



CABONNE COUNCIL ANNUAL REPORT 2020/21

Acknowledgement of Country

In the spirit of reconciliation, Council acknowledges and pays respect to the Wiradjuri people, the traditional custodians of the land referred to as Cabonne.

Council also pays respect to the Elders both past and present of the Wiradjuri Nation and extend that respect to other Indigenous Australians who are present in the Cabonne area.

We recognise Aboriginal spiritual, social and cultural connections to these lands and waters and state our commitment to ensuring that Aboriginal rights, as enshrined in legislation, are upheld and not eroded.

CONTENTS

INTRODUCTION
OUR COMMUNITY'S VISION
COUNCIL'S MISSION
COUNCIL'S VALUES
ABOUT THIS REPORT
HOW WE PLAN & REPORT
INTEGRATED PLANNING & REPORTING FRAMEWORK
YEAR IN REVIEW
A SNAPSHOT OF 2020/21
CABONNE AT A GLANCE 9
CABONNE PROFILE
FINANCIAL REPORT
OUR PERFORMANCE
OUR PROGRESS
FUTURE DIRECTION 1
FUTURE DIRECTION 2
FUTURE DIRECTION 319
FUTURE DIRECTION 4
FUTURE DIRECTION 5
CORPORATE GOVERNANCE
OUR COUNCILLORS 28
DECISION MAKING AND GOVERNANCE
OUR STAFF
STATUTORY INFORMATION
ANNEXURE A: ANNUAL FINANCIAL STATEMENTS

INTRODUCTION

OUR COMMUNITY'S VISION

We aim to be passionate people in thriving villages and caring communities, respecting and sustaining our environment, with an agricultural heart

In a world where we yearn for a more genuine life, Cabonne offers a pace of living that is both relaxing and invigorating. Those who live in Cabonne are passionate about the place they call home, and others recognise this immediately.

There is a thriving heartbeat to Cabonne. The social and economic life of the villages is vibrant, while the communities are supportive and welcoming.

The Cabonne community cares for and respects their environment, making sure the rivers, waterways, soils, vegetation and air are clean and healthy for all living things.

The heart of Cabonne is found in the beautiful and productive landscapes. The land nurtures and sustains the community and, at the same time, provides the inspiration for them to strive and reach their full potential.

COUNCIL'S MISSION

To be a progressive and innovative Council which maintains relevance through local governance to its community and diverse rural area by facilitating the provision of service to satisfy identified current and future needs.

COUNCIL'S VALUES

In all we do, we will:

- Respect each other, our community and the environment we live in
- · Balance today's decisions with the long-term future in mind
- · Be friendly and approachable, and work together
- Strive to do our very best and take personal responsibility for our actions

ABOUT THIS REPORT

This annual report summarises the performance of Cabonne Council for 2020/21 against the outcomes in the Cabonne 2025 Community Strategic Plan, and the activities in the Operational Plan 2020/21.

It details the financial results for the past year and looks to the year ahead. The report provides open, accurate and transparent information for all our stakeholders.

HOW WE PLAN & REPORT

Our Community Strategic Plan

Cabonne 2025 is our current Community Strategic Plan. This long-term plan represents the vision, aspirations and priorities of the Cabonne community for their preferred future.

It steers council's planning and helps us achieve the long-term outcomes our residents want for our local area. In areas and topics where we don't have control over outcomes, we work with other levels of government and key stakeholders to influence policy, planning, infrastructure and service delivery.

We prepared the plan in collaboration with, and on behalf, of our residents and other stakeholders in 2011/12. It was adopted by council in March 2012.

The plan forms the basis for our Delivery Program and Operational Plan.

Our Delivery Program 2018-2022 and Operational Plan 2020-2021

The Delivery Program 2018–2022 is one layer of the Integrated Planning and Reporting framework that all NSW councils must develop to meet the requirements of the Local Government Amendment (Planning and Reporting) Act 2009. It outlines the work council can do to achieve Future Directions outlined by the community in the Community Strategic Plan. The focus in the Delivery Program is to deliver against the five Future Directions outlined in the Community Strategic Plan:

- Connect Cabonne to each other & the world
- Build business & generate employment
- Provide & develop community facilities
- Grow Cabonne's culture & community
- Manage our natural resources

The annual Operational Plan 2020/21 supports the Delivery Program 2018-2022. It details the activities we undertook from 1 July 2020 to 30 June 2021. It is reported on every six months and reviewed each year.

Our Annual Report 2020/21

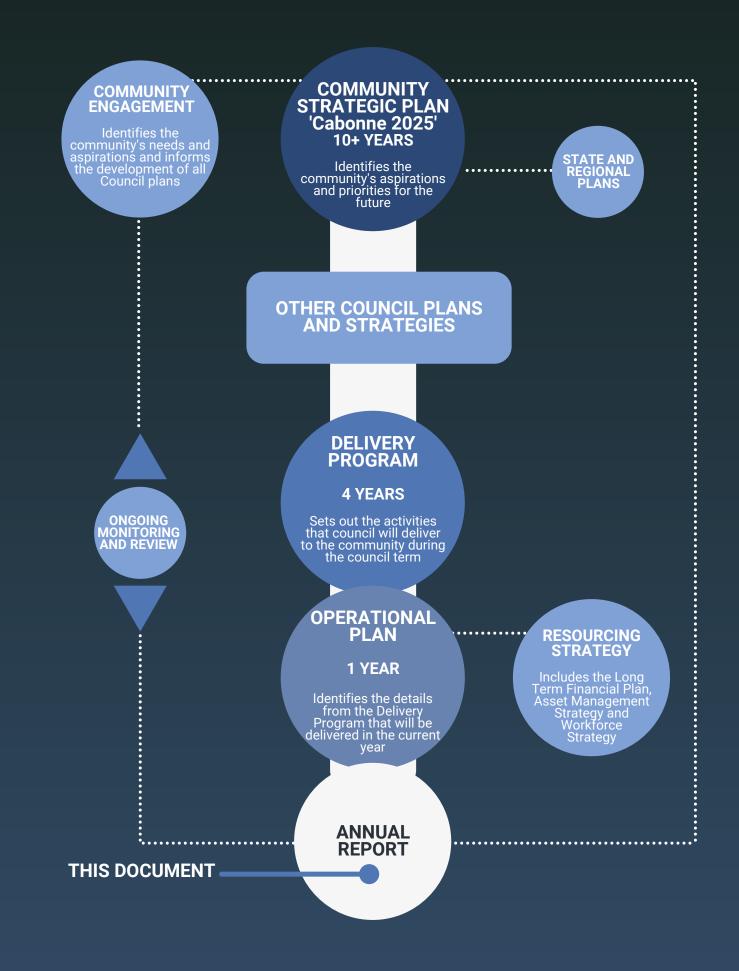
We set annual targets and monitor progress towards achieving these longer-term targets. Every six months, we report on the key activities that contribute to achieving our targets. These performance reports are published in reports to council, and are on council's website to inform the community of our progress.

This annual report summarises the performance of Cabonne Council for 2020/21 against the directions in Cabonne 2025 and the services and projects in the Operational Plan 2020/21.

It identifies our major projects and activities in the past year.

