions to Welding Area of Workshop	New Asset	618	50,000						50,000				50,618
DES	Key System for Council buildings - Stage 4	New Asset	9,872	5,000						5,000				14,872
DFCS	IT Equipment	Renewal of Asset	4,327	20,000	-10,573					9,427				13,754
DFCS	PC Upgrades	Renewal of Asset		20,000						20,000				20,000
DFCS	Server Upgrade	Renewal of Asset		38,000	10,573					48,573				48,573
DFCS	TRIM Upgrade	Renewal of Asset		15,960						15,960				15,960
DPCS	Improve Main Street for Xmas			3,000						3,000				3,000
DFCS	Authority Connect ACTUS CRM Mobile App	Renewal of Asset	13,055	0										13,055
GM	Village Improvement Fund - Collierreina		25,484	6,000						6,000				31,484
GM	Village Improvement Fund - Coolabah		33,875	6,000	-20,000					-14,000				19,875
GM	Village Improvement Fund - Girilambone		20,138	6,000						6,000				26,138
GM	Village Improvement Fund - Hermidale		34,007	6,000			-9,000			6,000				40,007
DES	Village Improvements - R4R8					314,387		314,387		6,000				-
	<b>Parks and Reserves</b>													-
DDES	Garden Small Plant & Tools	New Asset		3,000						3,000				3,000
DES	Parks and Reserves Small Plant & Tools	New Asset		5,000						5,000				5,000
DDES	National Tree Planting Day	New Asset		5,000						5,000				5,000
DDES	Tree Planting Program - Nyngan Streets and Parks	New Asset	9,248	5,000						5,000				14,248
DPCS	Nyngan Railway Heritage - R4R	Renewal of Asset	550,071											550,071
DES	Davidson Park - R4R	Renewal of Asset	503,610											503,610
DES	Jack Hargreaves Park - Signage	New Asset			3,000					3,000				3,000
DES	Street Tree Planting - SCCF4	New Asset				50,000		50,000						-
DES	Levee Bank Walking Paths - SCCF4	New Asset				116,500		116,500						-
DES	Youth Precinct - O'Reilly Park - R4R8	New Asset				761,445		761,445						-
	<b>R2R</b>													-
DES	Gravel Resheeting	Renewal of Asset		462,000				462,000						462,000
DES	Reseal of Local Roads	Renewal of Asset		299,524				299,524						299,524
	Construct 1km Colane Rd	New Asset		150,000				150,000						150,000
	<b>Repair Grant</b>													-
DES	Cockies Rd Construction	New Asset		150,000	-150,000			150,000						-
	<b>Fixing Local Roads</b>													-
DES	Yarrandale Rd Repair & Reseal Rnd 1	Renewal of Asset	18,740											18,740
DES	Pangee Street - Resurfacing Rnd 2	Renewal of Asset	946,308											946,308
DES	Neeroc Rd - Rehab Rnd 3	Renewal of Asset			99,900			99,900						99,900
DES	Merrybone Rd - Rehab Rnd 3	Renewal of Asset			250,000			250,000						250,000
DES	Paynes Rd - Rehab Rnd 3	Renewal of Asset			200,000			200,000						200,000
DES	Murrawombie Rd - Rehab Rnd 3	Renewal of Asset			250,000			250,000						250,000
DES	Warrah Rd - Rehab Rnd 3	Renewal of Asset			200,000			200,000						200,000
	<b>Local Roads &amp; Community Infrastructure</b>													-
DES	Bitumen Sealing 2km Pangee Rd - LRCI Rnd 2	Renewal of Asset	2,351											2,351
DES	Repairs to Footpaths, Kerb & Gutter in Nyngan - LRCI Rnd 2	Renewal of Asset	2,151											2,151
	<b>Resources for Regions - Round 8</b>													-
DES	Lead in Infrastructure for New Subdivision - R4R8	Renewal of Asset				1,676,584		1,676,584						-
DES	Upgrade Footpath CBD - R4R8	Renewal of Asset				511,872		511,872						-
	<b>Own Works</b>													-
DES	Mulla Road - Construct & seal 0.95km to bend	New Asset	140,000											140,000
DES	Colane Road - Construct & seal 1.0km	New Asset	73,881											73,881
DES	Street Sign Renewal	Renewal of Asset		30,000						30,000				30,000
DES	Install walkways on levee for gate access	Renewal of Asset		50,000						50,000				50,000
DES	Install pathways on levee for recreational access	Renewal of Asset		10,000						10,000				10,000
DES	Extend Information Bays advertising sign frames	New Asset		5,000						5,000				5,000
DES	Wyes Road Box Culvert	Renewal of Asset	12,682											12,682
DES	Ground Tanks	New Asset	22,984											22,984
DES	Pipe Culvert Renewals Rural roads	Renewal of Asset	80,000	20,000						20,000				100,000
DES	Pangee Road Culverts (Plus R2R Funds 2021 \$80,000)	Renewal of Asset	37,500	0										37,500
DES	Bridge Repair Program	Renewal of Asset	80,000	20,000						20,000				100,000

CAPITAL BUDGET 2021/2022

Ref	Description	Asset Category	Carryover from 2020/2021 (Operating Revenue)	Adopted New Items 2021/2022	First Quarter Budget Review 2021/2022	Second Quarter Budget Review 2021/2022	Third Quarter Budget Review 2021/2022	SOURCE OF FUNDING					Totals	
								Grants	Plant Fund	2021/22 General Fund Operating Revenue	2021/22 Sewer Fund Operating Revenue	2021/22 Water Fund Operating Revenue		Other
DES	Footpath Repair Program	Renewal of Asset	6,616	20,000						20,000				26,616
DES	Kerb & Gutter Repair Program	Renewal of Asset	11,623	20,000						20,000				31,623
DES	Grid Removal - Rural Roads Grid Removal Subsidy (as per Policy)	New Asset	3,750	0										3,750
DES	Civil Works Tools	New Asset		5,000						5,000				5,000
DES	Nyngan Airport: Civil Works for construction of Jet A1 Gas	New Asset		5,000						5,000				5,000
<b>PLANT FUND</b>														
DES	Additions of Plant as per spreadsheet	New Asset		1,359,000						1,359,000				1,359,000
DES	Disposal of Plant as per spreadsheet	New Asset		-286,000						-286,000				-286,000
<b>Capital portion of Loan Repayments</b>				151,211						151,211				151,211
<b>Subtotal - General Fund</b>			<b>3,890,735</b>	<b>2,722,695</b>	<b>1,053,700</b>	<b>5,353,588</b>	<b>127,528</b>	<b>7,299,012</b>	<b>1,073,000</b>	<b>700,499</b>	<b>0</b>	<b>0</b>	<b>200,000</b>	<b>7,667,130</b>
<b>TOTAL - ALL FUNDS</b>			<b>19,755,043</b>	<b>3,451,695</b>	<b>1,053,700</b>	<b>5,353,588</b>	<b>127,528</b>	<b>7,299,012</b>	<b>1,073,000</b>	<b>700,499</b>	<b>314,000</b>	<b>415,000</b>	<b>200,000</b>	<b>24,260,438</b>
<b>Available Funds</b>				<b>4,001,607</b>				1911424	1,290,100	149,531	3,127	447,425	200,000	
Cash Transferred in from Reserves										439,290				
<b>Excess of/ Shortfall in Capital Funding</b>				<b>549,912</b>				<b>5,387,588</b>	<b>217,100</b>	<b>111,678</b>	<b>310,873</b>	<b>32,425</b>	<b>0</b>	

**Bogan Shire Council**  
**10 Year Financial Plan for the Years ending 30 June 2032**  
**INCOME STATEMENT - CONSOLIDATED**  
**Scenario: Rolled over from V12 with 20/21 as base year**

