



**ATTACHMENTS TO REPORTS OF THE BLAYNEY SHIRE COUNCIL MEETING
HELD ON MONDAY 16 MAY 2022**

PART 1

CORPORATE SERVICES REPORTS

- 04 Quarterly Budget Review Statement - March 2022**
Attachment 1: Quarterly Budget Review Statement 31 March 2022 1
- 05 Endorsement Of Resourcing Strategy**
Attachment 1: Workforce Management Plan 2022/23 - 2025/26..... 23
Attachment 2: Long Term Financial Plan 2022/23 - 2031/32 45
- 06 2022/23 - 2025/26 Delivery Program and 2022/23 Operational Plan**
Attachment 1: 2022/23 - 2025/26 Delivery Program and 2022/23 Operational Plan 89

INFRASTRUCTURE SERVICES REPORTS

- 10 Asset Management Policy and Strategic Asset Management Plan**
Attachment 2: Draft Strategic Asset Management Plan 191



Quarterly Budget Review 2021-2022

**Period ending
31 March 2022**

Blayney Shire Council

Quarterly Budget Review Statement
for the period 01/01/22 to 31/03/22

Table of Contents	page
1. Responsible Accounting Officer's Statement	3
2. Income & Expenses Budget Review Statement's	4
Income & Expenses Budget Review Statement (Type)	5
Income & Expenses Budget Review Statement (Function)	6
Income & Expenses Budget Review Statement (Function/Activity - Detailed)	7
Income & Expenses Budget Review Statement Variance Analysis	9
3. Capital Budget Review Statement	10
Capital Budget Review Statement - Detailed	11
Capital Budget Review Statement Variance Analysis	14
4. Cash & Investments Budget Review Statement	15
5. Key Performance Indicator (KPI) Budget Review Statement	17
6. Contracts & Other Expenses Budget Review Statement	19
7. Loans Summary	22

Blayney Shire Council

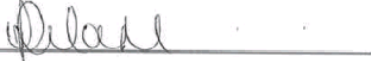
Quarterly Budget Review Statement
for the period 01/01/22 to 31/03/22

Report by Responsible Accounting Officer

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

31 March 2022

It is my opinion that the Quarterly Budget Review Statement for Blayney Shire Council for the quarter ended 31/03/22 indicates that Council's projected financial position at 30/06/22 will be satisfactory at year end, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.

Signed:  date: 9/05/2022
Tiffany Irlam
Responsible Accounting Officer

Blayney Shire Council

PART 1:

Income & Expenses Budget Summary

Budget review for the quarter ended 31 March 2022
Income & Expenses - Council Consolidated

(\$000's)

Quarterly Budget Review Statement
 for the period 01/01/22 to 31/03/22

	Original Budget \$ 000	Revised Budget 2021/22	Other than by QBRs Mar \$ 000	Variations for this Mar Qtr	Projected Year End Result	Actual YTD figures
Total Income from Continuing Operations	26,654	30,505	-	(256)	30,249	20,286
Total Expenses from Continuing Operations	19,866	20,066	-	71	20,137	14,622
Net Operating Result from Continuing Operations	<u>6,788</u>	<u>10,439</u>	-	<u>(327)</u>	<u>10,112</u>	<u>5,664</u>
Total Capital Expenditure	14,876	19,548	-	(348)	19,200	9,086



Blayney Shire Council

Quarterly Budget Review Statement
for the period 01/01/22 to 31/03/22

Income & Expenses Budget Review Statement (By Type)

Budget review for the quarter ended 31 March 2022

Income & Expenses - Council Consolidated

(\$000's)	Original Budget 2021/22	Revised Budget 2021/22	Other than by QBRS Mar Qtr	Variations for Mar Qtr	Notes	Projected Year End Result	Actual YTD figures *
Income							
Rates and Annual Charges	11,817	11,817		7	u	11,824	11,686
User Charges and Fees	1,700	1,710		(149)	a,u	1,561	1,638
Interest and Investment Revenues	174	174				174	67
Other Revenues	275	430		(18)	b,u	412	323
Grants & Contributions - Operating	4,602	4,760		17	c	4,777	2,220
Grants & Contributions - Capital	8,039	11,567		(113)	d,e,f,g,u	11,454	4,352
Net gain from disposal of assets	-	-				-	-
Share of Interests in Joint Ventures	47	47				47	-
Total Income from Continuing Operations	26,654	30,505	-	(256)		30,249	20,286
Expenses							
Employee Costs	6,722	6,698		63	h,t,u	6,761	5,194
Borrowing Costs	255	255		(6)	u	249	190
Materials & Contracts	2,264	2,430		142	a,i,j,k,l,u	2,572	1,878
Depreciation	6,684	6,689		(17)	a	6,672	4,822
Legal Costs	48	50		1	u	51	19
Consultants	138	289		(11)	m,n,u	278	105
Other Expenses	3,404	3,313		(101)	a,l,o,p,u	3,212	2,414
Net Loss from disposal of assets	351	342				342	
Total Expenses from Continuing Operations	19,866	20,066	-	71		20,137	14,622
Net Operating Result from Continuing Operations	6,788	10,439	-	(327)		10,112	5,664
Discontinued Operations - Surplus/(Deficit)							
Net Operating Result from All Operations	6,788	10,439	-	(327)		10,112	5,664
Net Operating Result before Capital Items	(1,251)	(1,128)	-	(214)		(1,342)	1,312

* Rates and annual charges are levied in full in July with minor variations made throughout the year. There are other income and expenditure items that vary in timing when paid or received (e.g. weekly, monthly or annually).

Blayney Shire Council

Quarterly Budget Review Statement
for the period 01/01/22 to 31/03/22

Income & Expenses Budget Review Statement (By Function/Activity)

Budget review for the quarter ended 31 March 2022

Income & Expenses - Council Consolidated

(\$000's)	Original Budget 2021/22	Revised Budget 2021/22	Other than by QBRs Mar Qtr	Variations for Mar Qtr	Notes	Projected Year End Result	Actual YTD figures	Notes
Income								
Governance	18	12		(8)	b	4	4	
Administration	396	474		21	c,u	495	385	
Public Order & Safety	55	711				711	91	
Health	8	8				8	4	
Environment	1,378	1,592				1,592	1,493	
Community Services & Education	3	3				3	4	
Housing & Community Amenities	202	217		1	u	218	184	
Sewer Supplies	2,019	2,019		(160)	a	1,859	1,666	
Recreation & Culture	2,740	2,836		111	d,g	2,947	1,738	
Manufacturing & Construction	586	586				586	646	
Transport & Communication	7,771	10,546		(217)	e,f	10,329	3,826	
Economic Affairs	131	154		(11)	b	143	139	
General Purpose Revenue	11,347	11,347		7	u	11,354	10,106	
Total Income from Continuing Operations	26,654	30,505	-	(256)		30,249	20,286	
Expenses								
Governance	594	595		33	q,u	628	338	
Administration	4,666	4,590		99	h,j,m,u	4,689	3,601	
Public Order & Safety	512	479				479	316	
Health	17	17				17	14	
Environment	1,724	1,945		(6)	u	1,939	1,383	
Community Services & Education	20	20		3	u	23	17	
Housing & Community Amenities	610	642		(30)	n	612	360	
Sewer Supplies	1,447	1,391		(49)	a,r,u	1,342	985	
Recreation & Culture	3,290	3,326		(45)	k,l,o,p,u	3,281	2,076	
Manufacturing & Construction	554	592		3	u	595	548	
Transport & Communication	6,160	6,160		63	i,u	6,223	4,670	
Economic Affairs	272	309				309	314	
Total Expenses from Continuing Operations	19,866	20,066	-	71		20,137	14,622	
Net Operating Result from Continuing Operations	6,788	10,439	-	(327)		10,112	5,664	
Discontinued Operations - Surplus/(Deficit)		-				-		
Net Operating Result from All Operations	6,788	10,439	-	(327)		10,112	5,664	
Net Operating Result before Capital Items	(1,251)	(1,128)	-	(214)		(1,342)	1,312	

Blayney Shire Council
PART 3A:
Quarterly Budget Review Statement
for the period 01/01/22 to 31/03/22

Operating Income & Expenses Budget Review Statement (By Function/Activity - Detailed)

Budget review for the quarter ended 31 March 2022

Operating Income & Expenses - Council Consolidated (Excludes Capital Grants and Contributions)

(\$000's)	Operating Income				Operating Expenditure				Actual YTD figures	%			
	Original Budget \$ 000	Revised Budget \$ 000	Other than by QBRs Mar \$ 000	Variations for Mar-22	Notes	Projected Year End Result	Actual YTD figures	%					
Governance Council	18	12	(8)	3		4	4	33	0.0	628	338	53.8%	
Administration													
Executive Services	219	202	(3)	0		199	181	70	0.0	70	-	0.0%	
Corporate Services	174	288	24	0		292	204	(29)	0.0	2,743	2,032	74.1%	
Engineering & Works	3	3	3	0		3	2	60	0.0	1,537	1,312	85.4%	
Environmental	396	473	21	0		494	387	(2)	0.0	339	257	75.8%	
Public Order & Safety								99	0.0	4,619	3,601	78.0%	
Rural Fire Service	46	46				46	-			327	214	65.4%	
Animal Control	9	10				10	7			113	76	67.3%	
Emergency Services	-	-	-	-		-	-			34	26	76.5%	
Other Public Order & Safety	55	56	-	-		56	7			5	5	0.0%	
Health										479	316	66.0%	
Administration/Food Control	8	8				8	4			17	14	82.4%	
Environment													
Noxious Plants	-	-	-	-		-	-				95	96	101.1%
Domestic Waste Management	1,001	1,001				1,001	1,010			868	904	637	70.5%
Other Waste Management	377	519				519	483			356	462	319	69.0%
Street Cleaning	-	-	-	-		-	-			175	175	128	73.1%
Urban Stormwater Drainage	-	72				72	-			209	309	203	67.0%
Community Services & Education	1,378	1,592	-	-		1,592	1,493	(6)		1,724	1,939	1,383	71.3%
Community Services Administration	-	-	-	-		-	-			5	5	4	80.0%
Child Care	3	3				3	4			10	10	100.0%	
Youth Services	3	3	1	0		4	4	3		5	8	3	37.5%
Housing & Community Amenities													
Public Cemeteries	62	67				67	67			84	84	70	83.3%
Public Conveniences	14	14				14	2			181	96	53.0%	
Town Planning	125	135				135	114	(30)		346	316	194	61.4%
	201	216	-	-		216	183	(30)		611	581	360	62.0%

Quarterly Budget Review Statement
for the period 01/01/22 to 31/03/22

Blayney Shire Council
PART 3A:
Operating Income & Expenses Budget Review Statement (By Function/Activity - Detailed)

Budget review for the quarter ended 31 March 2022

Operating Income & Expenses - Council Consolidated (Excludes Capital Grants and Contributions)

(\$000's)	Operating Income				Operating Expenditure				Actual YTD figures	%							
	Original Budget \$ 000	Revised Budget \$ 000	Other than by QBRs Mar \$ 000	Variations for Mar-22	Notes	Projected Year End Result	Actual YTD figures	%			Original Budget \$ 000	Revised Budget \$ 000	Other than by QBRs Mar \$ 000	Variations for Mar-22	Notes	Projected Year End Result	Actual YTD figures
Recreation & Culture																	
Public Libraries	81	79	-	79	79	100.0%											
Public Halls	17	17	-	17	13	76.5%											
Other Cultural Services	-	-	-	-	-	0.0%											
Centrepont Sport & Leisure	19	19	-	19	15	78.9%											
Sporting Grounds	3	3	-	3	7	233.3%											
Parks & Gardens	15	15	-	15	22	146.7%											
Blayney Showground	135	133	-	133	140	105.2%											
Mining Manufacturing & Construction																	
Building Control	205	205	-	205	269	131.2%											
Quarries & Pits	381	381	-	381	377	99.0%											
	586	586	-	586	646	110.2%											
Transport & Communication																	
Local Roads	2,008	2,008	-	2,008	892	44.4%											
Regional Roads	343	343	-	343	340	99.1%											
Bridges - Local	16	16	-	16	6	37.5%											
Bridges - Regional	-	-	-	-	-	0.0%											
Footpaths	-	-	-	-	-	0.0%											
Kerb and Gutter	23	23	-	23	1	4.3%											
Street Lighting	1	1	-	1	1	100.0%											
Other Transport and Communication	2,391	2,391	-	2,391	1,240	51.9%											
Economic Affairs																	
Tourism & Area Promotion	32	44	12	44	40	90.9%											
Industrial Development & Promotion	11	11	-	11	8	80.0%											
Real Estate	11	22	11	11	11	100.0%											
Other Business - Private Works	77	77	-	77	80	103.9%											
	131	154	23	154	142	91.9%											
General Purpose Revenue																	
General Purpose Revenues	11,346	11,346	-	11,346	11,353	100.1%											
Sewerage Services																	
	1,967	1,967	-	1,967	1,808	91.5%											
Surplus/(Deficit) From Ordinary Activities Before Capital Grants & Contributions	18,615	18,937	322	18,615	15,934	85.6%											