YOU CAN FIND CURRENT AND HISTORICAL DOCUMENTS AND REPORTS ON OUR WEBSITE: WWW.CABONNE.NSW.GOV.AU

INTEGRATED PLANNING & REPORTING FRAMEWORK



YEAR IN REVIEW

2

A SNAPSHOT OF 2020/21

FUTURE DIRECTION 1 - Connect Cabonne to each other and the world

- Successfully obtained funding for "Saving Lives on Country Roads" program and completed projects on Ophir and Obley Roads as a result
- Construction works at Bangaroo Bridge were completed, and the replacement of St Germains Bridge has also been completed
- Two new volunteers have joined the Community Transport service

FUTURE DIRECTION 2 - Build business and generate employment

- The development of an Economic Development and Tourism Plan has commenced
- Council is working with Orange360 to identify further opportunities in agri-tourism
- \$1m of the Federal Government's Drought Communities Fund projects are nearing completion, with one of the main outcomes of this funding being to stimulate business activity and employment while delivering community infrastructure

FUTURE DIRECTION 3 - Provide and develop community facilities

- Cabonne Family Day Care had an average of 19 registered educators, with an average of 151 children in care per week
- Skateboarding events were held in Canowindra and Manildra as part of Youth Week
- The demolition of the former Molong Community Hall, and the construction of the new Cabonne Community Centre has commenced

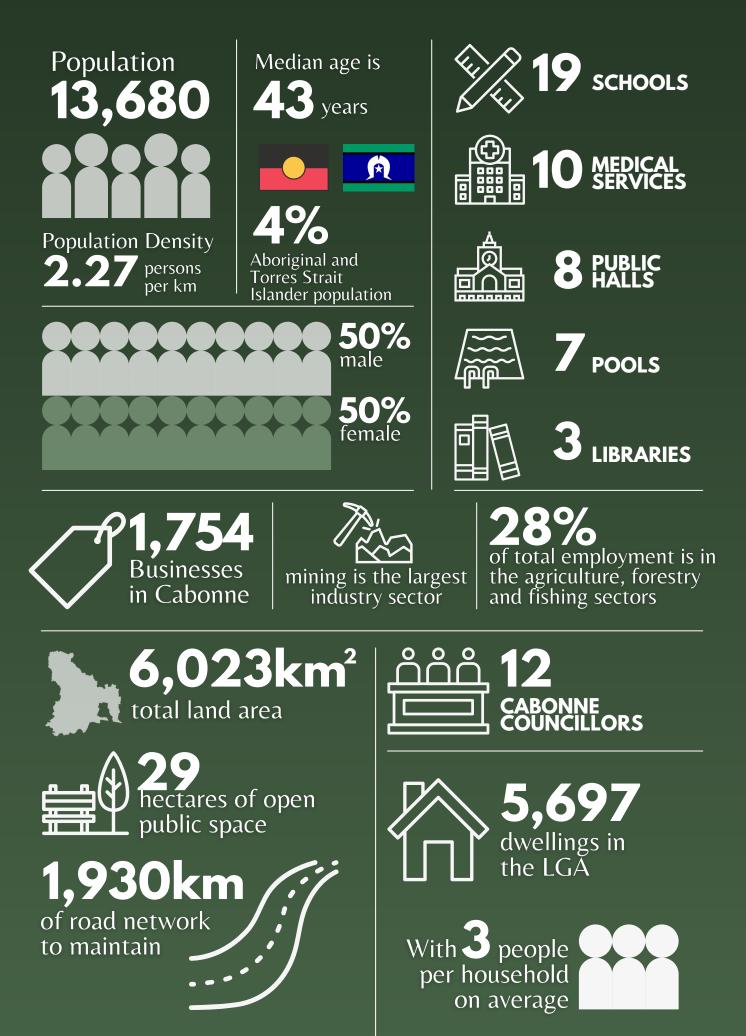
FUTURE DIRECTION 4 - Grow Cabonne's culture and community

- Cabonne's Settlement Strategy adopted at the June 2021 council meeting
- \$67,810 allocated to community projects as part of the Community Assistance Program
- The Blayney, Cabonne, Orange City (BCO) Alliance was formed, and a Memorandum of Understanding signed

FUTURE DIRECTION 5 - Manage our natural resources

- After the effects of the recent drought, a maintenance of Level 1 water restrictions is still in place to promote responsible water use
- Working with the BCO Alliance to develop policy and procedure around liquid trade waste operations
- The Renewable Energy Action Plan is being progressed through the development of a mid-scale solar installation to enable Council's electricity consumption to be 100% renewable

CABONNE AT A GLANCE



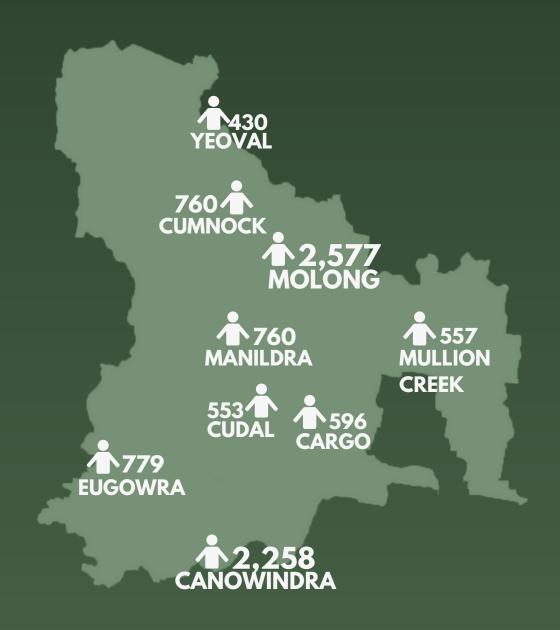
CABONNE PROFILE

The traditional custodians of the Cabonne area are the Wiradjuri people.

The Cabonne Local Government Area (LGA) occupies 6,023 square kilometres in the New South Wales Central West region. It encompasses the towns and villages of Borenore/Nashdale, Canowindra, Cargo, Cudal, Cumnock, Eugowra, Manildra, Molong, Mullion Creek and Yeoval, as well as many settlements and localities.

According to the Cabonne Settlement Strategy 2021-2041, the LGA is growing, and a significant portion of this growth is occurring in some of its settlements and large lot residential localities.

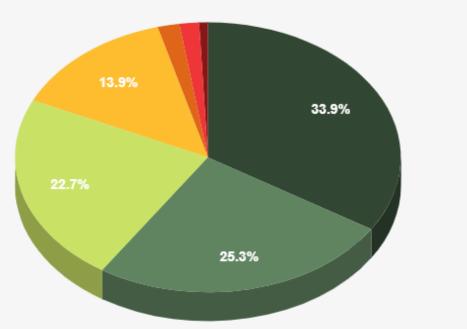
The region is known for its open spaces, with three National Parks within its bounds. Mount Canobolas is the highest point in the shire, at 1,395 metres above sea level.



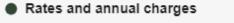
POPULATION FIGURES FROM 2016 CENSUS DATA WHICH INCLUDES SURROUNDING SUBURBS IN VILLAGE POPULATION

FINANCIAL REPORT

The net result for 2020/21, as reported in the Financial Statements, is a surplus of \$4.9M before Capital Income.

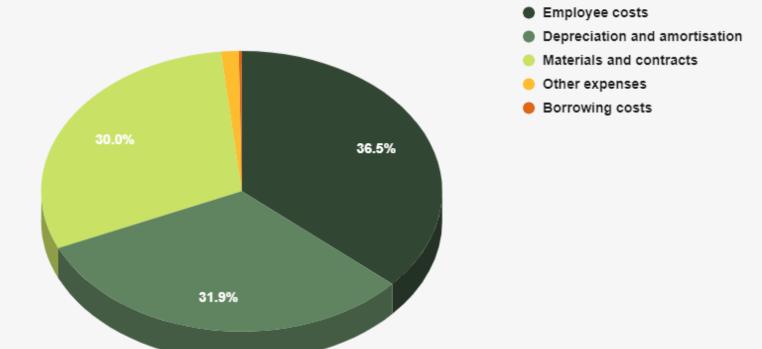


INCOME: WHERE OUR MONEY CAME FROM



- Operating grants and contributions
- Capital grants and contributions
- User charges and fees
- Other revenues
- 🔴 Gains asset disposal
- Interest and investment revenue

TOTAL INCOME	2020/21 \$',000
Rates and annual charges	14,932
Operating grants and contributions	11,143
Capital grants and contributions	9,990
User charges and fees	6,160
Other revenues	806
Gains asset disposal	725
Interest and investment revenue	322
TOTAL	44,078