	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	5,203,000	5,009,959	5,149,604	5,261,424	5,376,179	5,493,949	5,614,813	5,738,853	5,866,154	5,996,801	6,130,886	6,268,497
User Charges & Fees	9,144,000	3,624,063	3,910,446	3,990,921	4,070,792	4,153,060	4,237,799	4,325,086	4,415,001	4,504,697	4,600,115	4,688,305
Other Revenues	299,000	405,146	245,856	245,856	245,856	245,856	245,856	245,856	245,856	245,856	245,856	245,856
Grants & Contributions provided for Operating Purposes	9,728,000	11,905,213	9,847,651	9,451,556	9,673,897	9,954,605	10,249,349	10,553,663	10,873,194	11,209,406	11,561,688	11,931,585
Grants & Contributions provided for Capital Purposes	4,786,000	5,246,088	1,823,048	-	-	-	-	-	-	-	-	-
Interest & Investment Revenue	152,000	98,591	108,324	109,470	110,639	112,428	114,270	116,483	118,774	121,485	124,303	127,234
<b>Other Income:</b>												
Net Gains from the Disposal of Assets	106,000	200,000	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	172,000	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	9,000	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>29,599,000</b>	<b>26,489,060</b>	<b>21,084,929</b>	<b>19,059,227</b>	<b>19,477,364</b>	<b>19,959,898</b>	<b>20,462,086</b>	<b>20,979,942</b>	<b>21,518,979</b>	<b>22,078,244</b>	<b>22,662,848</b>	<b>23,261,477</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	7,990,000	8,655,488	9,071,916	9,210,991	9,352,788	9,497,362	9,640,778	9,787,061	9,936,271	10,088,464	10,243,702	10,402,044
Borrowing Costs	78,000	66,874	63,341	59,704	55,958	52,102	48,131	44,043	39,834	35,500	31,038	26,443
Materials & Contracts	11,388,000	8,197,248	6,162,494	6,365,995	6,526,551	6,710,637	6,900,991	7,097,841	7,301,420	7,511,971	7,729,747	7,955,009
Depreciation & Amortisation	4,145,000	4,108,800	4,116,800	4,137,339	4,157,981	4,199,471	4,241,375	4,283,699	4,326,446	4,369,620	4,413,227	4,457,269
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	154,000	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	274,000	193,962	208,322	214,407	220,674	227,129	233,778	240,626	247,680	254,945	262,429	270,137
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>24,029,000</b>	<b>21,222,372</b>	<b>19,622,873</b>	<b>19,988,435</b>	<b>20,313,952</b>	<b>20,686,700</b>	<b>21,065,053</b>	<b>21,453,271</b>	<b>21,851,651</b>	<b>22,260,501</b>	<b>22,680,142</b>	<b>23,110,902</b>
<b>Operating Result from Continuing Operations</b>	<b>5,570,000</b>	<b>5,266,688</b>	<b>1,462,055</b>	<b>(929,208)</b>	<b>(836,589)</b>	<b>(726,802)</b>	<b>(602,967)</b>	<b>(473,329)</b>	<b>(332,672)</b>	<b>(182,257)</b>	<b>(17,294)</b>	<b>150,575</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>5,570,000</b>	<b>5,266,688</b>	<b>1,462,055</b>	<b>(929,208)</b>	<b>(836,589)</b>	<b>(726,802)</b>	<b>(602,967)</b>	<b>(473,329)</b>	<b>(332,672)</b>	<b>(182,257)</b>	<b>(17,294)</b>	<b>150,575</b>
Net Operating Result before Grants and Contributions provided for Capital Purposes	784,000	20,600	(360,993)	(929,208)	(836,589)	(726,802)	(602,967)	(473,329)	(332,672)	(182,257)	(17,294)	150,575

**Bogan Shire Council**  
**10 Year Financial Plan for the Years ending 30 June 2032**  
**INCOME STATEMENT - GENERAL FUND**  
**Scenario: Rolled over from V12 with 20/21 as base year**

	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	4,006,000	3,790,330	3,913,880	4,014,336	4,117,387	4,223,101	4,331,547	4,442,797	4,556,924	4,674,003	4,794,111	4,917,328
User Charges & Fees	7,798,000	2,179,720	2,520,297	2,558,963	2,595,770	2,633,682	2,672,735	2,712,965	2,754,411	2,794,184	2,838,182	2,873,409
Other Revenues	277,000	371,432	219,756	219,756	219,756	219,756	219,756	219,756	219,756	219,756	219,756	219,756
Grants & Contributions provided for Operating Purposes	9,704,000	11,887,794	9,830,051	9,433,956	9,656,297	9,937,005	10,231,749	10,536,063	10,855,594	11,191,806	11,544,088	11,913,985
Grants & Contributions provided for Capital Purposes	4,231,000	5,246,088	1,823,048	-	-	-	-	-	-	-	-	-
Interest & Investment Revenue	108,000	57,820	55,599	56,565	57,550	59,058	60,611	62,477	64,408	66,693	69,068	71,539
<b>Other Income:</b>												
Net Gains from the Disposal of Assets	106,000	200,000	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	172,000	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	9,000	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>26,411,000</b>	<b>23,733,184</b>	<b>18,362,631</b>	<b>16,283,576</b>	<b>16,646,761</b>	<b>17,072,602</b>	<b>17,516,398</b>	<b>17,974,059</b>	<b>18,451,094</b>	<b>18,946,442</b>	<b>19,465,206</b>	<b>19,996,017</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	7,604,000	8,239,742	8,661,686	8,793,483	8,927,859	9,064,866	9,200,715	9,339,280	9,480,617	9,624,781	9,771,828	9,921,816
Borrowing Costs	78,000	74,564	70,066	65,435	60,665	55,754	50,697	45,489	40,126	35,500	31,038	26,443
Materials & Contracts	9,802,000	6,305,835	4,450,515	4,635,803	4,777,602	4,942,365	5,112,819	5,289,171	5,471,637	5,660,441	5,855,819	6,058,010
Depreciation & Amortisation	3,433,000	3,398,800	3,401,800	3,418,764	3,435,813	3,470,081	3,504,692	3,539,649	3,574,955	3,610,615	3,646,631	3,683,007
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	154,000	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	274,000	193,962	208,322	214,407	220,674	227,129	233,778	240,626	247,680	254,945	262,429	270,137
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>21,345,000</b>	<b>18,212,903</b>	<b>16,792,389</b>	<b>17,127,892</b>	<b>17,422,613</b>	<b>17,760,195</b>	<b>18,102,700</b>	<b>18,454,215</b>	<b>18,815,015</b>	<b>19,186,282</b>	<b>19,567,744</b>	<b>19,959,413</b>
<b>Operating Result from Continuing Operations</b>	<b>5,066,000</b>	<b>5,520,281</b>	<b>1,570,241</b>	<b>(844,316)</b>	<b>(775,852)</b>	<b>(687,593)</b>	<b>(586,303)</b>	<b>(480,156)</b>	<b>(363,921)</b>	<b>(239,840)</b>	<b>(102,538)</b>	<b>36,604</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>5,066,000</b>	<b>5,520,281</b>	<b>1,570,241</b>	<b>(844,316)</b>	<b>(775,852)</b>	<b>(687,593)</b>	<b>(586,303)</b>	<b>(480,156)</b>	<b>(363,921)</b>	<b>(239,840)</b>	<b>(102,538)</b>	<b>36,604</b>
Net Operating Result before Grants and Contributions provided for Capital Purposes	835,000	274,193	(252,807)	(844,316)	(775,852)	(687,593)	(586,303)	(480,156)	(363,921)	(239,840)	(102,538)	36,604

**Bogan Shire Council**  
**10 Year Financial Plan for the Years ending 30 June 2032**  
**INCOME STATEMENT - WATER FUND**  
**Scenario: Rolled over from V12 with 20/21 as base year**

	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	841,000	866,370	870,033	870,033	870,033	870,033	870,033	870,033	870,033	870,033	870,033	870,033
User Charges & Fees	1,197,000	1,284,545	1,239,598	1,276,891	1,315,303	1,354,867	1,395,618	1,437,591	1,480,824	1,525,354	1,571,219	1,618,461
Other Revenues	17,000	26,896	25,100	25,100	25,100	25,100	25,100	25,100	25,100	25,100	25,100	25,100
Grants & Contributions provided for Operating Purposes	16,000	9,227	9,300	9,300	9,300	9,300	9,300	9,300	9,300	9,300	9,300	9,300
Grants & Contributions provided for Capital Purposes	555,000	-	-	-	-	-	-	-	-	-	-	-
Interest & Investment Revenue	17,000	15,581	22,500	22,680	22,864	23,145	23,434	23,782	24,141	24,567	25,010	25,470
<b>Other Income:</b>												
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>2,643,000</b>	<b>2,202,619</b>	<b>2,166,531</b>	<b>2,204,004</b>	<b>2,242,599</b>	<b>2,282,444</b>	<b>2,323,485</b>	<b>2,365,806</b>	<b>2,409,398</b>	<b>2,454,354</b>	<b>2,500,662</b>	<b>2,548,364</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	268,000	302,163	295,700	300,916	306,235	311,659	317,083	322,616	328,259	334,015	339,886	345,874
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Materials & Contracts	1,147,000	1,453,031	1,257,781	1,274,017	1,290,739	1,307,964	1,325,705	1,343,978	1,362,799	1,382,185	1,402,153	1,422,720
Depreciation & Amortisation	502,000	540,000	505,000	507,525	510,063	515,163	520,315	525,518	530,773	536,081	541,442	546,856
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-	-	-	-	-	-	-
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>1,917,000</b>	<b>2,295,194</b>	<b>2,058,481</b>	<b>2,082,458</b>	<b>2,107,037</b>	<b>2,134,786</b>	<b>2,163,103</b>	<b>2,192,111</b>	<b>2,221,831</b>	<b>2,252,281</b>	<b>2,283,480</b>	<b>2,315,450</b>
<b>Operating Result from Continuing Operations</b>	<b>726,000</b>	<b>(92,575)</b>	<b>108,050</b>	<b>121,546</b>	<b>135,562</b>	<b>147,658</b>	<b>160,382</b>	<b>173,694</b>	<b>187,567</b>	<b>202,073</b>	<b>217,182</b>	<b>232,914</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>726,000</b>	<b>(92,575)</b>	<b>108,050</b>	<b>121,546</b>	<b>135,562</b>	<b>147,658</b>	<b>160,382</b>	<b>173,694</b>	<b>187,567</b>	<b>202,073</b>	<b>217,182</b>	<b>232,914</b>
Net Operating Result before Grants and Contributions provided for Capital Purposes	171,000	(92,575)	108,050	121,546	135,562	147,658	160,382	173,694	187,567	202,073	217,182	232,914