*Note expense figures include depreciation

Blayney Shire Council

Quarterly Budget Review Statement
for the period 01/01/22 to 31/03/22

Income & Expenses Budget Review Statement
Recommended changes to revised budget

Budget Variations being recommended include the following material items:

Notes Details	Variations to:	
	Income \$000	Expenditure \$000
a Reduction in forecast recycled water sales due to delay in commissioning of plant partially offset by reduction in operating costs	(155)	(84)
	(155)	(84)
b Reduction in forecast other revenues not realised	(19)	
	(19)	-
c Additional training and employment subsidies	17	
	17	-
d Stronger Country Communities Round 4 21/22 projects - Lyndhurst Recreation Ground tennis court lights - Redmond Oval cricket nets	34 59	
	93	-
e Building Better Regions Round 5 funding - Belubula River Walk Stage 3 partially deferred for construction in 22/23	(252)	
	(252)	-
f Voluntary Planning Agreement - initial payment	35	
	35	-
g Contribution from Blayney A&P for provision of safety fencing and watering points from the arena to the eastern boundary	11	
	11	-
h Additional costs associated with the recruitment of interim GM		25
	-	25
i Rural roads maintenance - Additional wages associated with increased roads maintenance on local and regional roads following periods of significant rainfall. - Additional materials associated with increased pothole patching & maintenance		33 28
	-	61
j Increased cost of plant running costs including diesel and tyres following significant spike in oil prices		60
	-	60
k Increased maintenance costs - Blayney Community Centre		10
	-	10
l Unscheduled tennis court maintenance - Blayney Tennis Courts Increased sporting ground maintenance - supply of seed and plants Reduction in water costs due to higher than anticipated rainfall		11 15 (26)
	-	-
m Engagement of recruitment agency to appoint new General Manager		18
	-	18
n Deferral of the Millthorpe Settlement Strategy Addendum to 22/23		(30)
	-	(30)
o Reduction in utility costs at CentrePoint due to extended closure		(50)
	-	(50)
p Reduced contributions required of Council for cultural activities		(19)
	-	(19)
q Additional allocation from Community Financial Assistance Program		22
	-	22
r Increased operating costs at the Sewerage Treatment Plant - scheduled maintenance higher than forecast		29
	-	29
u Minor budget adjustments	14	29
	14	29
v		
	-	-
	-	-
	(256)	71
Net adjustment to operating result		(327)

Blayney Shire Council

Quarterly Budget Review Statement
for the period 01/01/22 to 31/03/22

Capital Budget Review Statement

Budget review for the quarter ended 31 March 2022

Capital Budget - Council Consolidated

(\$000's)	Original Budget 2021/22	Revised Budget 2021/22	Other than by QBRS Mar Qtr	Variations for this Mar Qtr	Notes	Projected Year End Result	Actual YTD figures
Capital Expenditure							
New Assets							
- Plant & Equipment	675	960		(15)		945	549
- Land & Buildings	150	204		20		224	63
- Sewer	82	219		51		270	186
- Roads, Bridges, Footpaths	717	813		(368)		445	465
- Other	150	498		45		543	424
Renewal Assets (Replacement)							
- Plant & Equipment	-	-				-	-
- Land & Buildings	2,838	3,769				3,769	2,195
- Sewer	287	263				263	63
- Roads, Bridges, Footpaths	9,208	11,912		(118)		11,794	4,605
- Other	144	285		59		344	88
Loan Repayments (Principal)	625	625		(22)		603	448
Total Capital Expenditure	14,876	19,548	-	(348)		19,200	9,086
Capital Funding							
Rates & Other Untied Funding	3,939	4,126		249		4,375	4,269
Capital Grants & Contributions	8,311	11,839		(148)		11,691	4,352
Reserves:							
- External Restrictions/Reserves	1,208	1,861		51		1,912	270
- Internal Restrictions/Reserves	349	353				353	3
New Loans	500	500		(500)		-	-
Receipts from Sale of Assets							
- Plant & Equipment	569	669				669	192
- Land & Buildings	-	200				200	-
Total Capital Funding	14,876	19,548	-	(348)		19,200	9,086
Net Capital Funding - Surplus/(Deficit)	-	-	-	-		-	-

Blayney Shire Council

PART 4A:

Capital Budget Review Statement

Quarterly Budget Review Statement

for the period 01/01/22 to 31/03/22

Budget review for the quarter ended 31 March 2022

Capital Budget - Council Consolidated

(\$000's)

	Original Budget 2021/22	Revised Budget 2021/22	Other than by QBRs Mar Qtr	Variations for Mar Qtr	Notes	Projected Year End Result	Actual YTD figures	%
LAND & BUILDINGS								
R		3				3	3	100%
R		1				1	1	100%
N		18				18	7	39%
R		850				850	41	5%
R		5				5	5	100%
R		22				22	22	100%
R		29				29	2	7%
R	5	2				2	2	100%
N	150	150				150	14	9%
R	30	30				30	-	0%
R	22	26				26	-	0%
R	1,047	1,074				1,074	509	47%
R	1,728	1,657				1,657	1,590	96%
R	6	10				10	10	0%
R		40				40	-	0%
R						-	-	0%
N		36		20	2	56	42	75%
R		10				10	10	100%
	2,988	3,963	-	20		3,983	2,258	57%
OTHER STRUCTURES								
R	11	11				11		0%
R		2				2	2	100%
R		15				15	9	60%
N	150	238				238	207	87%
N		180				180	162	90%
N				50	1	50	-	0%
R				61	1	61	-	0%
N		80				80	55	69%
N				8	0	8	-	0%
N				3	0	3	-	0%
R		7				7	-	0%
R	32	20				20	-	0%
R	6	1				1	-	0%
R	28	30				30	3	10%
R	14	59		(16)	1	43	18	42%
R	10	25				25	-	0%
R	24	66		(2)	1	64	21	33%
R	5	5				5	2	0%
R	14	44				44	33	75%
	294	783	-	104		887	512	58%

Blayney Shire Council

PART 4A:

Capital Budget Review Statement

Quarterly Budget Review Statement

for the period 01/01/22 to 31/03/22

Budget review for the quarter ended 31 March 2022

Capital Budget - Council Consolidated

(\$000's)

INFRASTRUCTURE

Local Roads - Construction

	Original Budget 2021/22	Revised Budget 2021/22	Other than by QBRS Mar Qtr	Variations for Mar Qtr	Notes	Projected Year End Result	Actual YTD figures	%
FLR - Carcoar St Blayney - Church to Martha St	R 932	848				848	597	70%
LRCl - Culvert Approach Repair Program	R 110	37		2	3	39	39	100%
R4R7 - Forest Reefs Road	R 1,155	87				87	16	18%
R4R7 - Carbine Road	R 1,155	1,125				1,125	291	26%
R4R8 - Forest Reefs Road/Tallwood Road Intersection	R 50	50				50	10	20%
Richards Lane Preliminary Investigations	R 11	11				11	11	100%
Spring Hill Road Preliminary Investigations	R 1	1		3	3	4	4	100%
Errowanbang Road Realignment	R 2	2				2	2	100%
Errowanbang/Gap Road Storm Damage 2022	R -	-		75	3		5	
Forest Reefs Road	R 23	23				23	23	100%
FLR - Panuara Road Heavy Patching	R 1,921	1,885				1,885	719	38%
Heavy Patching	R 517	654		50	4	704	351	50%
Reseal Program	R 416	416		(68)	4	348	283	81%
Gravel Resheeting (FLR & BSC)	R 381	1,331				1,331	270	20%
TOTAL LOCAL ROADS CONSTRUCTION	5,432	6,470	-	62		6,457	2,621	41%

Regional Roads

Repair - Hobbys Yards Road	R 616	740		18	4	758	758	100%
R4R8 - Hobbys Yards Road Stage 2	R 1,200	1,200				1,200	683	57%
TOTAL REGIONAL ROADS	616	1,940	-	18		1,958	1,441	

Bridges

Culvert Renewal Program	R 500	500		(80)	3	420	216	51%
LRCl2 - Culvert Replacement - Belubula Way over Icely Creek	R 367	-				-	-	0%
FCB - Gallymont Road, Mandurama - Gally Swamp Bridge	R 340	404				404	70	17%
FCB - Lucan Road, Lyndhurst - Limestone Creek Bridge	R 373	551				551	43	8%
FCB - Leabeater Street, Lyndhurst - Grubbenbun Creek Bridge	R 420	635				635	21	3%
R2R - Naylor Street Bridge - Abutment Repairs	R -	30				30	13	43%
Boondaroo Creek (2020 Storm Event)	R 378	505				505	8	2%
Newbridge Road Bridge	R -	15				15	13	87%
TOTAL BRIDGES	2,378	2,640	-	(80)		2,560	384	15%

Footpaths

Spot Renewals	R 80	80		12	2	92	92	100%
Victoria St - Improve access under railway - Construction - Elliot St - Glenorie Road	N 196			(33)	2	163	104	64%
Blake St to Pym St Millthorpe	N 1			1	2	1	1	100%
Eulamore St - FP - Naylor St - Retirement Village	N 3					3	3	100%
LRCl2 - Stillingfleet St - SP - Adelaide St - Osman St	N 80	43				43	43	100%
LRCl2 - Stillingfleet SP & Queen St FP - Osman St - Lee Hostel,	N 61	47				47	47	100%
Carcoar St / Crouch St - Public Hall - Park - Neville	N 41	-				-	-	0%
BBRF5 - Belubula River Walk Stage 3 (Martin St - Charles St - Boardwalk to Island)	N 672	672		(336)	5	336	7	2%
R4R8 - Mt McDonald Road	R 43	43				43	43	
R4R8 - King George Oval Parking & Pedestrian Integration	R 50	50				50	-	
TOTAL FOOTPATHS	934	1,134	-	(356)		778	340	44%

Stormwater

Stormwater Drainage Renewals	R 30	-				-	-	0%
Stormwater Drainage - Frappe & Beaufort St	N 500	500		(130)	8	370	243	66%
Stormwater Analysis - Elliot St Drainage Renewal	R 17	17				17	17	100%
Stormwater Drainage - 119 Adelaide St Blayney	N 35	24				24	24	100%
TOTAL STORMWATER	565	541	-	(130)		411	284	69%

TOTAL INFRASTRUCTURE

9,925	12,725	-	(486)		12,239	5,070	41%
--------------	---------------	----------	--------------	--	---------------	--------------	------------

Blayney Shire Council

PART 4A:

Capital Budget Review Statement

Quarterly Budget Review Statement

for the period 01/01/22 to 31/03/22

Budget review for the quarter ended 31 March 2022
Capital Budget - Council Consolidated