EXPENSES: WHERE OUR MONEY WAS SPENT

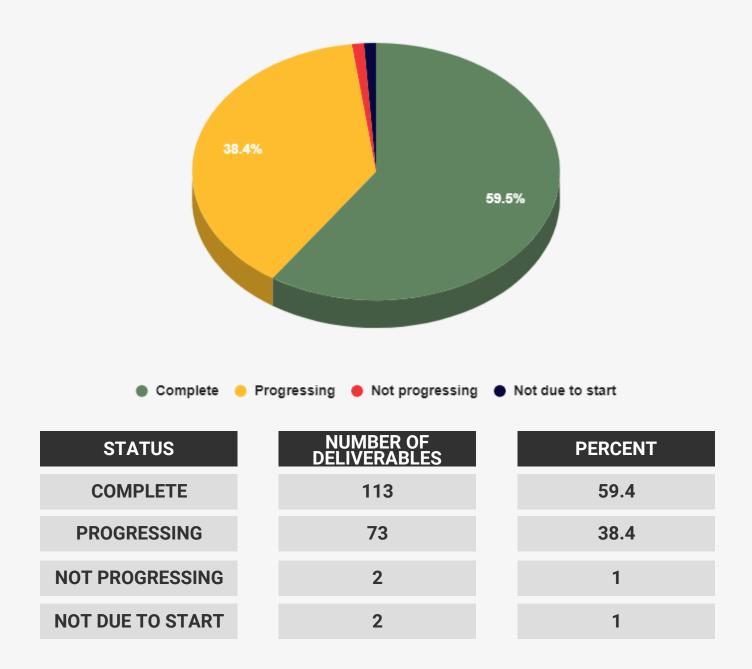
TOTAL EXPENSES	2020/21 \$',000
Employee costs	14,279
Depreciation and amortisation	12,472
Materials and contracts	11,736
Other expenses	554
Borrowing costs	94
TOTAL	39,135

OUR PERFORMANCE

OUR PROGRESS

The Operational Plan 2020/21 details the activities we need to undertake and how we will resource these. It detailed 190 Deliverables. We completed 113 of these planned activities.





The rest of this section summarises our achievements for 2020/21. Further details on projects and performance measures are in the six-monthly Delivery Program progress reports.

FUTURE DIRECTION 1 Connect Cabonne to each other and the world



\$6.6M SPENT ON ROAD CONSTRUCTION

32.5km of roads constructed

33.8km OF ROADS GRAVEL RESHEETED AT A COST OF **\$1M**





125 HEALTH TRIPS

- **31** DVA TRIPS
- **351** CHSP TRIPS

80 CTP TRIPS

\$226,933

TOTAL FUNDING RECEIVED BY COMMUNITY TRANSPORT

FUTURE DIRECTION 1

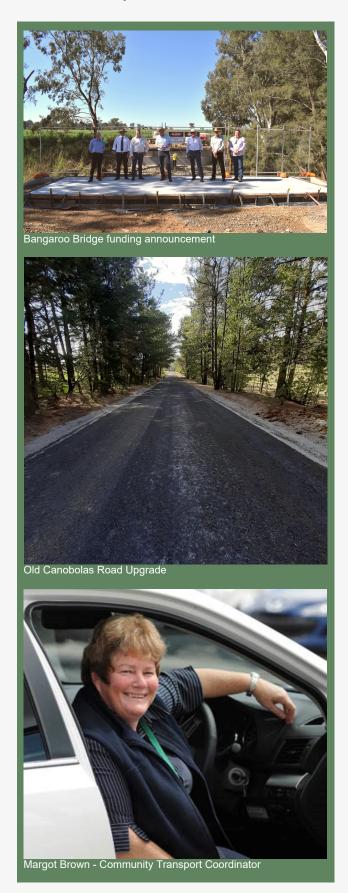
Our achievements

Council strived for a safe, efficient, quality, and well-maintained urban and rural svstem for vehicles transport and pedestrians on Cabonne's local, regional and state roads. This was achieved by completing the Urban and Rural Maintenance Program in accordance with the budget, and by committing to regular reviews of maintenance activities. The Roads Infrastructure team has completed several big projects, including bridge construction at Bangaroo Bridge on the border between Cabonne and Cowra councils in Canowindra. and bridge replacement at St Germains Bridge in the Manildra area. These projects were jointly funded under the Federal Government's Bridge Renewal Program. In addition, all scheduled footpaths were completed for the 2020/21 year, with a total of 770 metres of footpath constructed across the shire.

Council has continued to advocate on behalf of its residents for appropriate telecommunications infrastructure across Cabonne in order to access contemporary information and communication technology.

A range of transport options into, out of, and around Cabonne are available, with the Cabonne Community Transport continuing to operate within the COVID-19 restrictions, offering transport for essential medical trips. Two new volunteers were also recruited to the service from the Canowindra area.

In order to meet our target of our transport infrastructure meeting agricultural needs to get goods to and from market, council has undertaken a State Roads works program. All ordered works were undertaken, with a major project between Orange and Parkes agreed upon to be completed early in the 2021/22 year. Council is also continuing their involvement in the Lachlan Transport Alliance and Central NSW Joint Organisation in order to continue to lobby for the retention and renewal of the rail infrastructure system.

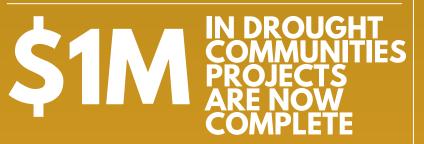


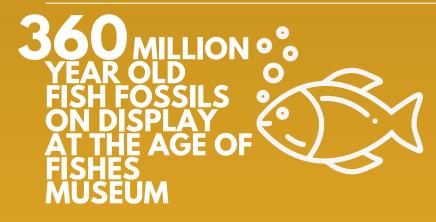
FUTURE DIRECTION 2 Build business and generate employment











CONTINUED PARTNERSHIP WITH Orange360



\$2.80M FIXING LOCAL ROADS FUNDING

\$1.94M ROADS TO RECOVERY FUNDING

\$600,000 BRIDGE RENEWAL PROGRAM FOR BANGAROO BRIDGE AND ST GERMAINS BRIDGE

\$359,818 STRONGER COMMUNITIES FUNDING

FUTURE DIRECTION 2

Our achievements

In order to promote a strong and vibrant local business council has sector, work commenced Economic on an Development and Tourism Plan and is working towards implementing economic development outcomes contained within the Regional Economic Development Strategy (REDS). In working with the LGA's progress associations and promoting activities in the region, a number of events have gone ahead with council's support, including various Christmas activities in the town CBDs, and a business forum as part of Small Business Month, which has allowed for further development of these events in the future.

The Cabonne Community Tourism Advisory Committee (CCTAC) identified a need to provide training around delivering a better quality customer experience for people visiting the Cabonne LGA. Council is now working in conjunction with Orange360 to deliver this outcome. In line with this, and in order to promote a coordinated tourism product and thriving visitor industry in Cabonne, council commenced has development of a virtual business hub, which aims to provide a concierge service to businesses, including agri-business, in Cabonne. Identifying further opportunities for agri-business has also been a priority for council, who was a major sponsor for the 2021 Australian National Field Days (subsequently cancelled due to the COVID-19 pandemic). Council also supported the Caravan and Camping Expo in Borenore in March 2021, with a tourism-based stall.

The ongoing drought in the region has been particularly tough on the agriculture industry, which consists of a large constituent of Cabonne residents. The Federal Government's Drought Communities

Funding aimed to stimulate the economy and create jobs for those in need. The projects were varied in both location and skill requirements, and the 2020/21 year saw the final projects from this funding completed. Some of these projects included a shire-wide upgrade and beautification of recreational facilities community and seating, the installation of a new watering system at Jack Huxley Oval in Manildra to provide а more sustainable, ongoing watering program, and upgrades to the watering system at Dean Park, Cudal.



Caravan and Camping Expo

FUTURE DIRECTION 3 Provide and develop community facilities





2 INCLUSIVE PLAY SPACES INSTALLED



























AVERAGE NUMBER PER WEEK

FUTURE DIRECTION 3

Our achievements

To provide and facilitate pre-school, play group, childcare and youth facilities across Cabonne, Council has a successfully operating Family Day Care service, which had an average of 19 educators in the 2020/21 year, with an average of 151 children in care per week. To accommodate a growing population of children requiring care, the service has two prospective new educators. To help safeguard this service for the future, Family Day Care and the After School Care service have applied for Community Child Care Funding.