**Bogan Shire Council**  
**10 Year Financial Plan for the Years ending 30 June 2032**  
**INCOME STATEMENT - SEWER FUND**  
**Scenario: Rolled over from V12 with 20/21 as base year**

	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	356,000	353,259	365,691	377,055	388,759	400,815	413,233	426,023	439,196	452,765	466,741	481,136
User Charges & Fees	149,000	159,798	150,551	155,068	159,720	164,511	169,446	174,530	179,766	185,159	190,714	196,435
Other Revenues	5,000	6,818	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Grants & Contributions provided for Operating Purposes	8,000	8,192	8,300	8,300	8,300	8,300	8,300	8,300	8,300	8,300	8,300	8,300
Grants & Contributions provided for Capital Purposes	-	-	-	-	-	-	-	-	-	-	-	-
Interest & Investment Revenue	27,000	32,880	36,950	35,956	34,932	33,877	32,791	31,671	30,517	30,225	30,225	30,225
<b>Other Income:</b>												
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Income from Continuing Operations</b>	<b>545,000</b>	<b>560,947</b>	<b>562,492</b>	<b>577,378</b>	<b>592,711</b>	<b>608,503</b>	<b>624,770</b>	<b>641,523</b>	<b>658,779</b>	<b>677,449</b>	<b>696,980</b>	<b>717,096</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	118,000	113,583	114,530	116,591	118,693	120,837	122,980	125,165	127,395	129,669	131,988	134,354
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-
Materials & Contracts	439,000	438,382	454,198	456,175	458,211	460,308	462,468	464,693	466,984	469,344	471,775	474,280
Depreciation & Amortisation	210,000	170,000	210,000	211,050	212,105	214,226	216,369	218,532	220,718	222,925	225,154	227,406
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-	-	-	-	-	-	-
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>767,000</b>	<b>721,965</b>	<b>778,728</b>	<b>783,816</b>	<b>789,009</b>	<b>795,371</b>	<b>801,816</b>	<b>808,390</b>	<b>815,097</b>	<b>821,938</b>	<b>828,918</b>	<b>836,039</b>
<b>Operating Result from Continuing Operations</b>	<b>(222,000)</b>	<b>(161,018)</b>	<b>(216,236)</b>	<b>(206,438)</b>	<b>(196,298)</b>	<b>(186,868)</b>	<b>(177,046)</b>	<b>(166,867)</b>	<b>(156,318)</b>	<b>(144,489)</b>	<b>(131,938)</b>	<b>(118,943)</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>(222,000)</b>	<b>(161,018)</b>	<b>(216,236)</b>	<b>(206,438)</b>	<b>(196,298)</b>	<b>(186,868)</b>	<b>(177,046)</b>	<b>(166,867)</b>	<b>(156,318)</b>	<b>(144,489)</b>	<b>(131,938)</b>	<b>(118,943)</b>
Net Operating Result before Grants and Contributions provided for Capital Purposes	(222,000)	(161,018)	(216,236)	(206,438)	(196,298)	(186,868)	(177,046)	(166,867)	(156,318)	(144,489)	(131,938)	(118,943)

**Bogan Shire Council**  
**10 Year Financial Plan for the Years ending 30 June 2032**  
**BALANCE SHEET - CONSOLIDATED**  
Scenario: Rolled over from V12 with 20/21 as base year

	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	-	14,565,677	14,759,384	15,198,873	16,035,827	16,895,728	17,852,054	19,150,759	20,653,395	22,345,718	24,241,221	26,346,101
Investments	2,800,000	2,800,000	2,800,000	2,800,000	2,800,000	2,800,000	2,800,000	2,800,000	2,800,000	2,800,000	2,800,000	2,800,000
Receivables	5,320,000	2,995,606	2,735,028	2,597,395	2,636,888	2,681,120	2,727,316	2,775,189	2,825,238	2,876,859	2,931,516	2,986,011
Inventories	659,000	686,277	556,048	570,857	582,191	595,360	608,984	623,079	637,663	652,754	668,370	684,531
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	103,000	106,354	86,792	89,110	90,904	92,978	95,123	97,342	99,638	102,013	104,470	107,012
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>8,882,000</b>	<b>21,153,914</b>	<b>20,937,252</b>	<b>21,256,235</b>	<b>22,145,810</b>	<b>23,065,186</b>	<b>24,083,476</b>	<b>25,446,370</b>	<b>27,015,933</b>	<b>28,777,344</b>	<b>30,745,578</b>	<b>32,923,655</b>
<b>Non-Current Assets</b>												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	671,000	411,926	406,573	416,648	426,996	437,627	448,548	459,768	471,294	483,133	495,299	507,789
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	239,583,000	245,385,983	245,845,265	244,079,960	242,264,013	240,534,140	238,827,362	236,903,260	234,911,411	232,876,387	230,797,758	228,675,086
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>240,324,000</b>	<b>245,867,909</b>	<b>246,321,838</b>	<b>244,566,608</b>	<b>242,761,009</b>	<b>241,041,767</b>	<b>239,345,909</b>	<b>237,433,027</b>	<b>235,452,705</b>	<b>233,429,520</b>	<b>231,363,057</b>	<b>229,252,874</b>
<b>TOTAL ASSETS</b>	<b>249,206,000</b>	<b>267,021,823</b>	<b>267,259,090</b>	<b>265,822,843</b>	<b>264,906,819</b>	<b>264,106,953</b>	<b>263,429,386</b>	<b>262,879,397</b>	<b>262,468,638</b>	<b>262,206,864</b>	<b>262,108,634</b>	<b>262,176,530</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	1,852,000	1,811,424	1,397,103	1,301,128	1,322,071	1,345,686	1,369,892	1,394,854	1,420,599	1,447,154	1,474,545	1,502,802
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	3,327,000	2,351,513	1,663,873	1,379,273	1,409,105	1,446,492	1,485,723	1,526,226	1,568,728	1,613,324	1,660,127	1,708,915
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	119,000	122,827	126,465	130,210	134,066	138,037	142,125	146,585	150,919	155,381	159,976	164,706
Provisions	2,005,000	2,005,000	2,005,000	2,005,000	2,005,000	2,005,000	2,005,000	2,005,000	2,005,000	2,005,000	2,005,000	2,005,000
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>7,303,000</b>	<b>6,290,764</b>	<b>5,192,440</b>	<b>4,815,611</b>	<b>4,870,242</b>	<b>4,935,215</b>	<b>5,002,740</b>	<b>5,072,665</b>	<b>5,145,246</b>	<b>5,220,858</b>	<b>5,299,648</b>	<b>5,381,423</b>
<b>Non-Current Liabilities</b>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	2,185,000	2,062,371	1,935,906	1,805,696	1,671,630	1,533,593	1,391,468	1,244,883	1,094,215	939,085	779,360	614,905
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>2,185,000</b>	<b>2,062,371</b>	<b>1,935,906</b>	<b>1,805,696</b>	<b>1,671,630</b>	<b>1,533,593</b>	<b>1,391,468</b>	<b>1,244,883</b>	<b>1,094,215</b>	<b>939,085</b>	<b>779,360</b>	<b>614,905</b>
<b>TOTAL LIABILITIES</b>	<b>9,488,000</b>	<b>8,353,135</b>	<b>7,128,346</b>	<b>6,621,307</b>	<b>6,541,872</b>	<b>6,468,808</b>	<b>6,394,208</b>	<b>6,317,548</b>	<b>6,239,461</b>	<b>6,159,943</b>	<b>6,079,008</b>	<b>5,996,328</b>
<b>Net Assets</b>	<b>239,718,000</b>	<b>258,668,688</b>	<b>260,130,743</b>	<b>259,201,536</b>	<b>258,364,947</b>	<b>257,638,145</b>	<b>257,035,178</b>	<b>256,561,849</b>	<b>256,229,178</b>	<b>256,046,921</b>	<b>256,029,626</b>	<b>256,180,201</b>
<b>EQUITY</b>												
Retained Earnings	168,234,000	173,500,688	174,962,743	174,033,536	173,196,947	172,470,145	171,867,178	171,393,849	171,061,178	170,878,921	170,861,626	171,012,201
Revaluation Reserves	85,168,000	85,168,000	85,168,000	85,168,000	85,168,000	85,168,000	85,168,000	85,168,000	85,168,000	85,168,000	85,168,000	85,168,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	253,402,000	258,668,688	260,130,743	259,201,536	258,364,947	257,638,145	257,035,178	256,561,849	256,229,178	256,046,921	256,029,626	256,180,201
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>253,402,000</b>	<b>258,668,688</b>	<b>260,130,743</b>	<b>259,201,536</b>	<b>258,364,947</b>	<b>257,638,145</b>	<b>257,035,178</b>	<b>256,561,849</b>	<b>256,229,178</b>	<b>256,046,921</b>	<b>256,029,626</b>	<b>256,180,201</b>