(000's)	Original Budget 2021/22	Revised Budget 2021/22	Other than by QBRs Mar Qtr	Variations for Mar Qtr	Notes	Projected Year End Result	Actual YTD figures	%
PLANT & EQUIPMENT								
Light Vehicle								
Light Vehicle Replacement	N 455	553				553	414	75%
TOTAL LIGHT VEHICLE	455	553	-	0		553	414	75%
Minor Plant								
Small Plant & Tools	N 32	32				32	1	3%
P129 - Rotavator	N 21	61				61	25	41%
Leica Viva GS15 Equipment	N 35	25				25	-	0%
TOTAL MINOR PLANT	88	118	-	0		118	26	22%
Major Plant								
New - 5T Excavator	N -	100				100	-	0%
TOTAL MAJOR PLANT	-	100	-	0		100	-	0%
Information Technology								
Councillors - Ipad Replacement/Accessories	N 16	16		(2)	9	14	14	100%
Replacement of Phone System - Soft Phone Solution	N 3	14				14	10	71%
Lorawan	N 5	-				-	-	0%
Mobile Device Replacements	N 5	5		1	10	6	6	100%
Mobile Phone Replacements	N 5	5		(1)	10	4	2	50%
PC Replacement/Additions	N 55	55		(2)	10	53	53	100%
Network Switches	N 9	9		(3)	10	6	6	100%
Blayney Waste Facility - Tipsite Software	N -	25				25	12	48%
UPS Battery Backup	N -	-		4	10	4	4	100%
TOTAL INFORMATION TECHNOLOGY	93	129	-	(3)		126	107	85%
Other Plant & Equipment Purchases								
Minor Asset Purchases - Administration Office	N 3	3				3	1	33%
Blayney Community Centre - Minor Assets	R 6	45				45	1	2%
Minor Asset Purchases - CentrePoint	N 12	12		(12)	10	-	-	0%
Minor Asset Purchases - Blayney Library	N 18	-				-	-	0%
TOTAL OTHER PLANT & EQUIPMENT PURCHASES	39	60	-	(12)		48	2	4%
TOTAL PLANT & EQUIPMENT	675	960	-	(15)		945	549	58%
Sewerage Services								
Plant & Equipment Replacement	R 48	48				48	-	0%
Mower for Mini Excavator	N 17	17				17	-	0%
Lining/Replacement of Sewer Mains	N 215	202				202	63	31%
KGO Gravity Sewer	N 65	65				65	52	80%
Sludge Lagoon Aerator & Pump Replacement	N 24	-				-	-	0%
Recycled Water Treatment Plant	N -	137		51	7	188	121	64%
S60 Compliance for CVO Pump Station	R -	-				-	-	0%
Blayney Treatment Plant - Asset Purchases	R -	13				13	13	100%
TOTAL SEWERAGE SERVICES	369	482	-	51		533	249	47%
Principal Loan Repayments								
Bridge Replacement Program	250	250				250	186	74%
Works Depot	91	91				91	67	74%
Millthorpe Sewer	55	55				55	40	73%
Residential Land Development	125	125				125	94	75%
CentrePoint Major Upgrade	82	82				82	61	74%
Stormwater	22	22		(22)	8	-	-	0%
	625	625	-	(22)		603	448	74%
Total Capital Expenditure	14,876	19,538	0	(348)		19,190	9,086	

Blayney Shire Council

Quarterly Budget Review Statement
for the period 01/01/22 to 31/03/22

Capital Budget Review Statement
Recommended changes to revised budget

Budget Variations being recommended include the following material items:

Notes	Details	Variations to: Expenditure \$000
1	Stronger Country Communities Round 4 - Lyndhurst Recreation Ground Tennis Court Lights less contribution from Lyndhurst VEP - Redmond Oval Millthorpe Cricket Nets less contribution from Millthorpe VEP	50 (16) 61 (2) 93
2	Millthorpe Railway underpass - Footpath network renewals - Smart Hub (Dakers Oval, KGO and Blayney Showground) - Footpath minor budget adjustment	(33) 12 20 1 -
3	Culvert renewal program - Errowanbang Rd storm damage culvert washout - Local road construction minor budget adjustment	(80) 75 5 -
4	Reseal program - Hobbys Yards Rd Reseal - Heavy patching program	(68) 50 18 -
5	Belubula River Walk Stage 3 works partially deferred to 22/23	(336) (336)
6	Finalisation of stormwater drainage project in Frape & Beaufort Street	(130) (130)
7	Recycled Water Treatment Plant electrical works	51 51
8	Principal repayments on new borrowings to fund stormwater drainage works not required due to finalisation of project well under budget	(22) (22)
9	Blayney Showground provision of stock proof fencing Blayney Showground provision of watering points along eastern boundary	8 3 11
10	Minor budget adjustments	(15) (15)
TOTAL		(348)

Blayney Shire Council

Quarterly Budget Review Statement

for the period 01/01/22 to 31/03/22

Cash & Investments Budget Review Statement

Budget review for the quarter ended 31 March 2022

Cash & Investments - Council Consolidated

(\$000's)	Opening Balance 1/07/2021	Projected Result Pre QBRs	Other than by QBRs Mar Qtr	Variations for Mar Qtr	Notes	Projected Year End Result
Externally Restricted ⁽¹⁾						
Developer Contributions - General	867	867				978
Developer Contributions - Sewer	996	996				1,075
Unexpended Grants	3,369	277				277
Sewerage Services	5,651	5,538		(51)	i	5,487
Domestic Waste Management	992	992				992
Voluntary Planning Agreement - Mining	195	195				254
Rates Special Variation - Mining	570	541		(22)	ii	519
Total Externally Restricted	12,640	9,406	-	(73)		9,582
<small>(1) Funds that must be spent for a specific purpose</small>						
Internally Restricted ⁽²⁾						
Plant and Vehicle Replacement	918	828				828
Employees Leave Entitlement	1,007	1,007				1,007
Asset Reserve - Transport	227	227				-
CentrePoint	163	163				135
Election Reserve	95	95				46
Environmental Projects – Belubula River	27	27				27
I.T Reserve	254	254				254
King George Oval	218	218				-
Property Account	1,517	1,433				1,433
Property Account - Borrowings	1,173	1,173				1,026
Quarry	219	219				219
Village Enhancement Program	140	-				-
Financial Assistance Grant	1,452	-				-
Carryover Works	66	-				-
Total Internally Restricted	7,476	5,644	-	-		4,975
<small>(2) Funds that Council has earmarked for a specific purpose</small>						

Blayney Shire Council

Quarterly Budget Review Statement
for the period 01/01/22 to 31/03/22

Cash & Investments Budget Review Statement

Investments

Investments have been invested in accordance with Council's Investment Policy.

Cash

The Cash at Bank figure included in the Cash & Investment Statement totals \$18,982

This Cash at Bank amount has been reconciled to Council's physical Bank Statements. The date of completion of this bank reconciliation is 31/03/22

Reconciliation Status

The YTD Cash & Investment figure reconciles to the actual balances held as follows:

		\$ 000's
Cash at Bank (as per bank statements) - General Fund		1,795
Cash at Bank (as per bank statements) - Online Saver		512
Cash at Bank (as per bank statements) - Reliance Bank		176
Investments on Hand		16,500
less: Unpresented Cheques	(Timing Difference)	-
add: Undeposited Funds	(Timing Difference)	-
less: Identified Deposits (not yet accounted in Ledger)	(Require Actioning)	-
add: Identified Outflows (not yet accounted in Ledger)	(Require Actioning)	-
less: Unidentified Deposits (not yet actioned)	(Require Investigation)	-
add: Unidentified Outflows (not yet actioned)	(Require Investigation)	-
Reconciled Cash at Bank & Investments		18,983
Balance as per Review Statement:		18,983
Difference:		-

Recommended changes to revised budget - Restricted Cash

Budget Variations being recommended include the following material items:

Notes Details

		Variations \$000
i	Recycled water treatment plant electrical works	(51)
		(51)
ii	Additional allocation under the Community Financial Assistance Program	(22)
		(22)
iii		0
iv		0
	TOTAL	(73)

Blayney Shire Council

Quarterly Budget Review Statement
for the period 01/01/22 to 31/03/22

Key Performance Indicators Budget Review Statement - Industry KPI's (OLG)

Budget review for the quarter ended 31 March 2022

(\$'000's)	Current Projection Amounts 21/22	Indicator 21/22	Original Budget 21/22	Actuals Prior Periods 20/21	19/20
------------	--	--------------------	-----------------------------	-----------------------------------	-------

NSW Local Government Industry Key Performance Indicators (OLG):

1. Operating Performance					
Operating Revenue (excl. Capital)	-1342	-7.1 %	-1251	-3.8 %	-5.0 %
Operating Revenue (excl. Capital Grants & Contributions)	18795		18615		

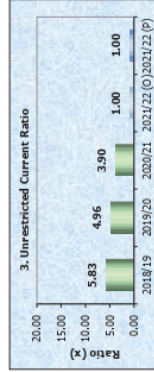
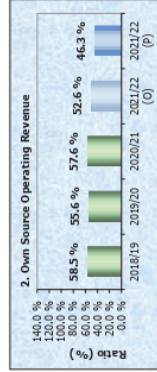
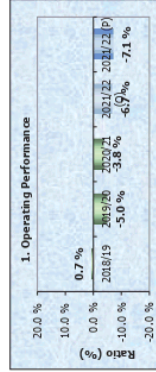
This ratio measures Council's achievement of containing operating expenditure within operating revenue.

2. Own Source Operating Revenue					
Operating Revenue (excl. ALL Grants & Contributions)	14018	46.3 %	14013	57.6 %	55.6 %
Total Operating Revenue (incl. Capital Grants & Cont)	30249		26654		

This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants & contributions.

3. Unrestricted Current Ratio					
Current Assets less all External Restrictions	1	1.00	1.00	3.90	4.96
Current Liabilities less Specific Purpose Liabilities	1				

To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.



Quarterly Budget Review Statement
for the period 01/01/22 to 31/03/22

Blayney Shire Council

Key Performance Indicators Budget Review Statement - Industry KPI's (OLG)

Budget review for the quarter ended 31 March 2022

(\$'000's)	Current Projection Amounts 21/22	Indicator 21/22	Original Budget 21/22	Actuals Prior Periods 20/21	19/20
	5579	6.55	5688	7.50	5.30
	852		880		

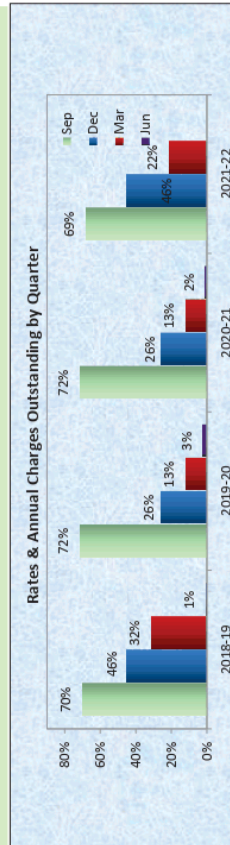
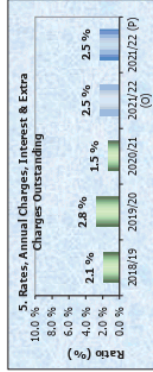
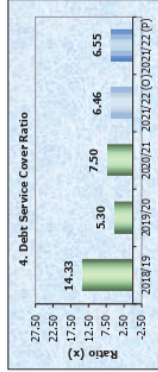
NSW Local Government Industry Key Performance Indicators (OLG):

4. Debt Service Cover Ratio	Operating Result before Interest & Dep. exp (EBITDA)	Principal Repayments + Borrowing Interest Costs
	5579	6.55
	852	
	5688	6.46
	880	7.50
		5.30

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments.

5. Rates, Annual Charges, Interest & Extra Charges Outstanding	Rates, Annual & Extra Charges Collectible
2.5	2.5 %
100	2.5 %
	1.5 %
	2.8 %
	2.5 %

To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.



Quarterly Budget Review Statement
for the period 01/01/22 to 31/03/22

Blayney Shire Council

Contracts Budget Review Statement

Budget review for the quarter ended 31 March 2022

Part A - Contracts Listing - contracts entered into during the quarter

Contractor	Contract detail & purpose	Contract Value	Budgeted (Y/N)	Notes
Contracts Entered > \$50,000				
Complete Crushing Services Pty Ltd	Quarry material - crush, load & stockpile	178,137	Y	
Constructive Energy Pty Ltd	Stage 1 Blayney Solar Farm	66,000	Y	
Dave's Fences & Gates	Supply and installation of cricket nets	57,200	Y	
Enicat Pty Ltd	Belubula River Walk Stage 3 - materials	129,874	Y	
Holicim (Australia) Pty Ltd	Culvert installation	103,233	Y	
Marksman Design Co	Works depot - supply and instal security gates	53,050	Y	
Mid State Mechanical Repairs	Belubula River Walk Stage 3 - materials	72,237	Y	
Murray Construction Pty Ltd	Lucan Rd Bridge - Construction	540,225	Y	
Murray Construction Pty Ltd	Leabearer St Bridge - Construction	469,508	Y	
Orange Toyota	Vehicle Replacement	52,568	Y	
Sustainable Machinery Pty Ltd	Purchase of shock wave implement	64,116	Y	
Stabilised Pavements of Australia	Stabilising works	64,706	Y	
Wilmut Civil Pty Ltd	Sewer relining works	72,479	Y	
Contracts Paid > \$50,000				
Aitken Civil Engineering Pty Ltd	Panauara Road Heavy Patching	724,979	Y	
Connolly Sand Pty Ltd	Plant hire	55,605	Y	
CR Kennedy & Company Pty Ltd	Plant purchase	54,032	Y	
Downer EDI Works Pty Ltd	Resealing	426,429	Y	
Hadlow Earthmoving	Waste Management Facility	145,818	Y	
Hanson Construction Materials	Plant hire	37,098	Y	
Josh Nixon Excavations Pty Ltd	Material - road base	98,204	Y	
JR & EG Richards (NSW) Pty Ltd	Plant hire	68,702	Y	
JR Richards & Sons	CCTV inspections - Blayney & Millthorpe sewer	67,801	Y	
KGM Services Pty Ltd	Kerbside collection contract	135,459	Y	
Laser Electrical Orange	CentrePoint - solar project	77,859	Y	
Murphy's Remedial Builders	Recycled Water Treatment Plant - electrical works	56,427	Y	
National Concrete Solutions Pty Ltd	CentrePoint Stage 2 pool hall lighting	22,000	Y	
Orange City Council	CentrePoint Stage 2 roofing works	72,031	Y	
Oligplus Holdings	Culvert Renewal - Browns Creek Rd & Doust St	183,089	Y	
Renascent Regional Pty Ltd	RFS Contribution - 2nd Quarter	75,758	Y	
Stabilised Pavements of Australia	Central West Libraries contribution	48,740	Y	
YMCA NSW	Diesel and unleaded	169,817	Y	
	KGO Amenities - construction of change rooms	561,583	Y	
	Stabilising works	104,429	Y	
	Management Agreement January - March	175,231	Y	

Notes:

1. Minimum reporting level is 1% of estimated income from continuing operations of Council or \$50,000 - whatever is the lesser.
2. Contracts for employment are not required to be included.