The youth of Cabonne have been invited to participate in several council activities, to ensure the voice of young people is heard. These activities have included Youth of the Month, student presentation to the May council meeting, and the Youth Ambassador being invited to join the official party on Australia Day. This year, as part of Youth Week, skateboarding events were held in Canowindra and Manildra.

Unfortunately, due to COVID-19 restrictions, social trips as a part of aged care services were cancelled. Council continues to work closely with local health services, however no advocacy requests were received in the last year.

Sporting, recreational. council and community services and facilities were maintained and developed against the existing program. Council achieved this by continuing to maintain cemeteries in line with community requirements and expectations, maintaining parks, gardens, pools and playgrounds in accordance with the current budgets, and facilitating the provision of library services in Cabonne. Some big projects in these areas included the installation of inclusive play spaces in

Canowindra and Molong, funded under the NSW Government's Everyone Can Play fund, and the commencement of the demolition of the Molong Community Hall to make way for the new Cabonne Community Centre. This project has been jointly funded under the Federal and State governments, with a contribution from council. When complete, the Community Centre will also include the new Molong Library.

Draft Plans of Management are in the process of development, to bring the council and community expectations of the usage of recreation spaces in line.



FUTURE DIRECTION 4 Grow Cabonne's culture and community





















49 INSTAGRAM POSTS



43 MEDIA RELEASES

FUTURE DIRECTION 4

Our achievements

The appeal of Cabonne as a region is a successful balance of village and rural living. Council has achieved this outcome by, amongst other things, reviewing and adopting the Cabonne Settlement Strategy 2021-2041. This document is a plan that identifies key issues facing the settlements in Cabonne and develops strategies to address those issues and manage the future growth and enhancement of each of the settlements for the next 10-20 years.

Maintenance of a network of viable, relevant and cultural facilities in Cabonne has been achieved through the allocation of additional staff at the Age of Fishes Museum in Canowindra, including the appointment of an Assistant Museum Manager and casual staff. These new staff members are due to commence work in the 2021/22 financial year. Work is underway to develop a new Economic Development and Tourism Strategy, while cultural events, such as the Cabonne Acquisitive Art Prize, have been supported by council.

The Community Assistance Program. Assistance Events Program and Sponsorship Program have seen a total of \$110.664 allocated towards 46 defining events and projects in the Cabonne community. Cabonne Council was a major sponsor for the Canowindra International Balloon Challenge, which saw just shy of 8.000 attendees their Cabonne at Community Glow event in May. Australia Day celebrations took place across the shire with a total of 29 awards given out to the community, and five new citizens welcomed to the Cabonne region.

In order to achieve the outcome of a council that is effective and efficient, the Code of Meeting Practice was adhered to, with workshops held on the second Tuesday of each month, and Council meetings held on the fourth Tuesday of each applicable month. One Extraordinary Meeting was held in June 2021. No Code of Conduct complaints have been received.

Internally, a visual management system for requests has customer service been implemented, better track the to community's needs. Community consultation has been paramount this financial year, with a meeting held with the Lewis Ponds community in March 2021, a community survey completed in April, and regular council presence at Progress Association meetings across Cabonne.

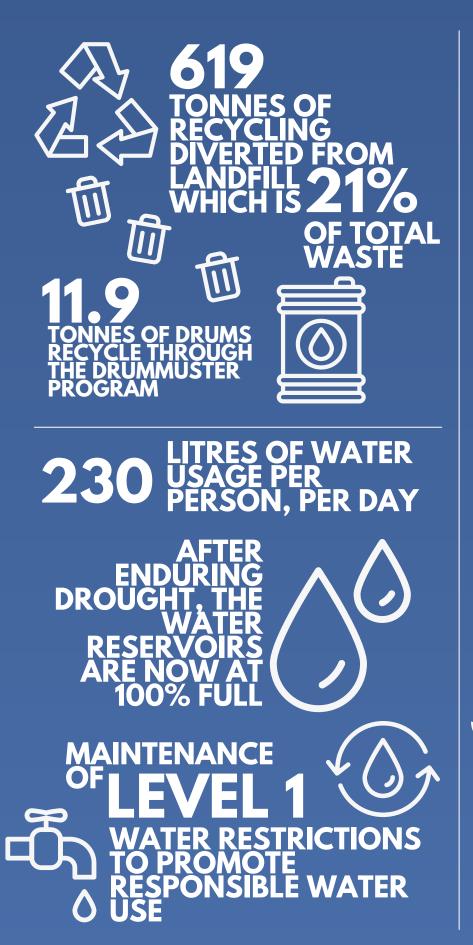
The present and long-term financial sustainability of council has been managed with internal policy and strategy review, and consideration of the Long-Term the Financial Plan. In line with this planning, the new Integrated Planning and Reporting documentation has commenced development, with a contractor engaged for Community Strategic Plan, and the resourcing underway for the new Delivery Program and Operational Plan.

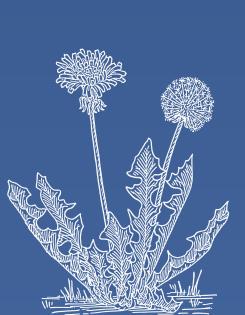
Council has been committed to strengthening connections and engaging with like-minded rural councils in the region. A meeting was held with the Mayors and General Managers of Blayney, Cabonne and Orange City councils to discuss a proposed strategic alliance of the three councils. Blayney, Cabonne and Orange City have worked collaboratively on a number of strategic documents over the past few years, including the Regional Economic Development Strategy and the BCO Subregional Rural and Industrial Land Strategy. Pooling tourism and destination marketing resources to establish Orange360 is an example of what councils working together can achieve. The three councils signed a Memorandum of Understanding in September 2020.



Age of Fishes Museum in Canowindra

FUTURE DIRECTION 5 Manage our natural resources











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FUTURE DIRECTION 5

Our achievements

In order to meet the outcome of all villages having a secure and quality water supply, in conjunction with Central Council, Tablelands Water, has engaged in a number of projects and programs. Council has continued its water quality testing program, undertaken regular and its water maintenance program activities. Despite the drought breaking, Level 1 water restrictions have been maintained in the villages which are supplied water via Cabonne Council, to promote responsible water use.

Due to the improvement in the water supply, council is now in a position to finalise a water reticulation project which aims to bring potable water to Cumnock and Yeoval. As part of this project, council has committed to performing on-property works to change over houses from their current water supply to the treated water supply. This plumbing work has commenced in Cumnock and Yeoval, and the tender for the disinfection of the pipeline has been awarded. In addition to this project, the Molong Bore Project was completed, which also aims to safeguard the Cabonne water supply in the future.

Flood mitigation is extremely important in Cabonne, and council has seen the Puzzle Flat Creek Levee construction finalised this year. The levee aims to mitigate flooding in the Eugowra area and has been a project spanning a number of years. In addition to this, three meetings of the Floodplain Committee in Molong have been held.

Ongoing management, in accordance with Best Practice standards and council's Environmental Management Plan, continues in relation to the operation of Cabonne's landfill sites. Council continues to participate in Netwaste meetings and contracts to meet the outcome of sustainable solid and liquid management practices waste across Cabonne. Council continues to monitor and investigate illegal dumping across the shire, and council's waste management strategic plan is currently being reviewed and updated.

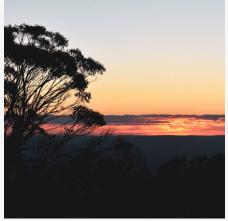
Weeds destruction operations were ongoing throughout the year, with a total of 4000km of road inspections, 200km of waterway inspections, and 178 private property inspections completed. New equipment has been purchased to assist with access during inspections. Continued membership with the Macquarie Valley Weeds Committee is ongoing.

In order to meet the outcome of risk management processes being in place for natural disaster events. an audit of emergency evacuation centres has been completed, and a subsequent review of the Management Consequence Guidelines undertaken to meet the Local Emergency Management Committee (LEMC) recommendations. Support local of emergency response teams continues, with liaison undertaken with the LEMC and NSW Health

In an effort to develop and implement environmental sustainability strategies and initiatives for Council operations, the Renewable Energy Action Plan (REAP) is being progressed through the development of a mid-scale solar installation to enable council's electricity consumption to be 100% renewable.