**Bogan Shire Council**  
**10 Year Financial Plan for the Years ending 30 June 2032**  
**BALANCE SHEET - GENERAL FUND**  
**Scenario: Rolled over from V12 with 20/21 as base year**

	Actuals 2020/21	Current Year 2021/22	2022/23	2023/24	2024/25	2025/26	Projected Years					2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	10,436,000	10,930,575	10,724,496	10,749,684	11,113,874	11,596,525	12,210,003	12,959,220	13,874,502	14,965,494	16,224,784	17,657,438
Investments	2,800,000	2,800,000	2,800,000	2,800,000	2,800,000	2,800,000	2,800,000	2,800,000	2,800,000	2,800,000	2,800,000	2,800,000
Receivables	4,374,000	2,649,114	2,394,696	2,250,063	2,282,348	2,319,156	2,357,704	2,397,700	2,439,636	2,482,900	2,528,951	2,574,580
Inventories	659,000	686,277	556,048	570,857	582,191	595,360	608,984	623,079	637,663	652,754	668,370	684,531
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	103,000	106,354	86,792	89,110	90,904	92,978	95,123	97,342	99,638	102,013	104,470	107,012
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>18,372,000</b>	<b>17,172,321</b>	<b>16,562,031</b>	<b>16,459,715</b>	<b>16,869,316</b>	<b>17,404,018</b>	<b>18,071,813</b>	<b>18,877,342</b>	<b>19,851,439</b>	<b>21,003,161</b>	<b>22,326,575</b>	<b>23,823,560</b>
<b>Non-Current Assets</b>												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	487,000	274,108	272,462	278,996	285,696	292,569	299,620	306,853	314,274	321,884	329,694	337,697
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	196,790,000	202,573,983	203,500,265	202,210,535	200,903,756	199,565,272	198,192,177	196,784,126	195,340,768	193,861,750	192,346,716	190,795,306
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>197,347,000</b>	<b>202,918,091</b>	<b>203,842,727</b>	<b>202,559,531</b>	<b>201,259,452</b>	<b>199,927,841</b>	<b>198,561,797</b>	<b>197,160,979</b>	<b>195,725,042</b>	<b>194,253,634</b>	<b>192,746,410</b>	<b>191,203,003</b>
<b>TOTAL ASSETS</b>	<b>215,719,000</b>	<b>220,090,412</b>	<b>220,404,758</b>	<b>219,019,245</b>	<b>218,128,768</b>	<b>217,331,859</b>	<b>216,633,611</b>	<b>216,038,321</b>	<b>215,576,481</b>	<b>215,256,795</b>	<b>215,072,985</b>	<b>215,026,563</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	1,799,000	1,776,339	1,363,794	1,267,538	1,288,192	1,311,512	1,335,414	1,360,064	1,385,490	1,411,716	1,438,770	1,466,681
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	3,327,000	2,351,513	1,663,873	1,379,273	1,409,105	1,446,492	1,485,723	1,526,226	1,568,728	1,613,324	1,660,127	1,708,915
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	119,000	155,709	160,342	165,111	170,022	175,079	180,287	165,846	150,668	155,130	159,725	164,455
Provisions	2,005,000	2,005,000	2,005,000	2,005,000	2,005,000	2,005,000	2,005,000	2,005,000	2,005,000	2,005,000	2,005,000	2,005,000
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>7,250,000</b>	<b>6,288,561</b>	<b>5,193,008</b>	<b>4,816,922</b>	<b>4,872,320</b>	<b>4,938,082</b>	<b>5,006,424</b>	<b>5,057,136</b>	<b>5,109,885</b>	<b>5,185,170</b>	<b>5,263,622</b>	<b>5,345,052</b>
<b>Non-Current Liabilities</b>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	2,449,000	2,261,570	2,101,228	1,936,117	1,766,095	1,591,016	1,410,729	1,244,883	1,094,215	939,085	779,360	614,905
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>2,449,000</b>	<b>2,261,570</b>	<b>2,101,228</b>	<b>1,936,117</b>	<b>1,766,095</b>	<b>1,591,016</b>	<b>1,410,729</b>	<b>1,244,883</b>	<b>1,094,215</b>	<b>939,085</b>	<b>779,360</b>	<b>614,905</b>
<b>TOTAL LIABILITIES</b>	<b>9,699,000</b>	<b>8,550,131</b>	<b>7,294,236</b>	<b>6,753,039</b>	<b>6,638,415</b>	<b>6,529,098</b>	<b>6,417,153</b>	<b>6,302,019</b>	<b>6,204,100</b>	<b>6,124,255</b>	<b>6,042,982</b>	<b>5,959,957</b>
<b>Net Assets</b>	<b>206,020,000</b>	<b>211,540,281</b>	<b>213,110,522</b>	<b>212,266,206</b>	<b>211,490,354</b>	<b>210,802,761</b>	<b>210,216,458</b>	<b>209,736,302</b>	<b>209,372,381</b>	<b>209,132,540</b>	<b>209,030,002</b>	<b>209,066,607</b>
<b>EQUITY</b>												
Retained Earnings	144,593,000	150,113,281	151,683,522	150,839,206	150,063,354	149,375,761	148,789,458	148,309,302	147,945,381	147,705,540	147,603,002	147,639,607
Revaluation Reserves	61,427,000	61,427,000	61,427,000	61,427,000	61,427,000	61,427,000	61,427,000	61,427,000	61,427,000	61,427,000	61,427,000	61,427,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	206,020,000	211,540,281	213,110,522	212,266,206	211,490,354	210,802,761	210,216,458	209,736,302	209,372,381	209,132,540	209,030,002	209,066,607
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>206,020,000</b>	<b>211,540,281</b>	<b>213,110,522</b>	<b>212,266,206</b>	<b>211,490,354</b>	<b>210,802,761</b>	<b>210,216,458</b>	<b>209,736,302</b>	<b>209,372,381</b>	<b>209,132,540</b>	<b>209,030,002</b>	<b>209,066,607</b>



**Bogan Shire Council**  
**10 Year Financial Plan for the Years ending 30 June 2032**  
**BALANCE SHEET - WATER FUND**  
**Scenario: Rolled over from V12 with 20/21 as base year**

	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	998,000	1,640,088	2,015,390	2,421,673	2,849,275	3,193,833	3,666,018	4,156,462	4,665,770	5,194,620	5,743,660	6,313,558
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	853,000	272,751	267,470	272,242	277,157	282,220	287,434	292,805	298,337	304,035	309,905	315,950
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>1,851,000</b>	<b>1,912,840</b>	<b>2,282,859</b>	<b>2,693,915</b>	<b>3,126,432</b>	<b>3,476,053</b>	<b>3,953,452</b>	<b>4,449,267</b>	<b>4,964,107</b>	<b>5,498,656</b>	<b>6,053,564</b>	<b>6,629,508</b>
<b>Non-Current Assets</b>												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	178,000	127,883	124,058	127,289	130,618	134,047	137,578	141,216	144,963	148,822	152,796	156,890
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	33,305,000	33,180,000	32,920,000	32,627,475	32,327,412	32,122,249	31,801,934	31,476,416	31,145,643	30,809,562	30,468,120	30,121,264
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>33,483,000</b>	<b>33,307,883</b>	<b>33,044,058</b>	<b>32,754,764</b>	<b>32,458,031</b>	<b>32,256,296</b>	<b>31,939,513</b>	<b>31,617,632</b>	<b>31,290,606</b>	<b>30,958,384</b>	<b>30,620,917</b>	<b>30,278,154</b>
<b>TOTAL ASSETS</b>	<b>35,334,000</b>	<b>35,220,722</b>	<b>35,326,917</b>	<b>35,448,679</b>	<b>35,584,463</b>	<b>35,732,349</b>	<b>35,892,964</b>	<b>36,066,899</b>	<b>36,254,713</b>	<b>36,457,039</b>	<b>36,674,481</b>	<b>36,907,662</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	51,000	30,297	28,442	28,658	28,880	29,107	29,341	29,581	29,828	30,081	30,342	30,609
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>51,000</b>	<b>30,297</b>	<b>28,442</b>	<b>28,658</b>	<b>28,880</b>	<b>29,107</b>	<b>29,341</b>	<b>29,581</b>	<b>29,828</b>	<b>30,081</b>	<b>30,342</b>	<b>30,609</b>
<b>Non-Current Liabilities</b>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL LIABILITIES</b>	<b>51,000</b>	<b>30,297</b>	<b>28,442</b>	<b>28,658</b>	<b>28,880</b>	<b>29,107</b>	<b>29,341</b>	<b>29,581</b>	<b>29,828</b>	<b>30,081</b>	<b>30,342</b>	<b>30,609</b>
<b>Net Assets</b>	<b>35,283,000</b>	<b>35,190,425</b>	<b>35,298,475</b>	<b>35,420,021</b>	<b>35,555,583</b>	<b>35,703,241</b>	<b>35,863,623</b>	<b>36,037,318</b>	<b>36,224,885</b>	<b>36,426,958</b>	<b>36,644,139</b>	<b>36,877,053</b>
<b>EQUITY</b>												
Retained Earnings	16,819,000	16,726,425	16,834,475	16,956,021	17,091,583	17,239,241	17,399,623	17,573,318	17,760,885	17,962,958	18,180,139	18,413,053
Revaluation Reserves	18,464,000	18,464,000	18,464,000	18,464,000	18,464,000	18,464,000	18,464,000	18,464,000	18,464,000	18,464,000	18,464,000	18,464,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	35,283,000	35,190,425	35,298,475	35,420,021	35,555,583	35,703,241	35,863,623	36,037,318	36,224,885	36,426,958	36,644,139	36,877,053
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>35,283,000</b>	<b>35,190,425</b>	<b>35,298,475</b>	<b>35,420,021</b>	<b>35,555,583</b>	<b>35,703,241</b>	<b>35,863,623</b>	<b>36,037,318</b>	<b>36,224,885</b>	<b>36,426,958</b>	<b>36,644,139</b>	<b>36,877,053</b>