Blayney Shire Council

Quarterly Budget Review Statement
for the period 01/01/22 to 31/03/22

Contracts Budget Review Statement
Comments & Explanations relating to Contractors Listing

Notes	Details
Nil	

Blayney Shire Council

Quarterly Budget Review Statement
for the period 01/01/22 to 31/03/22

Consultancy & Legal Expenses Budget Review Statement

Consultancy & Legal Expenses Overview

Expense	YTD Expenditure (Actual Dollars)	Budgeted (Y/N)
Consultancies	259,150	Y
Legal Fees	21,665	Y

Definition of a consultant:

A consultant is a person or organisation engaged under contract on a temporary basis to provide recommendations or high level specialist or professional advice to assist decision making by management. Generally it is the advisory nature of the work that differentiates a consultant from other contractors.

Comments

Expenditure included in the above YTD figure but not budgeted includes:

Details	\$000
Nil	

Quarterly Budget Review Statement
for the period 01/01/22 to 31/03/22

Blayney Shire Council
PART 8:

Loans Summary

Budget review for the quarter ended 31 March 2022

(A) External Loans

LOAN DETAILS	Loan Term	Original Principal	Int %	Opening Balance 1/07/21	Interest Year to date	Repayments Year to date	Closing Balance 31/03/22	Scheduled completion date
3 Millthorpe Sewer	20	900,000	8.05%	469,856	27,987	68,210	429,632	26-Feb-28
4 Blayney Works Depot	20	600,000	6.73%	125,172	5,728	41,123	89,776	04-Dec-23
5 Blayney Works Depot	20	600,000	6.00%	162,232	6,807	38,798	130,241	21-Dec-24
7 Blayney Bridges Program (LIRS)*	10	1,000,000	5.73%	333,970	13,106	99,045	248,031	22-Jan-24
8 Bridge Replacement Program	20	3,000,000	3.97%	2,658,532	78,318	163,541	2,573,310	15-Feb-38
9 Residential Land Development**	10	1,320,000	2.09%	1,077,542	16,403	109,963	983,982	28-Jun-29
10A CentrePoint	20	2,000,000	2.36%	1,900,661	33,283	62,869	1,871,074	13-Feb-40
10B Cowriga Creek Bridge	20	500,000	2.36%	475,165	8,321	23,576	459,910	13-Feb-40
		9,920,000	4.66%	7,203,130	189,953	607,126	6,785,957	

* Blayney Bridges Program loan is funded under the Local Infrastructure Renewal Scheme (LIRS) subsidising 4% of the interest payable

** Residential Land Development loan is funded under the Low Cost Loans Initiative (LCLI) subsidising 50% of the interest payable



**Blayney Shire Council
Workforce Management
Plan
2022/23 – 2025/26**



Published by Blayney Shire Council

Blayney Shire Council Workforce Management Plan 2022/23 – 2025/26

First published May 2022

More information:

Blayney Shire Council
91 Adelaide Street, BLAYNEY NSW 2799
(02) 6368 2104
www.blayney.nsw.gov.au

© Blayney Shire Council. You may copy, distribute, and otherwise freely deal with this publication for any purpose, provided that you attribute Blayney Shire Council as the owner.

Disclaimer: The information contained in this publication is based on knowledge and understanding at the time of writing (May 2022). However, because of advances in knowledge, users are reminded of the need to ensure that information upon which they rely is up to date and to check currency of the information with the appropriate officer of Blayney Shire Council or the user's independent adviser.

Table of Contents

Introduction	4
Blayney Shire Community Strategic Plan (CSP)	5
Consultation	6
Objectives	8
Australasian Local Government Performance Excellence Program	8
Blayney Shire Council Workforce	9
Workforce Strategies – Opportunities and Challenges	9
A Multigenerational Workforce and Succession Planning	9
Labour Market Competition	11
Work Health and Safety	13
Workforce Gender Diversity	15
Staff Development and Training	16
Organisational Structure	17
Central West NSW Joint Organisation (CNSWJO)	18
Summary	19
Strategies	20

Introduction

This Workforce Management Plan (WMP) has been developed in accordance with the New South Wales Government's Integrated Planning and Reporting (IP&R) Framework requirements.

This Workforce Management Plan forms part of the Resourcing Strategy required under section 403 of the Local Government Act 1993. The aim of this plan is to assist Council to meet the priorities identified in the Blayney Shire Council Community Strategic Plan and achieve the objectives and actions identified in the 4-year delivery program.

This is the third Workforce Management Plan that has been developed by Council under the IP&R framework and many of the ideas, strategies and themes contained in previous WMP's are repeated in this plan as they remain relevant and current for this WMP.

This Workforce Management Plan has been informed by Council's own corporate sources, staff workshops held in December 2021, and the Price Waterhouse Coopers (PwC) / Local Government Professionals Australian LG Performance Excellence Program (Council Comparative Analysis Tool FY21).

Although the Australian Bureau of Statistics (ABS) conducted a census in 2021 the information from that Census will not be available until June 2022. So, using the 2016 census data, the Blayney Shire Local Government area (LGA) had a population of 7,259 residents and a land area of 1,524 square kilometres.

Whilst Council already has several initiatives in place to promote Council as a desirable place to work and to promote a healthy work / life balance, this Workforce Management Plan aims to build further strategies and initiatives that will enhance these strategies.

Like many employers, Council was impacted by the COVID-19 pandemic, particularly in relation to staff and government mandates about how staff were able to work during the pandemic. Council was fortunate in that it already had in place initiatives like working from home opportunities and was able to ramp up these arrangements on a broader scale to ensure Council services could continue to be delivered to the community.

Council regards its employees as its greatest assets and acknowledge that it is them who lead the on-ground delivery of services and facilities to the community in an efficient and effective manner. We will use our best endeavours to develop our staff to continue to provide effective and efficient services to the community.

The aim of this Workforce Management Plan are to continue to:

- strategically define Council's Human Resource requirements to maintain and develop the future success of our Council
- identify current and anticipated gaps in Council's workforce to allow it to deliver its services to the community
- deal with succession planning issues
- explore our current working arrangements and identify any areas that require adjustment to meet the demands on an ever-changing employment environment.
- ensure we are a responsible employer of choice with a strong long-term capability and capacity to attract, engage, develop, and retain the right workforce
- provide modern, safe, well-maintained, and supportive human resource systems, strategies, and processes, with a high commitment to risk management
- support and strengthen workforce capability and development
- support Council's ability to deliver future programs and services
- support and strengthen workforce capability and development
- develop and promote cohesive best practice people strategies

This Workforce Management Plan is for the period 2022/23 to 2025/26.

Blayney Shire Community Strategic Plan (CSP)

The community engagement and consultation process that led to the development of the CSP has established 5 future directions for Council to focus on:

1. Maintain and Improve Public Infrastructure and Services
2. Build the Capacity and Capability of Local Governance and Finance
3. Diversify and Grow the Blayney Shire Local and Visitor Economy
4. Enhance recreational facilities and networks that support health and wellbeing of the community, sport, heritage and cultural interests
5. Protect our Natural Environment

This Workforce Management Plan aligns the community expectations with Council's ongoing activities to better allow for Council to meet the community expectation in its functions.

Consultation

To assist in informing this plan, Council held a series of workshops with staff in December 2021. The purpose of this workshop was to engage with staff to reflect on what is working well and what requires improvement. Staff were asked to identify what they perceived to be our strengths and weaknesses and how we can leverage what they are.

The workshops identified various themes, and these are summarised in the table below. It is noted that many of these themes are similar to those that were identified in the previous workforce management plan for 2018-22.

Strengths	Context
Workplace conditions	Staff liked that workplace conditions allowed for flexibility to allow for a good work / life balance.
Modern equipment	Council, in the main has a modern and up to date fleet, equipment and technology.
Their work teams and mateship they can develop	Many friendships made in the workplace which extends beyond the work environment and into personal and family lives
Job satisfaction and the variety of work available.	Our relatively small size allows flexibility so as not to limit scope of job design so that a variety of tasks are able to be learned and performed leading to multi-skilled employees.
Helping the community in the provision of facilities	Employees like that in many instances they live and work in the same community and that the work they perform benefits the community including themselves
The training and professional development opportunities available	Council offers extensive training through its salary system progression and encourages staff to undertake relevant training so they can reach the top step of their grade in accordance with Council's salary system.
The overall modern equipment Council provides.	Council maintains and renews its fleet of plant and equipment to keep it current and up to date.

Amongst the issues identified were:

Issue	Context
Communication – could Council communicate better with its workforce?	Staff would like to be better informed about what they will be doing on a day-to-day basis and about upcoming projects
Council's salary system and wage structure – in many respects local government rates of pay rates are less than those that could be earned in private enterprise	Council's salary system does not allow for employees to progress beyond the top step for their grade, therefore creating a barrier to additional pay
The scheduling and quantity of work	The scheduling and completion of work can be influenced by our regional climate. Also, the volume of work and Government grant requirements are challenging Local Government in general
Equipment – as the main users of equipment, could they be more included in the procurement process for better fit for purpose equipment.	Staff would like to be more involved in the appraisal and selection and procurement process for equipment as it is they who are the end users

Council has an employee Consultative Committee established under the provisions of the Local Government State Award. The Consultative Committee provides a forum for Council and its employees to discuss matters affecting workplace relations openly and freely.

The functions of the consultative committee include:

- award implementation
- training
- consultation with regard to organisation restructure
- job redesign
- salary systems
- communication and education mechanisms
- performance management systems
- changes to variable working hours arrangements for new or vacant positions
- local government reform
- proposed variations to leaseback vehicle arrangements
- health and wellbeing programs

In developing this plan, Council has and will continue to consult with its employees to determine the best possible personal and organisational outcomes.

Objectives

The overarching objectives of Council's Workforce Plan are to:

- Link the Workforce Management Plan to the Strategic Objectives of the Delivery Program so that the workforce is capable, motivated, and available, now and into the future, to meet the needs of the community it serves.
- To integrate the Workforce Management Plan into the Resourcing Strategy so that works, projects, programs and services are funded, resourced, and delivered in accordance with the priorities of the Delivery Program and Operational Plan.
- To link the Workforce Management Plan to the Council's strategic, operational, and organisational objectives and future directions.
- Develop strategies so that Council is viewed as an employer of choice and that current and future vacancies in Council's workforce can be filled quickly and efficiently to ensure minimum disruption to the delivery of services to the community.

Australasian Local Government Performance Excellence Program

Since 2016, Council has participated in the Australasian Local Government Performance Excellence Program conducted by PwC.

During the program, PwC collects data from participating councils and then transforms this data into key metrics, identifying trends and observations that focus on operational and management excellence.

The full report can be made available by contacting Council. Some of the data used in this plan has been derived from this program.



Blayney Shire Council Workforce

To allow us to plan for the future we need to examine where we are now. As at 31 March 2022 Blayney Shire Council had a current staff headcount staff establishment of *98 employees (92.14 full time equivalent (FTE), engaged across a diverse range of occupations and employment types.

The table below shows the current employment by category of Council staff:

Employment Category	Number of Employees - including trainees – (FTE)	% of total staff employed
Full time	85 (85)	86.7%
Part time	13 (7.14)	13.3%
Total*	*98 (92.14)	100%

* Please note that at the time of preparing this WMP there were 4 vacant positions, and the data below is therefore based on a head count of 94 employees.

Workforce Strategies – Opportunities and Challenges

This plan identifies a number of strategies to manage the opportunities and challenges Council faces in developing, attracting, and retaining its workforce. In many respects, the strategies to deal with these opportunities and challenges can overlap and complement each other. Observations and responses to each of the above opportunities and challenges are detailed in the strategies below.