The completed Puzzle Flat Creek flood levee



A smoky sunset in the Mt Canobolas area



The Canowindra Pool as captured by council's drone pilots



Regional NSW filming at the completion of the Cargo Oval irrigation project



The RDA TEN4TEN launch 2021



The Cargo playground upgrade



Swinging Bridge in Canowindra



The Hon. Minister Paul Toole MP's visit to Molong



Momentum takes a moment to talk to the locals at the Cudal March Music Month event



The National Sheepdog Trials



The Canowindra Town Centre community consultation session



Four Mile Creek road upgrade



The announcement of welcome funding from the NSW Governement



Demolitions begin at the Molong Community Hall



The new inclusive play space in Molong



The Hon. Minister Sarah Mitchell MLC visits Molong Central School



Play group with Cabonne Family Day Care



Local Roads and Community Infrastructure funding announced with The Hon. Andrew Gee MP



The opening of the Fairbridge Memorial Park



Regional NSW filming at the commencement of the Manildra Hall upgrades



Cudal locals dancing with Gabe Music at the March Music Month events



Mayor Kevin Beatty speaks against the closure of the Commonwealth Bank branch in Molong



Henry Parkes Way road upgrade



Discussions commence around the Settlement Strategy with Eugowra residents



A snow event in June saw the closure of Mount Canobolas

CORPORATE GOVERNANCE



OUR COUNCILLORS



MAYOR Kevin Beatty Elected in 2017 Serving 1st term



COUNCILLOR Anthony Durkin Elected in 2008 Serving 3rd term



COUNCILLOR Libby Oldham Elected in 2017 Serving 1st term



DEPUTY MAYOR Jamie Jones Elected in 2017 Serving 1st term



COUNCILLOR Paul Mullins Elected in 2017 Serving 1st term



COUNCILLOR Greg Treavors Elected in 2012 Serving 2nd term



COUNCILLOR Peter Batten Elected in 2017 Serving 1st term



COUNCILLOR Marlene Nash Elected in 2012 Serving 2nd term



COUNCILLOR Kevin Walker Elected in 2008 Serving 3rd term



COUNCILLOR Ian Davison Elected in 2012 Serving 2nd term



COUNCILLOR Cheryl Newsom Elected in 2017 Serving 1st term



COUNCILLOR Jenny Weaver Elected in 2017 Serving 1st term

DECISION MAKING & GOVERNANCE



Our formal decision-making processes are conducted through council meetings. A large number of business matters covering a wide range of issues are discussed. Meetings are held in line with the council's Code of Meeting Practice. As required, all council meetings are recorded.

A Code of Conduct applies to our councillors and staff. The code provides an overview of the councillors' responsibilities and includes guidelines for rules of conduct, decision making and the use of resources. The elected council met a total of 12 times during the year. The quorum requirement was met at each meeting.

There are currently 12 councillors for Cabonne. In total, 346 council resolutions were considered in this financial year.



Executive Leadership Team



GENERAL MANAGER Brad Byrnes

Qualifications include: Masters of Public Policy and Administration and Masters of Business Administration through Charles Sturt University. Graduate Certificate of Risk Management through Griffith University.

Employed in the Public Sector for 34 years, 13 of which have been with Local Government.



DEPUTY GENERAL MANAGER - CABONNE SERVICES Heather Nicholls

Qualifications include: Graduate of University of New England with a Bachelor of Arts, Diploma Urban & Regional Planning, Diploma Local & Applied History.

Employed in Local Government for over 30 years.

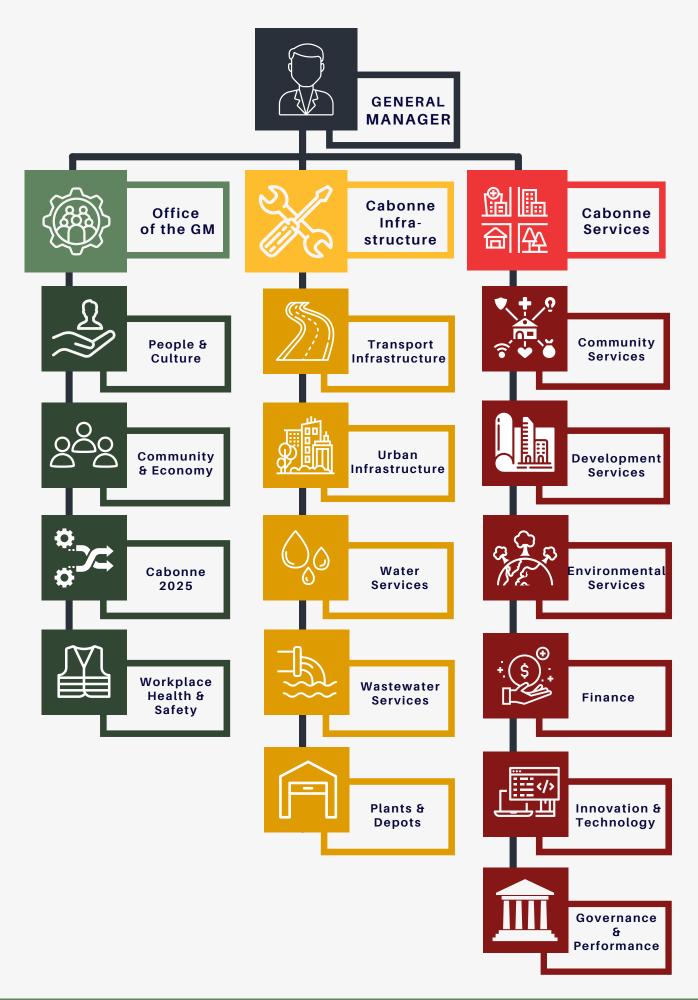


DEPUTY GENERAL MANAGER - CABONNE INFRASTRUCTURE Matthew Christensen

Qualifications include: Bachelor of Engineering & Technology, Graduate Diploma in Business, Australian Institute of Company Directors- Board Course.

Employed in Local Government for over 20 years.

Organisational Chart



Offering opportunities for personal and career development allows us to continuously attract and retain high-quality staff. The number of full-time equivalent permanent staff has remained relatively steady from last financial year, at 151.

From March, there were significant changes in the way our staff operated. Many staff worked from home, and some of our facilities were closed because of Public Health Orders. These orders meant a rethink of the workforce and how we serviced our community. We were one of several councils to sign up to the Local Government (COVID-19) Splinter Award 2020, designed to help preserve jobs during the pandemic. This Splinter Award came into effect in early 2021.

In the last year, a Safe and Respectful Behaviours framework has been implemented to standardise the way we deliver to our communities, and ensure that delivery is satisfactory in regard to our conduct, behaviour and our performance. The framework ensures all staff are treated fairly, transparently, and evenly across the organisation.

Other new initiatives from the People and Culture team included a new onboarding and induction program, a leadership development program introduced, and roadshow visits to depots and offices with updates from Work, Health and Safety, People and Culture, and the Executive Leadership Team.

We provide flexible employment arrangements, with a nine-day fortnight implemented for all full-time staff at the beginning of the year. We provide access to ongoing learning and development opportunities to build the capacity of our employees. Opportunities include on-the-job training, internal and external workshops, conferences and programs. This year saw 36 staff supported through qualifications and a significant amount of the training budget spent on compliance training, such as traffic control tickets and plant equipment licences to ensure all staff that are operating machinery are up to date with the latest practices.

As part of the Cabonne 2025 Transformation Program, the strategies on building the capability and capacity of the Leadership team has continued to be a focus in the last 12 months. Aligned to council's four key lines of effort - quality service delivery, improvement and innovation, valuing and developing our people and engaging and building relationships with our stakeholders - we have now defined eight areas of capability for the organisation and for our people. To achieve our vision of being an adaptive, resilient and performing council, our leaders need to be capable in the areas of managing budgets, risk, projects, service delivery, being innovative and seeking improvement, leading their people, managing relationships and continuing their own development through ongoing learning and skills development.