**Bogan Shire Council**  
**10 Year Financial Plan for the Years ending 30 June 2032**  
**BALANCE SHEET - SEWER FUND**  
**Scenario: Rolled over from V12 with 20/21 as base year**

	Actuals	Current Year	Projected Years									
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	2,250,000	1,995,014	2,019,498	2,027,516	2,072,678	2,105,371	1,976,034	2,035,078	2,113,122	2,185,604	2,272,778	2,375,106
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	93,000	106,622	106,740	109,991	113,339	116,787	120,340	103,944	87,014	89,672	92,411	95,231
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>2,343,000</b>	<b>2,101,636</b>	<b>2,126,238</b>	<b>2,137,507</b>	<b>2,186,017</b>	<b>2,222,157</b>	<b>2,096,373</b>	<b>2,139,022</b>	<b>2,200,136</b>	<b>2,275,277</b>	<b>2,365,188</b>	<b>2,470,336</b>
<b>Non-Current Assets</b>												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	270,000	209,134	175,375	140,784	105,147	68,434	30,611	11,698	12,058	12,428	12,809	13,201
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	9,488,000	9,632,000	9,425,000	9,241,950	9,032,845	8,846,618	8,833,250	8,642,718	8,425,000	8,205,075	7,982,921	7,758,516
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>9,758,000</b>	<b>9,841,134</b>	<b>9,600,375</b>	<b>9,382,734</b>	<b>9,137,992</b>	<b>8,915,052</b>	<b>8,863,860</b>	<b>8,654,416</b>	<b>8,437,058</b>	<b>8,217,503</b>	<b>7,995,730</b>	<b>7,771,717</b>
<b>TOTAL ASSETS</b>	<b>12,101,000</b>	<b>11,942,770</b>	<b>11,726,613</b>	<b>11,520,241</b>	<b>11,324,009</b>	<b>11,137,210</b>	<b>10,960,234</b>	<b>10,793,438</b>	<b>10,637,194</b>	<b>10,492,780</b>	<b>10,360,918</b>	<b>10,242,053</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	2,000	4,787	4,867	4,932	4,999	5,067	5,137	5,209	5,282	5,357	5,434	5,512
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>2,000</b>	<b>4,787</b>	<b>4,867</b>	<b>4,932</b>	<b>4,999</b>	<b>5,067</b>	<b>5,137</b>	<b>5,209</b>	<b>5,282</b>	<b>5,357</b>	<b>5,434</b>	<b>5,512</b>
<b>Non-Current Liabilities</b>												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL LIABILITIES</b>	<b>2,000</b>	<b>4,787</b>	<b>4,867</b>	<b>4,932</b>	<b>4,999</b>	<b>5,067</b>	<b>5,137</b>	<b>5,209</b>	<b>5,282</b>	<b>5,357</b>	<b>5,434</b>	<b>5,512</b>
<b>Net Assets</b>	<b>12,099,000</b>	<b>11,937,982</b>	<b>11,721,746</b>	<b>11,515,308</b>	<b>11,319,010</b>	<b>11,132,142</b>	<b>10,955,096</b>	<b>10,788,230</b>	<b>10,631,912</b>	<b>10,487,423</b>	<b>10,355,484</b>	<b>10,236,541</b>
<b>EQUITY</b>												
Retained Earnings	6,822,000	6,660,982	6,444,746	6,238,308	6,042,010	5,855,142	5,678,096	5,511,230	5,354,912	5,210,423	5,078,484	4,959,541
Revaluation Reserves	5,277,000	5,277,000	5,277,000	5,277,000	5,277,000	5,277,000	5,277,000	5,277,000	5,277,000	5,277,000	5,277,000	5,277,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	12,099,000	11,937,982	11,721,746	11,515,308	11,319,010	11,132,142	10,955,096	10,788,230	10,631,912	10,487,423	10,355,484	10,236,541
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Equity</b>	<b>12,099,000</b>	<b>11,937,982</b>	<b>11,721,746</b>	<b>11,515,308</b>	<b>11,319,010</b>	<b>11,132,142</b>	<b>10,955,096</b>	<b>10,788,230</b>	<b>10,631,912</b>	<b>10,487,423</b>	<b>10,355,484</b>	<b>10,236,541</b>

# WORKFORCE MANAGEMENT PLAN

ADOPTED XXXX 2022



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## FOREWORD BY GENERAL MANAGER

Council's Workforce Plan documents the processes involved in identifying the current staffing requirements of Council, based on information currently available, and extrapolating those needs through to 2021, the term of the incoming Council.

In preparing this Plan Council's focus has been to retain, at existing staffing levels, its current staff, and to attract new staff, all of whom will possess and enhance the appropriate skills for their positions both now and into the foreseeable future.

Council's **Vision** is simple, straightforward and succinctly expressed:

***"Comfortable Country Living"***

Council's **Mission** is equally straightforward:

***"To provide a comfortable country lifestyle by progressively improving the level of appropriate facilities and services and to encourage growth and economic development that is responsive to the needs of Council's Community."***

This Workforce Plan documents the issues which Council has to consider, and the strategies it needs to pursue, to provide a workforce able to implement its mission and so deliver on its vision.

Being comparatively remotely-located, the Shire is affected by the "tyranny of distance" and, as such, is subject to staffing pressures not encountered by Local Authorities in densely populated City or large Regional areas for specialist and management positions. Council is also cognisant of the need to attract into, and retain in, its workforce members of its local Community by offering competitive remuneration and conditions of employment in comparison with other regional enterprises and entities.

In essence, this Workforce Plan focuses on the need for Council to ensure that it always has in place the right personnel with the right mix of skills and abilities in the right places at the right time. The onus is upon Management to adopt "best practice" Management processes to continuously achieve this outcome.

The recruitment aspect of the Plan also aims to ensure that Council, in recruiting new staff, retains its existing staff and affords all personnel training and development for their and the Community's existing and future needs.

Derek Francis  
GENERAL MANAGER.

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## WHAT IS COUNCIL'S WORKFORCE PLAN?

Council's Workforce Plan sets out in detail the processes which Council uses to identify its current and future personnel requirements by ensuring that it retains existing staff and recruits additional staff so that it always has the right number of personnel doing the right tasks at the right time.

The current and longer-term aspirations of Council's Community have been detailed in the Community Strategic Plan and include:

1. Social
2. Infrastructure
3. Environmental
4. Economic
5. Civic Leadership

These aspirations will not be achieved however, unless Council has at its disposal adequate funding, assets and personnel.

The Workforce Plan aligns the key Human Resource strategy of Workforce Management with the other components of Council's Strategic Plan of Financial Planning and Asset Management Planning on a long term basis.