A Multigenerational Workforce and Succession Planning

Objectives:

- To ensure Council's workforce works together cohesively and shares their varied experiences to maximise service delivery to the community.
- To provide an environment where corporate knowledge can be shared and passed on amongst Council staff.
- Ensure that vacancies in Council workforce can be filled quickly to minimise disruption to service delivery to the community.

The table below shows Council's generational workforce mix.

Age Statistics - Permanent Employees (including trainees)

Age bracket	No. (%) permanent employees
<30	10 (10.64%)
31-40	17 (18.09%)
41-50	18 (19.15%)
51-60	35 (37.23%)
61-70	13 (13.83%)
>70	1 (1.06%)
Total	94 (100%)
Average age of Council's workforce as at 31 March 2022	48.81 years of age

As demonstrated in the table above, the average age of Council employees as at 31 March 2022 is 48.81.

The data also shows that Council has its largest proportion of employees in the 51 years plus age brackets. Of these, 14 people are 61 years or older and whilst there is no longer a defined retirement age, it can reasonably be expected that they may retire within the next ten years. Of this cohort, 5 people are over 65 years of age and whilst no formal indications have been forthcoming, may retire in a much shorter period. The challenge for Council is to ensure not only that it has the capacity to replace these positions with people equally skilled and experienced to fill these gaps, but also to keep all employees well engaged in the roles they perform.

It is conceivable that an employee in their late teens could be working alongside an employee in their late sixties or even seventies. It is also conceivable that this disparity will mean that they have very different life and work experience skills. For example, younger employees are more likely to be technological savvy than older employees and can share these skills with older employees. Conversely, older employees will have a greater exposure to work experiences and corporate operational knowledge and can share these with younger employees.

Council currently has provision for 2 civil construction trainees, 1 Trainee Building Surveyor, and 1 Engineering Cadetship (in partnership with Charles Sturt University). It is anticipated that these trainees will have a positive workplace experience and will, more broadly, promote Council as an employer of choice within the wider community and potentially create an opportunity for them to apply for a position within Council should the opportunity arise.



Council seeks to ensure its commitment to the local community by providing opportunities to develop its youth to meet the future objectives of the Shire whilst still meeting its obligations to appoint people on merit. Similarly positions that are hard to fill with qualified people, may be more able to be filled by someone with the right cultural fit, mindset and work ethic who has most of the essential skills, and is provided a pathway to attain those necessary qualifications on the job.

Strategies:

1. Share the offering of 'Acting or Higher Duties' work to allow employees to gain experience in higher more senior roles covering leave periods for incumbents.
2. In consultation with relevant supervisors, develop training and secondment opportunities for critical positions recognising talented staff with potential to make the progression.
3. More broadly, and where practical and cost effective, provide training and development opportunities for existing staff to allow them to develop the skills that may require replacing, so as to allow them to effectively compete for vacant positions as they arise, and thereby creating a path for promotion within Council.
4. Advertise vacant roles as soon as possible after pending separations are known, to allow transfer of corporate knowledge and to ensure minimal disruption to workflow.
5. Maintain the Trainees and Engineering Cadetship programs with Skillset, Charles Sturt University and other training providers.
6. Where positions are hard to fill or there are no applicants with necessary qualifications, investigate the opportunity for an apprenticeship or traineeship to be created.

Labour Market Competition

Objective:

- To position Council as an employer of choice by providing positive and sustainable work life balance opportunities to staff.

Like any organisation that employs labour, Council must compete in the labour market to secure employees with the necessary skills and qualification to perform the work of Council.

In order to accommodate the many changes to the labour market and more importantly skill shortages in key areas, there are a number of strategies that can be further explored and potentially implemented into the Blayney Shire Council workforce.

In the past the mining industry, in particular, has been a significant drain on Council's labour force. Council cannot effectively compete with the wage levels available to employees in the mining industry, but it can provide attractive working conditions, recognising that money is not the only driver of what gets people to work for organisations. Commencement of construction of the Flyers Creek wind farm and the proposed McPhillamys Gold Project (a new greenfield mine only 8km from Blayney) will likely add to the competition for labour in the Blayney LGA more generally.

In addition, Blayney's proximity to the major urban centres of Orange and Bathurst has seen employees leave to explore employment opportunities in these centres. In saying this however, Council has several employees who reside in these centres and commute to Blayney to work.

Council provides its employees with various opportunities for flexible and family friendly work practices. These include:

- flexible work arrangements,

- part-time work,
- job share arrangements,
- variations to ordinary hours and rosters,
- the taking of annual leave at half pay,
- the taking of long service leave at half pay,
- purchased additional annual leave arrangements,
- deferred salary scheme,
- appreciation days,
- working from home arrangements

Council will continue to provide these opportunities to its staff, as well as proactively consider and explore other flexible arrangements to ensure that its current and future employees can maintain a healthy work / life balance, whilst at the same time ensuring our service to our community is not compromised.

Council will continue to promote these arrangements as part of its employee attraction and retention strategy.

Strategies:

1. Monitor salaries and wages to remain competitive, especially in the context of specialised local government positions.
2. Provide a supportive environment for flexible work practices and work / life balance.
3. Develop pathways for critical positions as needed by providing apprenticeship and traineeship opportunities where possible.
4. Increased focus on Graduate, Trainee and Apprenticeship recruitment.
5. Maximising job satisfaction and opportunities for skills development.
6. Create a positive work environment and culture based on innovation, continuous improvement, and engagement.
7. Continue to provide flexible employment arrangements and promote these in its recruitment processes.
8. Promote the employee benefits that are particular to Blayney Shire Council.
9. Engage staff and Council to develop attraction and retention strategies with a view to developing a formal staff attraction and retention strategy.

Work Health and Safety

Objective:

- To provide the healthiest and safest workplace possible and minimise the risk of injury to all stakeholders.

The table below provides workers compensation claims lost time injury claims data for the 2018-2021 financial years. Whilst the data shows Council has had a year-on-year increase in lost time injuries since 2018, there has generally been a decrease in the total amount of lost time from the injuries. This recognises that some injuries are more severe than others and Council will continue to investigate and monitor the nature of any injuries that occur in the workplace.

Workers Compensation Claims – Lost time injuries FY 2018-21	
Financial year	No. lost time injuries
2018	1
2019	3
2020	4
2021	7

Council actively promotes a safe and healthy workplace and Council has in place a proactive Health and Safety Committee (H&S Committee).



Injuries and incidents that occur in the workplace are investigated by the WHS and Risk Coordinator and reported to the H&S Committee with a view to collaboratively find ways in an environment where health and safety issues can be discussed openly and freely with the view of implementing measures to prevent similar events in the future.

Council consults extensively with its employees in the preparation of Safe Work Method Statements, changes to work methods, workplace design, purchasing of new equipment and Risk Assessments.

In addition, Council's WHS and Risk Coordinator reviews, in consultation with employees, conducts safe work method statements, site risk assessments, and regular work site observations/ inspections on work practices to ensure processes are in line with site specific risk assessments, safe work method statements and to ensure safe systems of work are followed and hazards are being identified and monitored with any recommendations included in toolbox talks.

Initiatives to assist Council implement a healthy and safe workplace are supported financially by an annual rebate from Council's Workers Compensation insurer StateCover. This rebate amount depends on past claims and strategies implemented to promote a safe workplace.

Workers' compensation premiums are a significant budgetary item for Council's and eliminating or limiting the number of lost time injuries can significantly affect the premiums paid for Council's workers compensation insurance.

Lost time injuries can have a significant effect on workers compensation premium calculations and hence the total workers compensation premium payable. By minimising lost time injuries Council saves considerable money from its budget that could otherwise be used for delivery of Health and Wellbeing services to Council's employees and the community. Council StateCover Workers Compensation insurance base tariff premium for FY 2021 is \$142,250.

A permanent WHS and Risk Coordinator provides guidance and support for Employees, Health and Safety Committee, Managers and MANEX team and ensures the implementation of Health and Safety programs, including an Alcohol and Other Drugs Policy, Wellbeing Health Fair and an Incident Debrief Consultation Process.

Strategies:

1. Continue to investigate alternative methods of performing physical tasks to reduce physical stresses and strains.
2. Continue to build on its health and safety systems to ensure workplace incidents and injuries are minimised.
3. Continue to support the Health and Safety Committee and engage staff in initiatives that will receive StateCover Rebate funding.
4. Continue to investigate alternative methods of performing physical tasks to reduce physical stresses and strains.
5. Continue to build on its health and safety systems to ensure workplace incidents and injuries are minimised.
6. Continue to support the Health and Safety Committee and engage staff in initiatives that will receive StateCover Rebate funding.

Workforce Gender Diversity

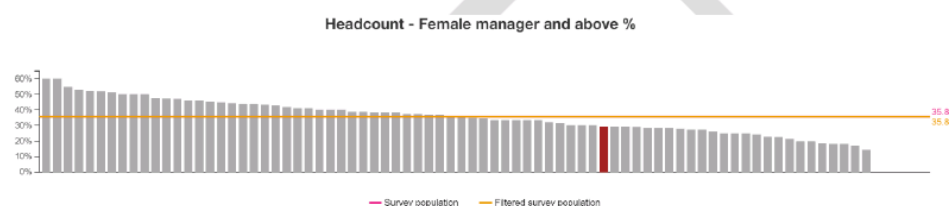
Objective:

- Increase gender diversity in its workforce, thereby creating a greater potential labour pool.

The tables below provide data on Council’s workforce gender diversity:

Employment by Gender		
Employment Category	Female	Male
Full time	14 (16.09%)	64 (73.56%)
Part time	9 (10.35%)	0 (0%)
Total*	23 (26.44%)	64 (73.56%)

Management Gender Diversity



At management level, as the graph above shows, Council has 29.4% of management roles are occupied by females including the General Manager. This compares with the PwC survey average of 35.8% for NSW Councils.

Council is an advocate for, and is committed to, being an equal opportunity employer in all its employment practices.

Council has areas of its workforce that continue to be traditionally male dominated. Typically, this occurs in the operational areas, such as roads construction and maintenance, water and sewer and waste services and other trade and labouring areas.

Council will target segments of the workforce that have traditionally been under-represented, such as females in outdoor operations roles, and Council will continue to develop strategies to increase the participation of women in its workforce as a whole.

Strategy:

1. Encourage greater female participation in all aspects of Council’s work by reinforcing its equal employment opportunities.

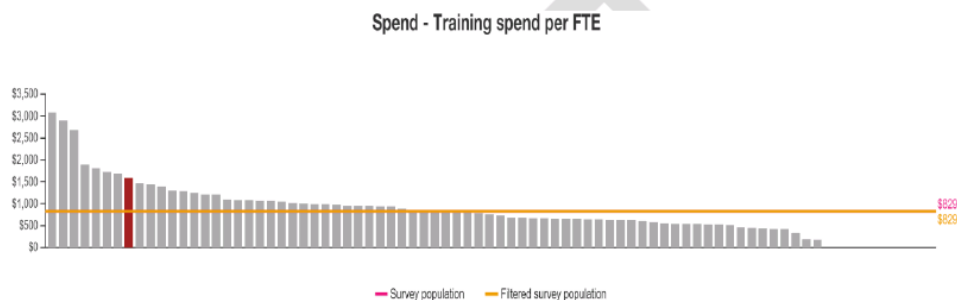
Staff Development and Training

Objectives:

- Ensure staff are adequately trained and their skills are current in their field of work and industry specialisation.
- Provide opportunities for staff to develop their potential to advance their careers within Council and within Local Government.

Consistent with the objectives, Council will continue to develop its staff through the provision of relevant staff development and training.

The graph below provides a comparison between the training spend of other Council's compared to Blayney.



Source: Local Government Performance Excellence Program via the Data IQ Platform. Downloaded by Martin Boyd on 27-Apr-2022 14:33:48. Please note that Data IQ does not provide assurance on the data provided.

Overall, the graph shows that Blayney Shire's average training spend per FTE for FY21 was \$1,594.00 as opposed to the survey average of \$829.00. This demonstrates Council's commitment to the ongoing development of its workforce, so they are continually renewing and obtaining more skills to assist in the delivery of services to the community.

There are peaks and troughs in its training spend, as some of the skills and qualifications that Council staff hold have an expiration date and require renewal on a set basis, e.g., 5 years for chemical application accreditations. Priority in Council's annual training budgets is given to training where the standard of training to be met is determined by other organisations e.g., SafeWork NSW, and to training required to ensure that Council can meet its statutory and regulatory functions.

Council also looks to proactively encourage staff to achieve qualifications and complete courses that will aid their personal development and assist Council in its delivery of services to the community.