A detailed Leadership Program of activities is available for Leaders and Coordinators. Council was successful in securing \$65,000 in training funds to enable 12 of the leadership team to complete a Certificate IV - Leadership. Additionally, all Leaders and Coordinators have completed training in Job Relations, Safe and Respectful Behaviours, Visual Management and Leader Standard Work. There have also been a range of activities and workshops to build a cohesive cross-department and collegiate team through a "one- team" philosophy. Coaching

and mentoring is a key pillar of the Leadership program.

The Rural Management Challenge, which is a professional development opportunity for staff within council, took place in October 2020. Over two days, teams of four come together to compete against other councils in their region, in tasks which resemble realworld scenarios, testing their knowledge of local government and expanding their skills to bring back to and implement in their workplace. In addition to this training experience, we have also seen a number of staff update their CPR and First Aid qualifications, to ensure safety in the workplace.

In the recruitment space, we have seen 48 positions advertised, and 34 positions filled. Twenty-eight staff have left the organisation for various reasons, including 15 resignations, four term contracts ending, four retirements, three redundancies and two terminations.

We are an Equal Employment Opportunity (EEO) employer, committed to providing a workplace that is free from discrimination and harassment. We also provide equal employment opportunities for current and prospective employees.





STATUTORY INFORMATION

ENVIRONMENTAL UPGRADE AGREEMENT

[Local Government Act 1993 – Section 54P(1)]

No environmental upgrade agreements have been entered into by Cabonne Council during this reporting period.

SPECIAL RATE VARIATIONS

[Local Government Act 1993 – Section 508(2) and section 508A]

There was no requirement to report on this matter.

OVERSEAS VISITS FUNDED

[Local Government Act 1993 – Section 428, Local Government (General) Regulation 2005 – Clause 217(1) (a)]

No overseas visits were undertaken by Cabonne councillors or staff as representatives of council during 2020/2021.

RATES & CHARGES WRITTEN OFF DURING THE YEAR

[Local Government Act 1992 – Section 428, Local Government (General) Regulation 2005 – Clause 132]

TOTAL	\$14,235
Water/sewer charges abandoned during 2020/21	\$8,776
Total rates & charges abandoned during 2020/21	\$5,459

PUBLIC INTEREST DISCLOSURES

[Public Interest Disclosure Act 1994 – Section 31, Public Interest Disclosure regulation 2011 Clause 4]

Statistical information on PIDS	- July 2020 June 2021
Number of public officials who made PIDS	NIL
Number of PIDS received	NIL
Number of PIDS finalised	NIL

OVERSEAS VISITS FUNDED

[Local Government Act 1993 – Section 428, Local Government (General) Regulation 2005 – Clause 217(1) (a)]

Mayoral allowances	\$26,529.96
Mayoral office refreshments	NIL
Telephone calls	\$332.55
Expenses of spouses/partners	NIL
Miscellaneous	\$50,169.55
Materials and consumables	\$18.00
Councillor fees and allowances	\$145,919.52
Office equipment	NIL
Conferences, seminars and training	\$15,313.25
Travelling	\$30,583.14
Meals	\$8,242.67
Insurance	\$43,318.80
TOTAL	\$320,427.44

COUNCILLOR INDUCTION AND PROFESSIONAL DEVELOPMENT ACTIVITIES 2020/21 [Local Government Act 1993 – Section, Local Government (General) Regulation 2005 – Clause 217(1) (a1) (iiia]

*Conference registration and accommodation

	Inland Rail Conference	LGNSW Destination & Visitor Economy Conference 2021	ALGWA NSW Conference 2021	LGNSW State Conference 2020 (Online)	LGNSW Water Management Conference 2020 (online)	LGNSW Water Forum	National General Assembly	Roads Congress
Batten								
Beatty								
Davison								
Durkin								
Jones								
Mullins								
Nash								
Newsom								
Oldham								
Treavors								
Walker								
Weaver								
соѕт	\$1,398*	\$1,598*	\$3,200*	\$396	\$990	\$60	\$1,195*	\$730*

CONTRACTS AWARDED

[Local Government Act 1993 – Section 428, Local Government (General) Regulation 2005 – Clause 217(1)(a2)]

CONTRACTOR NAME	GOODS OR SERVICES SUPPLIED	AMOUNT INCLUDING GST
Cleanaway	Collection and disposal	Schedule of Rates
Spicer Constructions Pty Ltd	Gravel re-sheeting in the Cabonne LGA	\$1,217,010.64
Country Wide Asphalt Pty Ltd	Heavy patching in the Cabonne LGA	\$949,286.05
DC Civil Enterprises Pty Ltd	Installation of culverts and supply and install footpaths, kerb and guttering in the Cabonne LGA	Schedule of Rates
JSC Pty Ltd	Installation of culverts and supply and install footpaths, kerb and guttering in the Cabonne LGA	Schedule of Rates
P.A & C.L McKenzie Builders	Installation of culverts and supply and install footpaths, kerb and guttering in the Cabonne LGA	Schedule of Rates
CJD Equipment	Volvo EC220ELD	\$300,850.00
Utilstra Pty Ltd	Cumnock and Yeoval water mains disinfection	\$542,326.40
Volvo Commercial Vehicles Mack	Supply and delivery two Mack Trident tipping trucks fitted with M&S body and dog combinations	\$808,830.00
Colin Joss & Co Pty Ltd	Cabonne Community Centre construction	\$5,498,101.40
Dearnu Constructions Pty Ltd	Repairs to bridges and culverts	\$703,470
Bitupave Pty Ltd	Supply and delivery of bitumen emulsion	Schedule of Rates
Moduplay Pty Ltd	Design, supply and installation of inclusive playgrounds in Morris Park and Molong Rec	\$388,547.00
Barrier Signs	Supply and delivery of road signs	Schedule of Rates
Central Signs and Road Safety Aust Pty Ltd	Supply and delivery of road signs	Schedule of Rates
MSC Civil Pty Ltd	Replacement of culverts and bridges	\$916,500.92

LEGAL EXPENSES

[Local Government Act 1993 – Section 128, Local Government (General) Regulation 2005 -Clause 217 (1)(a3)]

Debt Recovery – all debt recovery proceedings are either finalised or proceeding in accordance with council's debt recovery procedures	\$0
Legal advice (not proceeding in court)	\$28,744
TOTAL	¢00 744
TOTAL	\$28,744
Legal proceedings	\$28,744 NIL
Legal proceedings	NIL

SUMMARY OF THE STATE OF PROGRESS OF EACH LEGAL PROCEEDING AND (IF IT HAS BEEN FINALISED) RESULT

[Local Government Act 1993 – Section 128, Local Government (General) Regulation 2005 -Clause 217 (1)(a3)]

Council continues to be involved in legal cases in relation to outstanding monies owed by the landowner, water/sewer charges and also miscellaneous sundry debtor accounts. These matters are handled by Council's debt recovery contractor, Recoupa, or Outstanding Collections.

PRIVATE WORKS CARRIED OUT

[Local Government Act 1993 – Section 67(3), Local Government (General) Regulation 2005 – Clause 217(a4)]

There were no works carried out during the 2020/2021 year that required a resolution from council to waive or reduce the fees and charges under this section.

DONATIONS MADE UNDER SECTION 365

[Local Government Act 1993 – Section 428 Local Government (General) Regulation 2005 – Clause 217(1) (a5)

During 2020/2021 Council donated a total of \$25,133 in grants and assistance under Section 365, consistent with its Donations Policy.

General	\$6,552
Development Applications	\$327
Rates	\$18,254
TOTAL	\$25,133

VENTURES, SYNDICATES OR OTHER BODIES IN WHICH COUNCIL HOLDS A CONTROLLING INTEREST

[Local Government Act 1993 – Section 428, Local Government (General) Regulation 2005 – Clause 217(1) (a7)

Cabonne Council had no controlling interest in any companies during the 2020/2021 year.

CORPORATIONS, PARTNERSHIPS, TRUSTS, JOINT VENTURES, SYNDICATES OR OTHER BODIES IN WHICH COUNCIL PARTICIPATED.