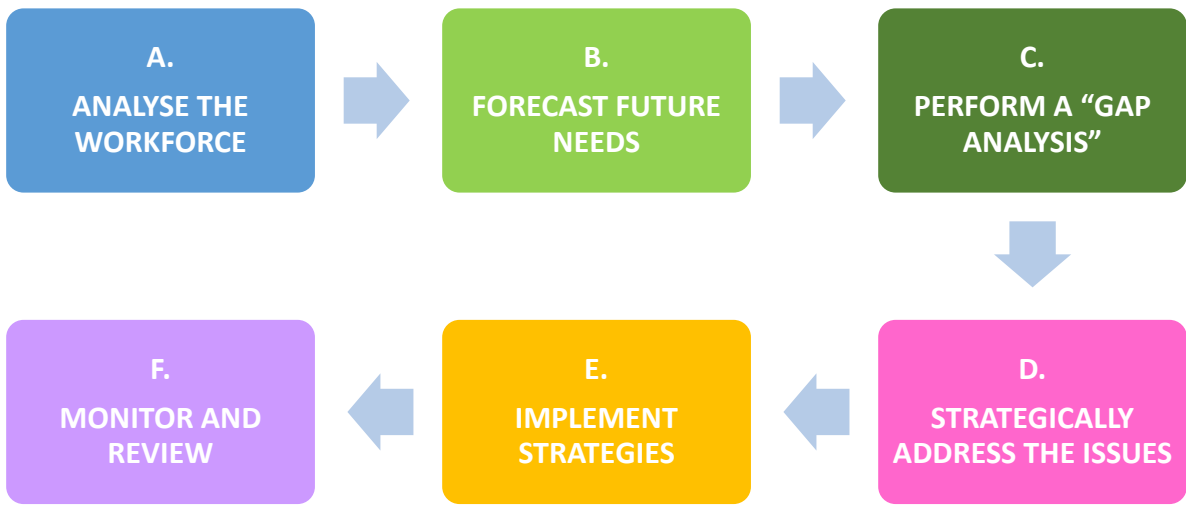
It is at this point that the Community's aspirations are to be strategically implemented or developed.

The outcomes and strategies for achieving our Community's aspirations have been succinctly detailed in the Community Strategic Plan under the above components, qualified as:

1. Social and Cultural, Community Centres, Inclusive Communities, Education, Public Health and Emergency Services.
2. Road Networks, Rail Services, Water, Sewerage and Communication Networks
3. Built Environment, Waste and Recycling, Natural Environment, and Health, Safety and Regulation.
4. Local Industries and Businesses, Tourism and Public Transport and Air Services.
5. Effective Local Government leadership, advocacy and governance, Best Practice management of our Business and Disaster Management.

# FRAMEWORK FOR THE WORKFORCE PLAN

The functional steps in implementing the Workforce Plan are depicted in the following framework:



## WORKFORCE PLANNING FRAMEWORK

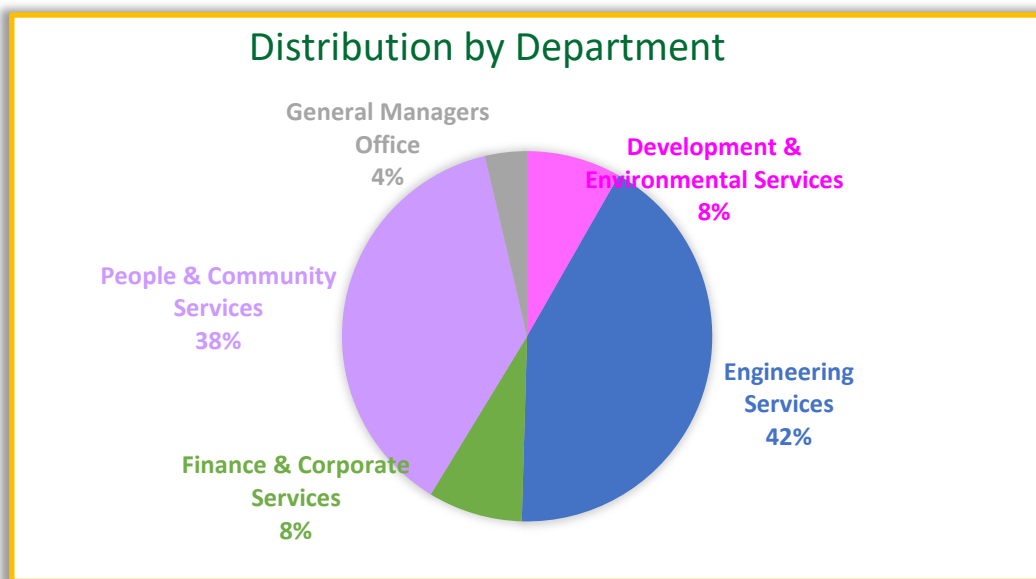
### A. Analyse The Workforce:

*This step establishes the profile of Council's existing workforce.*

Council's workforce as of 29<sup>th</sup> April 2022 consists of 109 employees, which consists of 75 permanent full time employees, 19 permanent part time employees, 7 casuals and 8 contracted staff.

The majority of employees have either attained qualifications or received training appropriate to their positions.

### Employee Distribution by Department



## Age

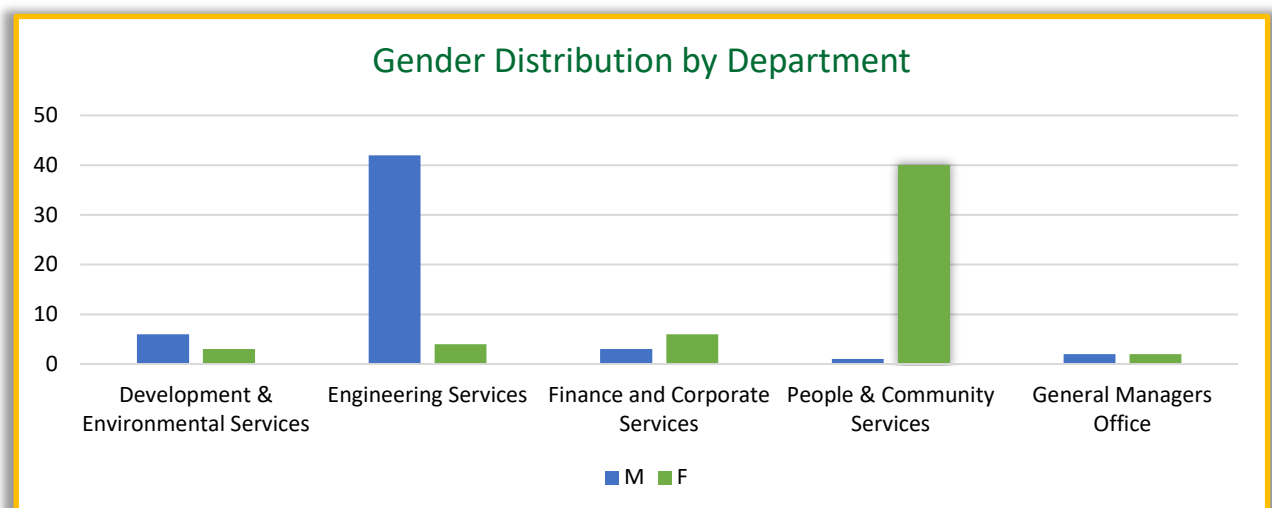
The age distribution of staff in comparison to our last workforce plan is featured in the table below.

Age Category	2017		2022	
	No.	%	No.	%
20 or under	11	11%	8	7%
21-30	24	24%	29	27%
31-40	13	13%	14	13%
41-50	29	30%	18	17%
51-60	14	14%	31	28%
61 and over	7	7%	9	8%

## Gender

Our workforce overall is evenly split by gender with 50.5% of our total workforce being female, and 49.5% male. This is an increase from our last statistics in 2017 where females comprised of 43% of employees. These statistics are reflected in our supervisory positions with females making up 45% of Bogan Shire Council supervisors and managers and 75% of our directors.

Reviewing our gender distribution by department in the graph below, majority of our Engineering Services department are male (91%), and our People & Community Services department female (98%).

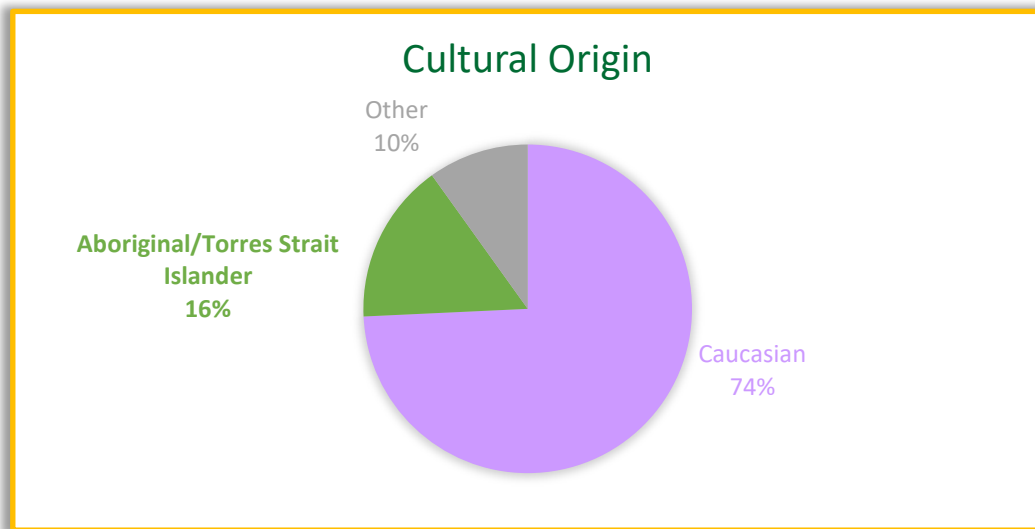




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## Cultural Diversity

Bogan Shire Council has 16% of its workforce identifying as Aboriginal or Torres Strait Islander.