Council staff have and will continue to attend, and where required, present at conferences, seminars, forums, networking, mentoring opportunities, and training events so staff can keep abreast of industry and employment trends. Council staff also participate in simulation events such as the Local Government Professionals Rural

Management Challenge where potential scenarios are presented, and staff are required to provide solutions to these. The Rural Management Challenge is an engaging development opportunity for newer and aspiring leaders.

Teams from Council work through real life local government scenarios in a safe learning environment, challenging their leadership communication, time management skills and experience. These events assist in staff developing an understanding of the issues faced by Councils in actual situations. Blayney Shire Council encourages a mixed team to be entered each year in the Central NSW region event.

In accordance with the provisions of the Award, Council has established a competency based salary system that determines the grade and classification of positions within Council.

Council's salary system has 4 steps within each grade being, Entry level, Step 1, Step 2 and Step 3. Steps 1, 2 and 3 are paid at 5%, 10% and 15% respectively above the entry level rate of pay for the grade that has been determined for positions within Council.

By completing relevant training and attaining qualifications, employees have the opportunity to progress through the salary system to the top step of their pay grade. Council actively encourages and provides the opportunity for all staff to complete the relevant training so they can progress through the salary system.

In addition, Council has an Employee Development and Appraisal Review Process, where staff and their supervisors meet to discuss their performance, as well as take the opportunity to identify other training requests an employee may have to assist them in the performance of their work and progression of their career with Council.

Strategies:

1. Support employees to complete all required training for progression through Council's salary system.
2. Provide employees with access to training in addition to that required for step progression to facilitate opportunities for career progression.
3. Seek external funding to add value to training needs.
4. Support a Blayney Shire Council team in the Australasian Rural Management Challenge.

Organisational Structure

Consistent with strategies identified in the 2018-22 Workforce Management Plan, Council undertook an organisation review in 2021 that led to some changes to Council's organisational structure. The objectives of the review were:

- To undertake a review of the Organisational Structure which ensures that Council has adequate Human Resources that provides flexibility for the organisation to deliver major capital works grant funded projects in addition to maintaining agreed levels of service for ongoing operations.

- To encourage and support management practices that empowers decision making within roles and responsibility of staff to facilitate an efficient and effective workforce.

Extensive employee consultation was undertaken during the course of the review and the end result was that a number of positions were adjusted to reflect the current requirement of various roles within Council.

Going forward Council will continue to review roles to ensure they are current in relation to what the role is required to deliver for Council.



Central West NSW Joint Organisation (CNSWJO)

Council is a member of the Central West NSW Joint Organisation group of Councils. The principal functions of the JO include:

- Establish strategic regional priorities and strategies and plans for their delivery,
- Regional Leadership to advocate for strategic regional priorities, and
- Identify and take up opportunities for intergovernmental co-operation.

Other functions as directed by the Board and determined by member councils will improve operational efficiencies for its members across areas such as compliance and cost savings associated with regional procurement opportunities. Regional networks provide support and collaboration in Work Health and Safety, Risk Management and Human Resource Management functions on an as needs basis.

From the Human Resources perspective, being a member of CNSWJO provides Council with a number of efficiencies and cost benefits by allowing training costs to be

shared amongst Councils, particularly where the training required is only required by a small cohort of people across a number of Councils.

Blayney Shire Council will continue to value add and participate in regional programs and activities of the CNSWJO HR Group and leverage the benefits of being a member when is of benefit and it provides scale and capacity outcomes.



Summary

Blayney Shire Council's main workforce issues to be addressed over the 4 year delivery plan include its ability to deliver service expectations of the community with finite resources and its capacity to maintain a skilled, flexible and motivated workforce.

This workforce plan has been developed to guide Council's workforce development to allow Council the best opportunity to meet the objectives identified in the CSP and to support Council's ability to deliver future programs and services.

Strategies

1. Share the offering of 'Acting or Higher Duties' work to allow employees to gain experience in higher more senior roles covering leave periods for incumbents.
2. In consultation with relevant supervisors, develop training and secondment opportunities for critical positions recognising talented staff with potential to make the progression.
3. More broadly, and where practical and cost effective, provide training and development opportunities for existing staff to allow them to develop the skills that may require replacing, so as to allow them to effectively compete for vacant positions as they arise, and thereby creating a path for promotion within Council.
4. Advertise vacant roles as soon as possible after pending separations are known, to allow transfer of corporate knowledge and to ensure minimal disruption to work flow.
5. Maintain the Trainees and Engineering Cadetship programs with Skillset, Charles Sturt University and other training providers.
6. Maintain the Trainees and Engineering Cadetship programs with Skillset and Charles Sturt University.
7. Where positions are hard to fill or there are no applicants with necessary qualifications, investigate the opportunity for an apprenticeship or traineeship to be created.
8. Monitor salaries and wages to remain competitive, especially in the context of specialised local government positions.
9. Provide a supportive environment for flexible work practices and work / life balance.
10. Develop pathways for critical positions as needed by providing apprenticeship and traineeship opportunities.
11. Increased focus on Graduate, Trainee and Apprenticeship recruitment.
12. Maximising job satisfaction and opportunities for skills development.
13. Create a positive work environment and culture based on innovation, continuous improvement and engagement.
14. Continue to provide flexible employment arrangements and promote these in its recruitment processes.

15. Promote the employee benefits that are particular to Blayney Shire Council.
16. Engage staff and Council to develop attraction and retention strategies with a view to developing a formal staff attraction and retention strategy.
17. Continue to investigate alternative methods of performing physical tasks to reduce physical stresses and strains.
18. Continue to build on its health and safety systems to ensure workplace incidents and injuries are minimised.
19. Continue to support the Health and Safety Committee and engage staff in initiatives that will receive StateCover Rebate funding.
20. Encourage greater female participation in all aspects of Council's work by reinforcing its equal employment opportunities.
21. Support employees to complete all required training for progression through Council's salary system.
22. Provide employees with access to training in addition to that required for step progression to facilitate opportunities for career progression.
23. Seek external funding to value add to training needs.
24. Support a Blayney Shire Council team in the Australasian Rural Management Challenge.



2022/23 – 2031/32

**LONG TERM FINANCIAL
PLAN**



Published by Blayney Shire Council

2022/23 – 2031/32 Long Term Financial Plan

Prepared XXX

Adopted XXX

More
information:
91 Adelaide St
PO Box 62
BLAYNEY NSW 2799
Phone 02 6368 2104
<http://www.blayney.nsw.gov.au>

© Blayney Shire Council. You may copy, distribute and otherwise freely deal with this publication for any purpose, provided that you attribute Blayney Shire Council as the owner.

Disclaimer: The information contained in this publication is based on knowledge and understanding at the time of writing. However, because of advances in knowledge, users are reminded of the need to ensure that information upon which they rely is up to date and to check currency of the information with the appropriate officer of Blayney Shire Council or the user's independent adviser.

2022/23 – 2031/32 Long Term Financial Plan

Table of Contents

1. INTRODUCTION	3
1.1 Objectives	3
1.2 Timeframe	4
2. PLANNING ASSUMPTIONS	4
3. REVENUE FORECASTS	6
3.1 Rates and Annual Charges	7
3.1.1 Ordinary Rates	8
3.1.2 Special Rates	9
3.1.3 Rate Pegging	9
3.1.4 Special Rate Variation.....	10
3.2 User Charges & Fees	10
3.2.1 Sewerage Charges	10
3.2.2 Waste Management Charges	11
3.2.3 Statutory Charges	12
3.2.4 Other Fees	12
3.3 Grants & Contributions	12
3.4 Investments Revenue	14
3.5 Borrowings	14
3.6 Other Revenue	15
3.7 Cash Restrictions	15
4. EXPENDITURE FORECASTS	15
4.1 Salaries, Wages and Employee On-costs	15
4.2 Loans / Debt Service Costs	16
4.3 Materials, Contracts and Other Operating Costs	16
4.4 Asset Management	17
5 SENSITIVITY ANALYSIS AND FINANCIAL MODELLING	18
5.1 Employee Costs	18
5.2 Rates and Annual Charges Revenue	19
5.3 Inflation	19
5.4 Investment Returns	19
5.5 Grants	19
6 PERFORMANCE MEASURES	20
6.1 Cash / Liquidity Position	20
6.2 Operating Result	21
6.3 Debt Management	22

6.4 Dependence on Revenue from Rates and Annual Charges 23
7 SCENARIOS..... 24
8 CAPITAL EXPENDITURE PROGRAM 38

1. INTRODUCTION

1.1 Objectives

The Long Term Financial Plan (LTFP) forms part of Council's Resourcing Strategy, together with the Asset Management Plan and Workforce Management Plan.

Council's LTFP provides a framework to assess its revenue building capacity to meet the activities and level of services outlined in its Community Strategic Plan (CSP).



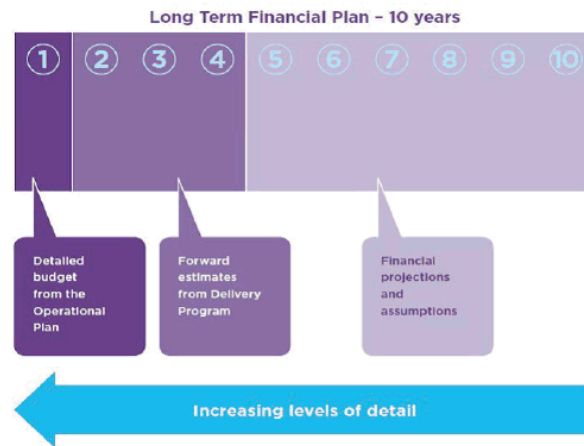
Blayney Shire Council's LTFP seeks to:

- establish greater transparency and accountability of Council to the community;
- provide an opportunity for early identification of financial issues and any likely impacts in the longer term;
- provide a mechanism to:
 - solve financial problems as a whole
 - see how various plans fit together
 - understand the impact of some decisions on other plans or strategies;
- provide a means of measuring Council's success in implementing strategies;
- compare the community wants to financial reality; and,
- confirm that Council can remain financially sustainable in the longer term.

1.2 Timeframe

Council must prepare a LTFP for a minimum of 10 years. It must be updated annually as part of the Operational Plan preparation with adoption and detailed review every 4 years, as part of the Delivery Plan preparation and adoption and review of the CSP.

The Blayney Shire Council LTFP covers a time period spanning ten years from 2022/23 to 2031/32.



2. PLANNING ASSUMPTIONS

A LTFP is dependent on a number of planning assumptions. In preparing the LTFP Council considered a range of matters and made appropriate assumptions. These assumptions were used to model and formulate the plan, test a range of scenarios and have ultimately formed the basis of the agreed plan.

Some of the key assumptions/variables reviewed as part of the setup of the LTFP are:

- Financial Assumptions as per below table:

Assumption/Variable	Calculation Basis	Year
Rate Peg (Ordinary Rates)	IPART	0.70% Year 1
	IPART ASV	1.80% Year 1
		4.00% Year 2
		3.00% Year 3-10

Assumption/Variable	Calculation Basis	Year
Sewer Rates Income	The SBP will not be conducted in 2022/23, therefore CPI plus marginal increase assumed throughout the life of the plan.	4.00%
Waste Rates Income	Based on reasonable cost estimate – cost of increase has been tied to increased cost of contractor charges (CPI)	3.50%
Fees and Charges Income	User pay fees CPI + 0.5%	4.00%
Consumer Price Index (CPI)	NSW TCorp Forecast is much lower however unrealistic to assume that prices will only increase in line with CPI	3.50%
Salaries and Employee On-costs	Award increase 2.00% plus progression based Increases assumed 1.00% Superannuation guarantee charge is increasing by 0.50% per year until it reaches 12% in 2026	3.00% 0.50% Year 1 0.50% Year 2 0.50% Year 3 0.50% Year 4
Interest Rate Income	Current average annual rate of return is 0.48%. Investments are currently seeing returns of 0.85% and expected to rise over the next 18 months.	1.00% Year 1 1.25% - 3.00% by year 10
Interest Rate Expense	TCorp forecast – proposed loans Other Institutions – proposed loans	3.50% - 5.00% 3.75% - 6.00%
Depreciation	Existing Depreciation does not increase until revaluation of the asset class every 5 years (excludes plant & equipment and sewer) Depreciation for new capital projects that have been identified will be in addition to annual increase.	1%

- Service Levels: Refer to Blayney Shire Council Community Strategic Plan (CSP).
- Population Growth: NSW Governments' Planning and Environment Department has the Blayney Shire population to increase by over 8% up to the year 2031. To forecast this impact is negligible as any increase in revenue maybe offset against any increase in costs servicing a greater population base. As a result, the LTFP has been prepared on the assumption of a constant population base.
- Economic Growth: Due to uncertainties in economic growth rates in regional NSW, the LTFP has been prepared on the assumption of a constant economic growth rate.