[Local Government Act 1993 – Section 428, Local Government (General) Regulation 2005 – Clause 217(1) (a8)]

Council Participated in the following:

- StateWide Insurance Group Bulk purchase of Public Liability, Professional Indemnity, Motor Vehicle, Fidelity Guarantee Insurance and Councillors and Officers Liability.
- Central Tablelands Water (CTW) Joint Venture
- Various Section 355 Committees
- Central NSW Joint Organisation of Council

DELEGATIONS TO EXTERNAL BODIES

[Local Government Act 1993 – Section 428, Local Government (General) Regulation 2005 – Clause 217(1)(a6)]

LIST OF SECTION 355 COMMITTEES	WORK, PROPERTY OR UNDERTAKING
Acacia Lodge Management Committee	Molong Community Housing
Cudal Homes for Aged Persons Committee	Boree Lodge
Eugowra Self Care Units Committee	Eugowra Self Care Units
Amusu Theatre Heritage Trust Inc	Amusu Theatre Manildra
Canowindra Sports Trust	Canowindra Sports Complex
Manildra Sports Council	Manildra Sports Complex
Cargo Community Centre Committee	Cargo Community Centre
Cumnock Community Centre Committee	Cumnock Community Centre
Manildra Memorial Hall Committee	Manildra Memorial Hall
Yeoval Memorial Hall Management Committee	Yeoval Memorial Hall
Moorbel Hall Committee	Moorbel Hall
Orana House Trust Committee	Orana House 32 Ferguson Street Canowindra
Cudal Memorial Pool Committee	Cudal Memorial Pool
Cumnock Swimming Pool Committee	Cumnock Swimming Pool
Eugowra War Memorial Pool Committee	Eugowra Memorial Pool
Manildra Memorial Pool Committee	Manildra Memorial Pool
Yeoval Pool Committee	Yeoval Swimming Pool
Eugowra Medical Centre Committee	Doctors Surgery – Eugowra
Doctor for Cudal Committee	Doctors Residence Cudal
Eugowra Promotion and Progress Association Inc	Museum and Bushranger Centre
Cumnock and District Progress Association	48 Obley Street (Crossroads Building)
Yeoval and District Progress Association Inc	O'Hallorans Cottage and Buckinbah Park

COASTAL PROTECTION SERVICES

[Local Government (General) Regulation 2005 – cl 217(1)(e1)]

The requirement to report on coastal protection services does not apply to Cabonne Council.

EQUAL EMPLOYMENT OPPORTUNITY (EEO) MANAGEMENT PLAN

[Local Government Act 1993 – Section 428, Local Government (General Regulation 2005 – Clause 217(1) (a9)]

The statements of activities that have been completed in the EEO Management plan are:

- Ensuring that all employees and councillors are aware of their responsibilities regarding EEO.
- Position descriptions have been reviewed for accountabilities to EEO principles as a core competency.
- All advertisements are checked by the Leader People & Culture prior to going to press to ensure compliance to EEO principles and free from bias.
- All interview panel members are reminded of their responsibilities under EEO prior to interviews, ensuring that all questions are relevant to the positions and based on the position specification. All Leaders have also undergone recruitment and selection training which included information on EEO and merit based selection.
- Ensuring that all appointments are made on merit.
- Group induction sessions are held, and all new employees are made aware of council's Anti-Discrimination & EEO and Bullying & Harassment policies.
- All staff members are required to complete online training courses for discrimination & EEO, bullying & workplace violence and sexual harassment.

REMUNERATION – GENERAL MANAGER

Local Government (General) Regulation 2005 – Clause 217(1) (b)] Cabonne Council's General Manager's remuneration package consist of:

Component	Value
Salary	\$208,023
Bonus or Performance Payments	NIL
Employer's contribution or salary sacrifice to superannuation	\$22,173
Non-cash benefits	NIL
FBT on non-cash benefits	\$5,330
TOTAL	\$235,526

REMUNERATION – SENIOR STAFF Local Government (General) Regulation

2005 – Clause 217(1) (c)]

Cabonne Council has two senior staff positions (as defined by the Local Government Act) being Deputy General Manager Services and Deputy General Manager Infrastructure.

Component	Value
Combined Salary	\$344,864
Bonus or Performance Payments	NIL
Employer's contribution or salary sacrifice to superannuation	\$42,486
Non-cash benefits	NIL
FBT on non-cash benefits	\$2,348
TOTAL	\$389,698

STORMWATER MANANAGEMENT SERVICES

[Local Government (General) Regulation 2005 – Clause 217(1)]

In 2020/2021 council undertook stormwater drainage works (pipes and pit) at Eugowra and Canowindra of \$26,840.

COMPANION ANIMALS MANAGEMENT & GUIDELINES ON THE EXERCISE OF FUNCTIONS UNDER THE COMPANION ANIMALS ACT

[Local Government (General) Regulation 2005 – Clause 217(1)(f) & Guidelines on the Exercise of functions under the Companions Animals Act]

Lodgement of pound data collection returns with the Office of Local Government (OLG)

A return of council seizures of cats and dogs for 2020/2021 was completed and returned to the Office of Local Government on 30 September 2021.

Lodgement of data relating to dog attacks with the OLG

There was one (1) dog attack registered with the OLG in the 2020/2021 financial year.

Amount of funding spent on companion animals' management and activities

The amount of \$171,216 was spent on companion animal management and activities in the 2020/2021 financial year.

Companion animals community education programs carried out

Cabonne Council cancelled its free micro chipping days in Molong and Canowindra due to the Coronavirus Pandemic.

Vaccination vouchers were available for use at Canowindra & Cowra, Molong & Orange and Wellington Vet Clinics for Cabonne Shire residents.

Council's ranger continues to promote community wide responsible pet ownership.

Strategies council has in place to promote and assist the de-sexing of dogs and cats Cabonne Council runs a tri-annual de-sexing voucher program. This program is available to all residents within the Local Government Area and is due to be offered in the 2021/2022 financial year.

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

Council delivers unclaimed animals to various pet rescue groups to be re-homed. Cabonne Council works with the RSPCA and the following rescue groups:

- Australian Working Dog Rescue
- Golden Oldies Rescue (Mudgee)
- Hahndorf Animal Rescue (SA)
- RSPCA Orange
- Wally's Dog Rescue

Off leash areas provided in Council area

An off-leash area is provided at Rotary Park, Molong.

Detailed information on the use of companion animals fund money for management and control of companion animal in the area.

The amount of \$7,640.40 Companion Animal Commission fund money was received for the 2020/2021 year and went towards the Ranger's salary, animal shelter maintenance, animal education and operating costs.



CAPITAL WORKS [OLG Capital Works Guidelines]

\$6.2M.

Council was required to complete a Capital Expenditure Review on the new Molong Community Centre project. Total project is

Total capital expenditure for 2020/2021 was \$21.2M.

Of the money spent, \$11.9million was spent on renewing existing assets and \$9.3million on new assets. Renewals on roads amounted to \$9.2million.

Major Capital Expenditure:

- Plant and Equipment \$1.6m
- Buildings \$946K
- Road infrastructure \$10.3m
- Footpaths \$474K
- Water Assets \$960K
- Sewer Assets \$120K

CARERS (RECOGNITION) ACT 2010

[Carers recognition Act 2010 (CR Act),s 8(2)]

Council understands that a carer's input is integral to ensuring that both independence and quality of life to those utilising council's services. Carers are acknowledged as individuals and the relationship with those they are caring for is both respected and supported. This is taken into consideration with all carer interactions by Community Transport, Home and Community Care, and Children's Services.

Council's services are provided in a manner which is both sensitive and understanding to the role and needs of the carer. All staff providing services have an awareness of the Statement for Australian Carers, and this is taken into consideration when developing, implementing and reviewing services. During 2020/2021 council has granted carer's leave to staff members on numerous occasions and has provided flexibility for staff members with ongoing caring responsibilities.

DISABILITY INCLUSION ACTION PLAN (DIAP)

[Disability Inclusion Act 2014, S13(1)]

Council adopted the Cabonne Council Disability Inclusion Action Plan 2017-2021. This was a collaboration with Blayney and Orange City Councils. The aim of the DIAP is to support the community to become more inclusive by removing barriers to access.