## Flexibility

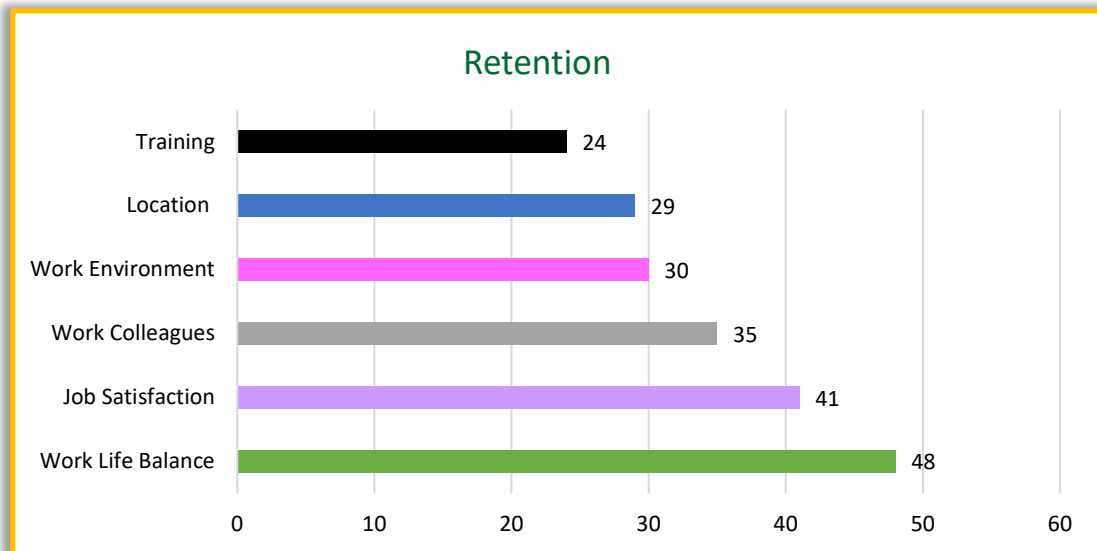
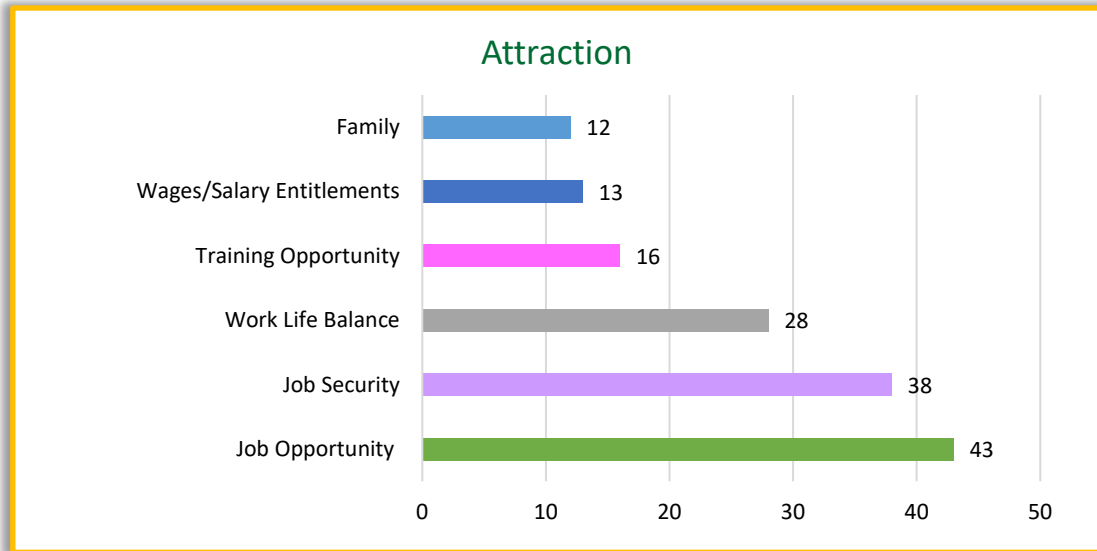
Council strives to promote work life balance and attraction of staff through flexible work. Bogan Shire Council not only offers 9 day fortnights, but also a Flexitime system for other employees to increase flexibility and family-friendly hours.

Council employs 19 part time staff comprising 17.5% of our workforce and 7 casual employees making up 6.5%. Our 44 outdoor permanent full time staff all work on a 9-day fortnight roster system. Of the remaining 31 full time indoor staff 26 operate on our flexi time system, allowing them to work at flexible hours around their family, sporting or study commitments.

## Attraction and Retention

The main reasons employees were drawn to work at Bogan Shire include Job Opportunity, Job Security and Work/Life Balance, these results are consistent with our last survey conducted in 2017.

Employees noted that the best aspects of working for Council were similar and included Work Life Balance, Job Satisfaction and Work Colleagues.



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## B. Forecast Future Needs:

*Planning and consideration of Council's Delivery Program and Operational Plan items were undertaken in order to understand our capacity and capability to deliver current and future work requirements and identify future skill and competency needs.*

### Age

The previous workforce plan highlighted the fact that Bogan Shire Council's workforce is ageing and is characterised by relatively few younger people. Council committed to attracting more young people into its workforce by offering traineeships, apprenticeships and school based traineeships.

Our recent analysis of Council's workforce demographics shows that approximately 47% of personnel are in the "40 years and under" category, 53% being in the "41 years and Over" Category. This has shown a 2% increase in the under 40 category in comparison to our last workforce plan statistics. Council's older workforce has increased with staff in the 51 and over categories increasing from 21% in 2017 to 36%. There will need to be a focus on increasing younger staff and training them as part of ongoing succession planning in the workforce. This will provide the younger staff with the opportunity to learn from our senior staff, and will also provide Council with a better pool of qualified applicants for senior positions in the future.

### Housing

Council has identified through recent community workshops that there is a need for more housing within the shire and will be looking to construct a housing subdivision. Council as an employer is in the same situation as other local employers in that the lack of suitable housing constrains our ability to attract and retain the staff we need. Council currently owns housing which is allocated to key staff and this should be retained at a minimum.

### Regular Doctors and Health Care Services

The community has indicated that there is a need to focus on retaining doctors and healthcare services long term within the community. As the operator of the Bogan Shire Medical Centre, Council will play a key role in attracting new health care providers and services and potentially recruiting to new positions to fill this need. Council may also need to increase funding for training opportunities to upskill staff.

### Childcare

The community has indicated that there is a need for child care for ages 0-12. As the operator of the Bogan Shire Early Learning Centre (0-5 years), Council's is expanding this facility, increasing the number of staff required to operate the Centre under license requirements. Recruitment to fill these new positions will not be without its challenges given the national shortage of educators in this industry. Council may also need to increase funding for training opportunities to upskill staff. Before and after school care for ages 5-12 is the responsibility of the State Government and Council is actively lobbying them to establish a facility at the Nyngan Public School.

### Bogan Shire Youth and Community Centre.

With the Bogan Shire Youth and Community Centre due for completion mid 2022 there will be a need for new staff at the facility. As this is a new facility there will be job opportunities and the potential need for training and certifications to fill a skills gap in the youth work area.

## C. Perform a Gap Analysis:

*Findings from our workforce analysis and forecasting steps, enabled Council to identify gaps between workforce demand and workforce supply, internal and external impacts, challenges on current resources, then identify potential actions.*

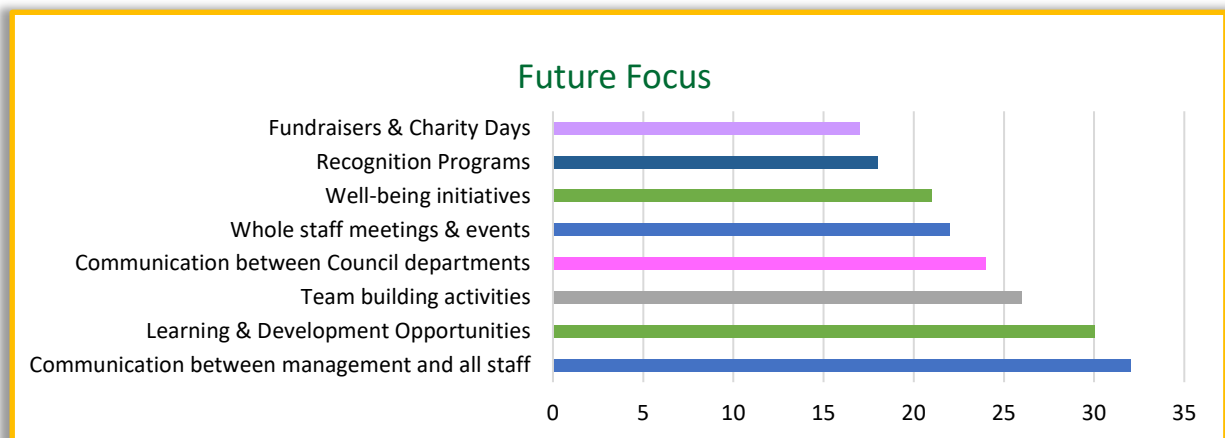
Current statistics and our future needs do not highlight the potential for a balloon effect in workforce numbers, rather a gradual increase to meet demands as they present themselves.