As part of the planning process, Council modelled a few scenarios involving variations to the mining income but keeping the asset management plan the same throughout.

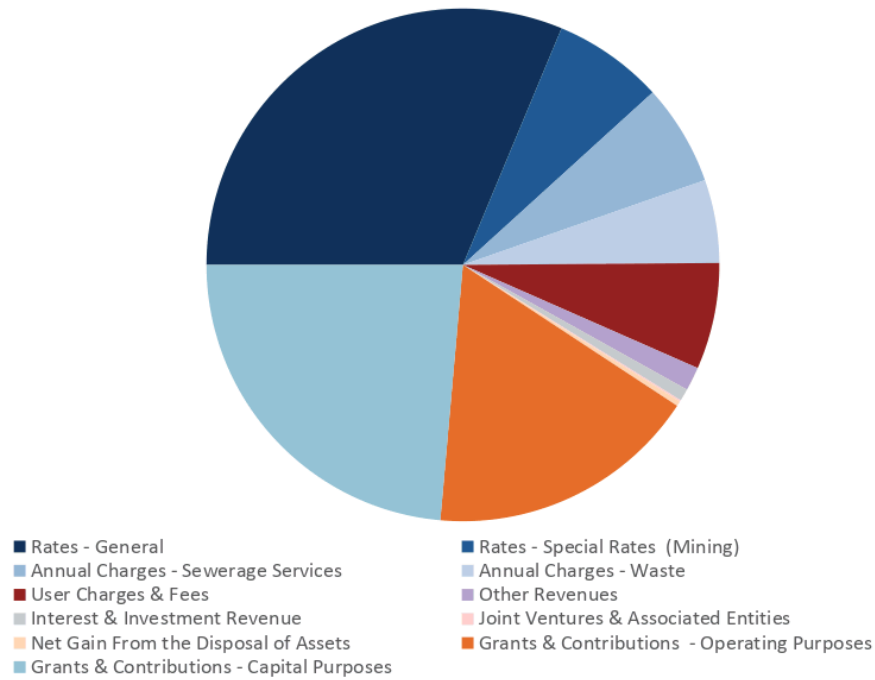
Council found that in the case of a reduction in income the asset management plan would not be achievable without reliance on other compensating measures such as a significant expenditure / service reduction strategy or increases to external funding from grants and contributions or special variation to rates. Capital projects would likely be pared back in this event until Council was to achieve a satisfactory solution.



3. REVENUE FORECASTS

The major sources of revenue for councils are:

- Rates and Annual Charges
- User Charges and Fees
- Grants & Contributions
- Investment Revenue
- Borrowings
- Other Revenues



3.1 Rates and Annual Charges

The major component of Council's income is produced via the levying of rates and annual charges, which accounts for 50% of total income.

Blayney Shire Council is proactive and determined to produce a fair balance between rates levied on the shire population and the level of services that can be provided. The amount that is required to be raised from rating is determined after considering Council's proposed capital works program whilst ensuring the long-term financial viability of the funds.

Council is limited on the percentage that it can increase its rating income known as the Rate Peg. Determined annually by the Independent Pricing and Regulatory Tribunal (IPART) the Rate Peg applies to both Ordinary & Special Rates.

Financial Year	Rate Peg
2017/18	1.50%
2018/19	2.30%
2019/20	2.70%
2020/21	2.60%
2021/22	2.00%
5 Year Average	2.22%
2022/23	0.70%
2022/23 Additional Special Rate (Subject to Approval)	1.80%

For the 2022/23 financial year, IPART has determined the rate peg between 0.70% and 5.00% depending on its population factor which ranges from 0.00% - 4.30%. Council received a 0.00% population index and therefore the general rate peg is fixed at just 0.70%.

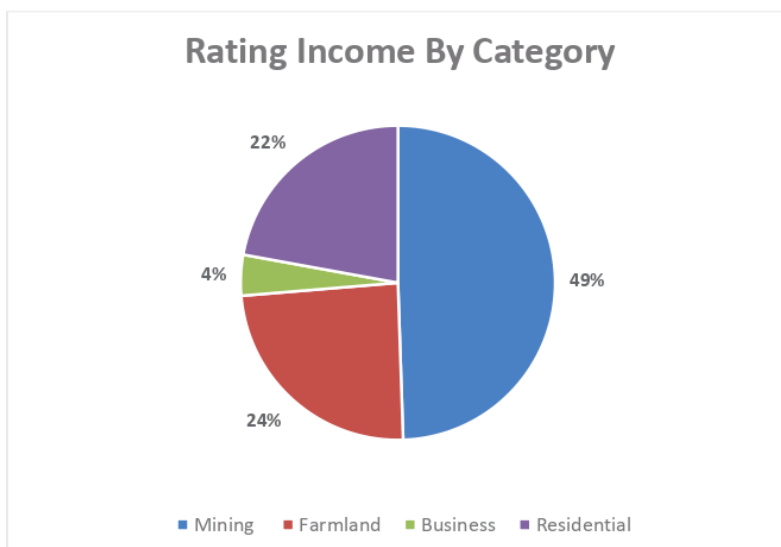
Subject to approval by IPART Council has applied for an additional special rate variation up to 2.50% for 2022/23 which aligns with the increase forecast throughout the term of Council's prior Long Term Financial Plan.

Section 492 of the Local Government Act 1993 provides two types of rates: Ordinary rates and Special rates

3.1.1 Ordinary Rates

By virtue of section 494 of the Act, Council is required to make and levy an ordinary rate for each year on all ratable land in its area. This is a mandatory requirement. Land is rated based upon the use of that land or the zoned use of that land. There are four main rating categories, within which Council can create additional sub-categories. The four categories provided by Section 493 of the Act are:

- Farmland
- Residential
- Business
- Mining



All ratable land is classed within one of the four categories unless it is deemed non-ratable, such as a church or school or similar institution.

3.1.2 Special Rates

Council has discretion to levy special rates. Special rates must be made pursuant to section 495 of the Local Government Act 1993 but may be levied under either section 495 or the provisions of Division 2 of Part 5 of Chapter 15 of the Act. In the former instance, the special rates may be levied for works or services provided or proposed to be provided by Council (e.g. town improvement works benefiting a specific locality, tourism promotion benefiting a particular ratepayer sector) or for other specific purposes. It is important to note that these rates will usually apply to specific rating categories or specific rating areas. Special rates are also capable of application across all ratepayers. For example, all ratepayers in a Council area could be made subject to a special rate, intended to finance a project that will benefit the whole of the Council area. Special rates can also be raised to fund sewer, water supply and waste management projects.

3.1.3 Rate Pegging

Rate pegging is a term that is commonly associated with section 506 and 509 of the Local Government Act 1993. This term refers to the practice of limiting the amount of revenue a Council can raise from ordinary and special rates by setting a limit on the increase of these rates from previous years. It is important to note that this limit (in the form of a percentage cap) does not apply to an individual's rate levy but rather the total rate levies raised from ordinary and special rates. The Independent Pricing and Regulatory Tribunal (IPART) advise Councils of the allowable rate pegging limit in November/December each year.

3.1.4 Special Rate Variation

Blayney Shire Council has modelled its 10-year LTFP with just the continuation of the Mining only special variation in the Base Case. In 2012/13, pursuant to S.508A Council levied a one off 40.7% special variation to the mining category.

A summary of anticipated income from the current Mining SRV based on the assumptions modelled in this plan is shown below:

	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Mining SRV	1,732	1,801	1,855	1,911	1,968	2,027	2,088	2,151	2,215	2,282

Blayney Shire Council's LTFP Scenario models an additional future Special Rate Variations of 5% in Scenario 3.

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Special Rate	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Variation	427	724	573	594	615	668	691	716	741

3.2 User Charges & Fees

In accordance with Sections 496, 501 and 502 of the Local Government Act 1993, Council is able to charge for the provision of sewerage and domestic waste services.

3.2.1 Sewerage Charges

The [NSW Best-Practice Management of Water Supply and Sewerage Framework](#) requires Council to prepare and implement a sound 20 to 30 year strategic business plan and financial plan in accordance with the [NSW Water and Sewerage Strategic Business Planning Guidelines](#)

On 9 February 2015, Council adopted the Strategic Business Plan for Sewerage Services (SBP). The Sewer Strategic Plan demonstrates best practice management, which encourages the effective and efficient delivery of sewerage services.

Best Practice requires the SBP be reviewed every four-five years, and provides guidance for the future management of sewerage business. Council is currently in the process of reviewing the SBP, which it hopes to adopt in the coming financial year.

Council has set charges to provide sufficient funds to operate and maintain sewerage services, to re-pay existing loans and to generate additional reserves to provide capital works and upgrades in the future.

For Residential Properties

A uniform sewerage charge will be applied to all residential customers in accordance with the Department of Environment, Climate Change and Water Best Practice sewer pricing guidelines.

For Non-Residential Properties

A two-part tariff, being a connection charge and a usage charge will be applied. Non-residential properties include multiple occupancies, such as non-strata flats and units, and those properties, which are categorised as “business” for rating purposes.

The connection charge is determined by multiplying the access charge applicable to the water service connection size, by the sewerage discharge factor (SDF).

The usage charge is determined by multiplying the number of kilolitres of water consumed, by the SDF, and then by \$1.15.

Council will issue sewer usage charges every three months in arrears, which will be included on the rates instalment notice.

The SDF is a customer's estimated volume discharged into the sewerage system to the customers total water consumption. For non-residential properties, the SDF varies based on the usage requirements of a customer's enterprise. For the majority of customers, a SDF is applied within one of the five levels outlined in Council's revenue policy.

Future Sewerage Infrastructure Subsidy Charge

Council has adopted a Sewerage Development Servicing Plan which informs Council of the Developer Charges to be applied to new development. The Developer Charges are levied under s.64 of the Local Government Act and contribute to funding Council's future expansion of the sewerage infrastructure as a result of the new development.

The Development Servicing Plan is prepared in accordance with the 2016 Developer Charges Guidelines for Water Supply, Sewerage and Stormwater issued by the Minister for Lands and Water, pursuant to s.306(3) of the Water Management Act.

Council has elected to levy Developer Charges lower than the calculated Developer Charges for the 2 service areas, Blayney and Millthorpe. The Developer Charges have been set in consideration of financial, social and environmental factors to determine a Developer Charge which is balanced, fair and meets Council's objectives. The cross-subsidy, resulting from capping of Developer Charges, must be disclosed in Council's DSP, annual Operational Plan and Annual Report.

3.2.2 Waste Management Charges

The Local Government Act 1993 requires that Domestic Waste Management Charges must reflect the actual cost of providing those services. The service is provided to residents of Blayney, Millthorpe, Carcoar, Lyndhurst, Neville, Newbridge, Hobbys Yards, Barry, Forest Reefs and specific rural areas. The service includes a weekly garbage collection service and a fortnightly recycling collection service.

The Domestic Waste Strategy is supported by a ten-year financial strategy, as part of the LTFP, which determines the annual charge. The forecast increase in the charges has been set in accordance with the strategy and applies a 3% increase to the kerb side domestic waste service throughout the plan. Council has in place a 10 year waste collection contract due for expiry in 2027/28. A new tender will be sought for commencement in the 2028/29 financial year that may impact on the LTFP. Any potential impact as a result of the above will be reflected in the domestic waste user charges.

A Waste Management Levy is applied to all properties in the Blayney Shire to create an equitable contribution by all residents towards the operation of the Blayney Waste Facility, in particular management and processing of recycling and green waste, which will incur a significant increase in costs.

3.2.3 Statutory Charges

Council has no discretion to determine the amount of a fee for service when the amount is fixed by regulation or by another authority. Examples of statutory fees include development assessment fees and planning certificates.

The majority of statutory charges do not increase annually in line with CPI, however for the purposes of financial modelling these fees are assumed to increase in line with CPI over the long term.

3.2.4 Other Fees

User fees and charges include office fees (photocopying, binding etc.), fees for use of Council facilities and other statutory and regulatory fees.

No significant new user charge or fee opportunities have been identified as part of the development of the CSP.

3.3 Grants & Contributions

In reviewing operational grants and contributions, it is considered prudent not to forecast an increase, other than for CPI, over the period of the plan. It is unlikely that there will be any increase in grants, or provision of new grants, for current services. Any reduction or discontinuance of grants will be offset by a corresponding reduction in expenditure.