Outcomes achieved through the DIAP include:

- Partnering with community organisations through bi-monthly Cabonne Interagency meetings;
- Engagement for the design of inclusive playgrounds in Molong and Canowindra;
- Improved and new footpaths, including widening, handrails and ramps for ease of access;
- Working with event organisers to ensure universal access;
- Fortnightly and monthly bus routes from smaller villages to Orange. This supports community members who may otherwise have isolated access to larger centres.

All of council's communications use language and formats that promote inclusion.

PLANNING AGREEMENTS IN FORCE

[Environmental Planning and Assessment Act 1979 – s 7.5(5)]

Cabonne Council did not have any planning agreements in force during 2020/2021.

RECOVERY AND THREAT ABATEMENT PLANS

[Fisheries Management Act 1994 – s 220ZT]

Cabonne Council is not identified as having responsibility under any Recovery and Threat Abatement plan.

PRIVATE SWIMMING POOL INSPECTIONS

[Swimming Pools Act 1992 – s22F(2) & Swimming Pools Regulation 2008 cl23C]

Details of inspections of private swimming pools:

Inspections of tourist and visitor accommodation	0
Inspections of premises with more than two dwellings	0
Inspections that resulted in issuance of a certificate of compliance under Section 22D of the Act	20
Inspections that resulted in issuance of a certificate of non-compliance under clause 18BA of the Regulation	2

GOVERNMENT INFORMATION (PUBLIC ACCESS) ACT

[Government Information (Public Access) Act 2009 – Section 125(1), Regulation 2009 clause 8 Schedule 2]

The Government Information (Public Access) Act 2009 (GIPA Act) was established to provide an open and transparent process for giving the public access to information from New South Wales (NSW) public sector agencies and to encourage the proactive public release of government information. The Information and Privacy Commission NSW (IPC) provides support by helping government agencies with their responsibilities under the GIPA Act and helping the public in accessing the government information.

The IPC's goal is to ensure that the purpose of the law is achieved by:

- Promoting and educating the community and public sector agencies alike about rights and roles in accessing information
- Reviewing public sector agency decisions, investigating and resolving complaints and monitoring agency performance
- Assisting public sector agencies and the community to understand and use the law
- Providing feedback about the law and advice about developments and technology relevant to the law

The GIPA Act replaced the Freedom of Information Act 1989 (NSW) on 1 July 2010. The law facilities access to information by:

- Making it necessary for agencies to make certain information publicly available
- Authorising agencies to proactively release other information to the community
- Authorising agencies to release their information in response to information access requests
- Giving the public a legally enforceable right to access government information through making an access application, unless there is an overriding public interest against doing so

Council currently makes much of its information publicly available on its website. Council will endeavour to proactively release any newly created documents that should be made available to the public as well as:

- Any information formally requested, not requiring third party consultation, where the applicant has indicated that they will be requesting regular updates;
- Media releases;
- Any information considered to be a public interest (not already required to be released) consistent with council's proactive release program.

Council will only require formal GIPA applications as a last resort where there would appear to be an overriding public interest against disclosure.

The tables on the following pages set out the information relating to the access applications made to council during the 2020/21 year. The information is provided in the format required by the Government Information (Public Access) Regulation. For more information about GIPA visit www.ipc.nsw.gov.au or phone 1800 472 679.

GIPA ACCESS APPLICATION TABLES

Clause 8A: Details of the review carried out by the agency under section 7 (3) of the Act during the reporting year and the details of any information made publicly available by the agency as a result of the review.

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

Council reviewed its Agency Information Guide and a copy was provided to the Information Commissioner for comment. Following this, the Guide was adopted by Council at its September council meeting. Council's proactive release program is detailed in its Agency Information Guide, under the Access to Information: Mandatory Release – Open Access Information section.

Clause 8B: The total number of access applications received by the agency during the reporting year (including withdrawn applications but not including invalid applications)

Total number of applications		
received		

Clause 8C: The total number of access applications received by the agency during the reporting year that the agency refused either wholly or partly, because the application was for the disclosure of information referred to in Schedule 1 to the Act (information for which there is conclusive presumption of overriding public interest against disclosure)

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

2

Table A: Number of applications by type of applicant and outcome*

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

	Media	Members of Parliament	Private sector business	Not for profit orgs or community groups	Members of the public (by legal representa- tive)	Members of the public (other)	Total	% of total
Access granted in full	0	0	0	0	0	1	1	50%
Access granted in part	0	0	0	0	0	0	0	0%
Access refused in full	0	0	0	0	0	0	0	0%
Information not held	0	0	0	0	0	0	0	0%
Refused to deal with application	0	0	0	0	0	1	1	50%
Refused to confirm/deny whether the information is held	0	0	0	0	0	0	0	0%
Application withdrawn	0	0	0	0	0	0	0	0%
Total	0	0	0	0	0	2	2	100%
% of total	0%	0%	0%	0%	0%	0%	0%	

Table B: Number of applications by type of applicant and outcome*

	Personal information applications	Access applications (other than personal information applications)	Access applications (partly personal info and partly other)	Total	% of total
Access granted in full	0	1	0	1	50%
Access granted in part	0	0	0	0	0%
Access refused in full	0	0	0	0	0%
Information not held	0	0	0	0	0%
Refused to deal with application	1	0	0	1	50%
Refused to confirm/deny whether the information is held	0	0	0	0	0%
Application withdrawn	0	0	0	0	0%
Total	1	1	0	2	100%
% of total	50%	50%	0%	0%	

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

Table C: Invalid applications

Reasons for invalidity	No. of applications	% of total
Application does not comply with formal requirements (section 41 of the Act)	1	100%
Application is for excluded information of the agency (section 43 of the Act)	0	0%
Application contravenes restraint order (section 110 of the Act)	0	0%
Total number of invalid applications received	1	100%
Invalid applications that subsequently became invalid applications	0	0%

Table D: Conclusive presumption of overriding public interest againstdisclosure: matters listed in Schedule 1 of Act

	Number of times consideration used*	% of total
Overriding secrecy laws	0	0%
Cabinet Information	0	0%
Executive Council Information	0	0%
Contempt	0	0%
Legal professional privilege	0	0%
Excluded information	0	0%
Documents affecting law enforcement and public safety	0	0%
Transport Safety	0	0%
Adoption	0	0%
Care and protection of children	0	0%
Ministerial code of conduct	0	0%
Aboriginal and environmental heritage	0	0%
Privilege generally – Sch 1 (5A)	0	0%
Information provided to High Risk Offenders Assessment Committee	0	0%
Total	0	0%

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

Table E: Other public interest considerations against disclosure: matters listed in table to section14 of Act

	Number of times consideration used*	% of total
Responsible and effective government	0	0%
Law enforcement and security	0	0%
Individual rights, judicial processes, and natural justice	0	0%
Business interests of agencies and other persons	0	0%
Environment, culture, economy and general matters	0	0%
Secrecy provisions	0	0%
Exempt documents under interstate freedom of information legislation	0	0%

Table F: Timeliness

	No. of applications	% of total
Decided within the statutory timeframe (20 days plus any extensions)	2	100%
Decided after 35 days (by agreement with applicant)	0	0%
Not decided within time (deemed refusal)	0	0%
Total	2	100%

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

	Decision varied	Decision upheld	Total	% of total
Internal review	0	1	1	50%
Review by information commissions	0	1	1	50%
Internal review following recommendation under section 93 of Act	0	0	0	0%
Review by NCAT	0	0	0	0%
Total	0	2	2	
% of total	0%	100%		

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

2020/21 ANNUAL REPORT

Table H: Applications for review under Part 5 of the Act (by type of applicant).

	No. of applications for review	% of total
Applications by access applications	0	0%
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0	0%
Total	0	

Table I: Applications transferred to other agencies.

	No. of applications transferred	% of total
Agency – initiated transfers	0	0%
Application – initiated transfers	0	0%
Total	0	

ANNEXURE A: ANNUAL FINANCIAL STATEMENTS

B