As noted in our workforce analysis with the increase of staff in the 51 and over category there will be a need to attract younger staff to Council. Council will endeavour to do this by continuing to employ apprentices and trainees where possible, including working closely with the high school to encourage school based traineeships, which will provide Council with qualified staff in the future. There is also a need for succession plans for senior positions through providing on the job training, access to tertiary qualifications and mentoring. This could include the provision of internal scholarships to address succession planning needs, providing Council with an internal pool of applicants for key position vacancies in the future.

The completion of the Bogan Shire Youth and Community Centre, the extensions at the Early Learning Centre, and need for more health care providers will mean Council will need to look at increasing its workforce to fill key positions. Council may need to increase staff to maintain these new facilities. As highlighted in our 'Forecasting of Future Needs', there may be a demand for further training to fill proposed upcoming positions.

In the previous Workforce, plan one of Council's main identified gaps was the availability of funding for training with a focus placed on locating available funding and dispersing it to areas that need further certification and qualifications. Council has actively sourced government subsidies and reimbursements for training in recent years, such as the 50% wage subsidy reimbursement for all trainees and apprentices. It is hoped that this funding, or alike, will continue into the future to assist in meeting the growing training requirements of our workforce. The impacts of COVID-19 over the last few years have placed heavy restrictions in our ability to source relevant training providers, hold training sessions and provide development opportunities for our staff. Council will need to conduct more training in the next few years to increase its skills base, retain employees and continue to support our positive workplace culture.

Our Workforce Plan survey identified that staff would like to see more of the initiatives in the table below.



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## D. Strategically Address The Issues:

*By planning and designing specific programmes for the future, Council will identify skill sets necessary to realise projected achievements. In summary of the above analysis and forecasting, our strategies will include:*

### Attraction & Retention

- Increasing housing availability in the Shire to attract new staff
- Promoting Nyngan as “the place to live” in accordance with Council’s Vision and Mission Statement
- Promoting work-life balance and flexibility working with Council
- Producing promotional videos and other media to encourage relocation to Nyngan
- Providing relevant training and development opportunities
- Increasing apprenticeships and traineeships
- Investigating opportunities refugee employment
- Developing skills and knowledge required to enable succession planning
- Improving communication between management and all staff
- Promoting team building activities across Council

### Youth Recruitment

- Providing apprenticeships and traineeships for all staff enabling Council to “grow its own”
- Continuing the relationship with Nyngan High School to communicate opportunities for work experience and school based traineeships

### Recruitment & Onboarding

- Ensuring line managers understand and implement the probationary process
- Maintaining and reviewing the online induction system
- Maintaining and reviewing the online training and induction system

### Training Opportunities

- Undertaking research and accessing training funding and grants
- Regularly conducting skills assessments
- Fully implement the employee development plan system
- Providing opportunities for staff to gain relevant tertiary qualifications

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## E. Implement Strategies:

*The capabilities of Council's workforce are developed by implementing the strategies identified in previous steps.*

## F. Monitor and Review:

*The Workforce Plan is a living document and this step serves, not only to verify our achievements, but also to continuously improve the ways in which we deliver our services to the Community.*

***The following table details the Action Plan for achieving the anticipated outcomes of issues and strategies detailed throughout this Workforce Plan and has been prepared on the basis that Council's revised Salary System has been signed off by all stakeholders.***

## ACTION PLAN

Issues	Implementation & Details	Target Date	Personnel
Annual Skills Assessments	<ul style="list-style-type: none"> <li>→ Conducting assessments</li> <li>→ Carry out Review</li> <li>→ Implement Improvements</li> </ul>	Annually (July – August)	<ul style="list-style-type: none"> <li>→ Directors</li> <li>→ Managers</li> <li>→ Supervisors</li> <li>→ Team Leaders</li> </ul>
Employee development plan system	<ul style="list-style-type: none"> <li>→ Fully implement the system</li> <li>→ Carry out Review</li> </ul>	Annually (July – August)	<ul style="list-style-type: none"> <li>→ Human Resources Officers</li> <li>→ Directors</li> </ul>
Position Descriptions & Task Components	<ul style="list-style-type: none"> <li>→ Carry out revisions</li> </ul>	At each new recruitment	<ul style="list-style-type: none"> <li>→ Human Resources Officers</li> <li>→ Hiring Manager</li> </ul>
Communication between management and staff	<ul style="list-style-type: none"> <li>→ Carry out consultation</li> <li>→ Develop employee communication plan</li> <li>→ Implementation of a staff newsletter</li> </ul>	Monthly	<ul style="list-style-type: none"> <li>→ Human Resources Officers</li> <li>→ Directors</li> <li>→ Managers</li> <li>→ Supervisors</li> <li>→ Team Leaders</li> </ul>
Identified skill and knowledge shortages	<ul style="list-style-type: none"> <li>→ Transpose from Appraisal process to produce listing</li> <li>→ Internal training database software</li> </ul>	Update Quarterly Review annually in February each year for budget preparation	<ul style="list-style-type: none"> <li>→ Human Resources Officers</li> <li>→ Directors</li> <li>→ Managers</li> <li>→ Supervisors</li> <li>→ Team Leaders</li> <li>→ Consultative Committee</li> </ul>
Provide training	<ul style="list-style-type: none"> <li>→ Allocate participants from listings as per needs</li> <li>→ Research and access funding/grants</li> <li>→ Schedule for “Refreshers” &amp; subsequent stages (where applicable)</li> </ul>	Annually at EDP discussions and skills assessments (July – August and January to March)	<ul style="list-style-type: none"> <li>→ Human Resources Officers</li> <li>→ Directors</li> <li>→ Managers</li> <li>→ Supervisors</li> <li>→ Team Leaders</li> </ul>
Annual assessment of need for traineeships and apprenticeships	<ul style="list-style-type: none"> <li>→ Review Position Description</li> <li>→ Advertise</li> <li>→ Appoint</li> </ul>	Annually as required	<ul style="list-style-type: none"> <li>→ Human Resources Officers</li> <li>→ Directors</li> </ul>

Issues	<i>Implementation &amp; Details</i>	<i>Target Date</i>	Personnel
Induction	<ul style="list-style-type: none"> <li>→ Carry out concepts training</li> <li>→ Implement concepts</li> <li>→ Maintain and distribute Employee Handbook</li> </ul>	On commencing employment	<ul style="list-style-type: none"> <li>→ Human Resources Officers</li> <li>→ Directors</li> <li>→ Managers</li> <li>→ Supervisors</li> <li>→ Team Leaders</li> </ul>
Probationary process	<ul style="list-style-type: none"> <li>→ Carry out review</li> <li>→ Educate Line Managers and assess implementation</li> </ul>	On commencing employment  Reviewed bi-annually	<ul style="list-style-type: none"> <li>→ Human Resources Officer</li> <li>→ Directors</li> <li>→ Managers</li> <li>→ Supervisors</li> <li>→ Team Leaders</li> </ul>
HR Policy Reviews	<ul style="list-style-type: none"> <li>→ Carry out Reviews</li> <li>→ Revise Policies</li> </ul>	Biennially	<ul style="list-style-type: none"> <li>→ Human Resources Officer</li> <li>→ Manex</li> <li>→ General Manager</li> </ul>
Advertising the advantages of the Shire	<ul style="list-style-type: none"> <li>→ Embellish advertisements</li> <li>→ Embellish Website</li> </ul>	At recruitment	<ul style="list-style-type: none"> <li>→ Director People and Community Facilities</li> <li>→ Human Resource Officers</li> </ul>
Seconding staff to Alliance of Western Councils	<ul style="list-style-type: none"> <li>→ Obtain agreement from member Councils</li> <li>→ Compile positions list</li> <li>→ Canvas staff</li> <li>→ Arrange secondments</li> </ul>	Where identified and agreed to	<ul style="list-style-type: none"> <li>→ General Manager</li> <li>→ Directors</li> </ul>
Gender imbalances	<ul style="list-style-type: none"> <li>→ Review Position Descriptions</li> <li>→ Word advertisements to encourage all genders to apply for positions traditionally held by males/females</li> <li>→ Encourage all genders in traineeships</li> </ul>	At recruitment, revision of vacant positions	<ul style="list-style-type: none"> <li>→ General Manager</li> <li>→ Directors</li> </ul>
Succession planning	<ul style="list-style-type: none"> <li>→ Identify and implement succession plans</li> <li>→ Provide internal scholarships for identified roles</li> </ul>	Bi-annually	<ul style="list-style-type: none"> <li>→ General Manager</li> <li>→ Directors</li> </ul>