Council receives a general purpose Financial Assistance Grant from the Commonwealth Government. Since 2016/17 50% of this funding has been received in advance, with 75% of the Financial Assistance Grant paid in advance in the 2021/22 financial year. It is not known when the advanced payments will cease therefore Council has forecast receipt of 100% of the Financial Assistance Grant annually over the term of this plan.

Any advanced payment of the financial assistance grant received is restricted as an internal allocation until the year in which it relates.

The Office of Local Government measures Councils on their reliance on external funding through the Own Source Operating Revenue. Councils should be able to generate greater than 60% of total revenue without the reliance of external funding.

Capital grants and contributions fluctuate from year to year dependent on scheduled capital works programs and available funding programs. Dependent on the funding agreements Council may be required to match funding with monetary or in-kind contributions with a strong focus on upgrade or renewal of existing assets over new assets.

Major Grant Funding - accepted

Project	Funding \$	Project Total \$	Year
Resources for Regions Round 7			
Forest Reefs Road	600,958	1,408,040	22/23
Resources for Regions Round 8			
Active Movement Strategy Project	805,414	805,414	22/23
KGO Refurbishment Project	1,095,000	1,095,000	22/23
Amenities Refurbishment Project	500,000	500,000	22/23
Road Safety Projects	2,631,956	2,631,956	22/23
Stronger Country Communities Round 4			
Belubula River Walk Stage 4	457,190	471,200	22/23
Light it up Blayney Shire Sports Stage 1	244,929	244,929	22/23
TfNSW – Repair Program			
Culvert Replacement over Icely Creek	360,000	700,000	22/23

Major grant funding - pending

Project	Funding \$	Project Total \$	Year
Building Better Regions Round 6			
Richards Lane	1,000,000	1,860,700	23/24

The following projects forecast are currently unfunded and subject to receipt of successful grant funding.

Project	Funding \$	Project Total \$	Year
Hobbys Yards Road	350,000	700,000	Annually from 23/24
Mandurama Road	550,000	1,000,000	Annually from 23/24
Four Mile Creek Bridge over Swallow Ck	2,000,000	2,000,000	23/24
Liscombes Creek	850,000	850,000	24/25
Sewerage Treatment Plan – Capacity Upgrade	5,796,375	8,917,500	25/26

The Section 7.11 Developer Contribution Plan aims to generate contributions that will support the maintenance of levels of service for new community infrastructure to the present standard of facilities per head of existing population.

The Developer Contribution Plan is currently under review and is scheduled to be adopted in 2022/23.

3.4 Investments Revenue

Council's investment strategy is to undertake investment of surplus funds, maximising earnings from authorised investments, whilst ensuring the security of Council funds.

Council's investment policy is conservative and limits investments to those covered by the Government Guarantee. Council's investment portfolio consists of predominately term deposits with major banks and institutions. Council's policy also limits the amount invested per institution ensuring a diversified investment mix and spreading of associated risks.

Forecast returns on Council's investment portfolio are based on the forecast 90 Day Bank Bill Swap Rate plus a small margin of 0.5% to reflect strategic investments in longer-term investment products where appropriate.

Council also aims to ensure there is sufficient liquidity to meet all reasonably anticipated cash flow requirements, as and when they fall due, without incurring significant costs due to the unanticipated sale of an investment.

3.5 Borrowings

Councils can finance some of their capital expenditure through the use of borrowings. Typically, these are for expenditures on major infrastructure projects. Borrowing allows Council to spread the cost of these projects over a number of years in order to facilitate inter-generational equity particularly for those long life assets.

Borrowings can also be used to smooth out long-term expenditure peaks and troughs. In financial modelling scenarios, the strategy to address identified funding gaps includes the raising of loans to fund, or part fund, some of the capital projects included in the capital expenditure program.

Council continues to maintain a relatively low debt service cover ratio. However, the impact on this ratio and the ability to service proposed borrowings in the future should be assessed when borrowings are being considered to fill funding gaps.

There are currently no proposed borrowings modelled throughout this plan.

3.6 Other Revenue

The majority of other revenues are generated by rental income on Council properties and various other sources.

Rentals will vary according to supply and demand, however forecast fluctuations in supply and demand over ten-year period, if available, are not considered reliable. Therefore, assuming rents will increase in line with CPI over the long term is considered a reasonable approach.

Given that 'other revenues' represent less than 3% of total revenues the potential margin of error of this assumption, and resultant impact on financial position, is considered immaterial.

3.7 Cash Restrictions

An alternative to borrowing for expenditure peaks and troughs is to build up cash reserves in years when expenditure is lower, for use in years when higher expenditure will occur. The problem with cash reserves is that they can often be diverted to uses other than those originally intended, leaving the council short of funds for its other planned expenditures. Cash reserves need to be carefully managed to achieve optimum investment incomes and to be available when needed for planned expenditures.

4. EXPENDITURE FORECASTS

4.1 Salaries, Wages and Employee On-costs

Council's long-term forecast relating to staffing is contained in detail within the Workforce Management Plan. The Workforce Management Plan also identifies the human resources Blayney Shire Council requires to continue its strategic direction and deliver services in an efficient and effective manner.

Over the last few years, Council has completed an unprecedented number of major infrastructure works programs that have required additional resources which have been filled via a mix of existing and casual staff.

In 2021/22 Council undertook an Organisational Review to identify and address the gaps in resources for not only delivery of significant grant funded projects but also address the increased levels of service to new and improved facilities. Whilst the longevity of these significant grant funded projects is unknown, it is not anticipated that the demand for these additional resources will reduce and therefore have been modelled throughout the entire plan.

For the purpose of projecting future salary, wage and ELE costs to Council a percentage increase of 3% has been applied (see Planning Assumptions). This is to account for future Award increases and staff progression increases.

The superannuation guarantee charge will incrementally increase from 10% to 12% in 2025/26 which has been allowed for in addition to the 3% increase.

15

Employee on-costs are assigned to labour hours to recover fixed employment costs such as workers compensation and superannuation premiums, supervision and provision of tools and equipment. Further, the attribution of other organisation support costs, such as human resources or IT support, may be distributed based on number of staff or labour hours.

Other employee on-costs e.g. training, protective clothing and travel costs are separately allocated against functions.

Further details about Council's staff costs are included in the Workforce Management Plan.

4.2 Loans / Debt Service Costs

In financial modelling scenarios, the strategy to address identified funding gaps includes the raising of loans to fund, or part fund, some of the capital projects included in the capital works program.

Council's ability to service future debt is measured via the debt service cover ratio. Council has historically maintained a low level of borrowings which makes exceeding the industry benchmark of >2 achievable.

Where possible the term of the loan will be matched against the future economic benefit of the asset. This means that the asset/borrowing will be paid for by residents who will consume the services provided by the asset over its useful life.

Council can now access low cost borrowings through TCorp subject to eligibility. Interest rates have been at an all time low over the last couple of years with Council utilizing low cost borrowings to fund a number of major projects and locking in long term rates as low as 2.36% for 20 years.

With external factors impacting on inflation and an increase in the RBA cash rate for the first time in over 10 years the cost of borrowings is no longer as attractive with indicative rates for a 20 year loan now in excess of 4.35%.

Subsequently no new borrowings have been forecast throughout the life of this plan.

4.3 Materials, Contracts and Other Operating Costs

Expenditure on materials, contracts and other operating cost has been generally based on CPI. The exceptions to this are expenditures that are either:

- i) not recurrent every year;
- ii) have been identified as increasing by an amount different to CPI; or
- iii) a result of increased services or service levels.

Examples of these expenditures include:

	Cost	Year
Sale of Land for Unpaid Rates	49,000	2023/24
Sale of Land for Unpaid Rates	53,000	2028/29
Council Elections 2025/26	89,000	2024/25 – 2025/26
Council Elections 2029/30	94,000	2028/29 – 2029/30
Millthorpe Settlement Strategy Addendum	30,000	2022/23
Infrastructure Contributions Plan	36,900	2028/29
BCO Strategy Review	100,000	2028/29
Blayney Shire Settlement Strategy	150,000	2029/30
Sewer Strategic Business Plan	60,000	2022/23
Active Movement Strategy Review	40,000	2028/29

4.4 Asset Management

Infrastructure (assets) expenditure will progressively be mapped against maintenance and renewal programs recommended by respective asset management plans. In accordance with Council's asset management review, asset maintenance has been increased by CPI with a strong focus on asset renewals as opposed to construction of new assets.

Subject to available funding and resources, assets should be maintained and renewed in accordance with the respective asset management plans and agreed condition intervention levels.

Infrastructure asset classes are subject to revaluation no less than every 5 years or following a material increase in fair value of an asset class. Although no longer mandated through the Code of Accounting Practice, revaluations are generally undertaken in the following cycle.

Asset Class	Year
Buildings and Operational Land	2023/24
Transportation	2025/26
Open Space & Other Recreational Assets and Community Land	2026/27
Sewerage Infrastructure	2027/28

The revaluation process is undertaken by a mix of Council staff and specialised consultants, dependent on the complexity of the assets contained within each asset class. The following details the proposed cost of consultants to be engaged.

	Cost	Year
Road Condition Valuation	42,450	2022/23
Road Condition Valuation	51,309	2024/25
Road Condition Valuation	48,000	2027/25
Road Condition Valuation	58,052	2029/30
Building Valuation	14,941	2022/23
Building Valuation	16,905	2027/28
Stormwater Valuation	70,000	2023/24
Sewer Complex Assets	10,881	2026/27

17



5 SENSITIVITY ANALYSIS AND FINANCIAL MODELLING

The LTFP is based on a number of underlying assumptions. Sensitivity analysis identifies the impact on Council's financial position of changes in these assumptions and highlights the factors most likely to affect the outcomes of the plan.

Sensitivity analysis looks at "what if" scenarios. For example, what happens to Council's financial position if salary and wages increases are 1% higher than forecast; growth is half that forecast, or investment returns are 1% less than forecast in plan.

All sensitivity analysis was undertaken utilising the status quo of Council's financial position, the impacts were assessed by reference to the changes in the cash and investment balance over the 10 years of the LTFP and the impacts to Council's operating performance.

The major assumptions underpinning the LTFP have been subject to sensitivity analysis which has identified the following impacts:

5.1 Employee Costs

Employee costs make up 37% of projected 2022/2023 operating expenditure. This is reflective of the service based nature of a significant proportion of Council activities as well as the construction and maintenance of the considerable infrastructure owned by Council. As it makes up such a large proportion of the operating expenditure budget, and movements in rates of pay are determined through industry wide Award negotiations and market forces, the Council is sensitive to unplanned changes in employee costs. The LTFP assumes annual increases of 3% to employee costs.

Due to the above factors an impact of a 1% increase in employee costs each year was modelled and resulted in an average annual increase of \$75k to operating costs over the life of the plan.

5.2 Rates and Annual Charges Revenue

Rates and Annual Charges revenue makes up 50% of the projected 2022/2023 operating revenue. Council cannot set the rate of increase but can only accept the rate pegging imposed on it without a Special Variation application.

The LTFP has been projected on the premise that current rating income collection patterns are maintained. Any financial shocks or changed economic conditions have the ability to impact ratepayer capacity to pay and in so doing will affect the Council cash flow from rating. Annual Charges, particularly domestic waste charges, are susceptible to significant cost increases as a result of legislative and contractual changes in this area of operation (due to Federal and State climate change policies and other regulations/Collection and landfill contractual changes).

5.3 Inflation

Given the considerable number of assets held, constructed and maintained by Council, variations in underlying inflation have the potential to have a significant impact on the LTFP. Council has considerable pressure from rising raw material costs including fuel and other construction materials. Any major unplanned hikes in these costs will impact the LTFP.

5.4 Investment Returns

Council's current approach is that interest earnings from investments are used to fund the operational budget. This source of revenue, however, is impacted by the various fluctuations of the investment market and is not necessarily a reliable source of revenue. The potential use of interest income as a source of revenue to balance the operational budget may in turn be impacted.

The impact of both a reduction and increase in investment interest rates of 0.5% of the forecast rate was modelled. The impact over the term of the plan was roughly \$670k. It was concluded that any impact on Council's operating result was deemed immaterial.

5.5 Grants

The Financial Assistance Grant is calculated using a formula that takes into account the population of the Local Government areas, road lengths and a number of other demographics. Given the complexity of the formula Council forecasts a CPI increase of 2.5% over the life of the plan.

Freezing the indexation applied to the Financial Assistance Grant has occurred in prior years and has the potential to have a significant impact on Council's operating result. Council has modeled freezing the 2.5% increase applied in Scenario 4 and would reduce Council's total Operating Income by roughly \$3.6m over the life of the plan.

The Financial Assistance Grant makes up 12% of Council's total income.

In April 2021/22 Council received the first 3 instalments of the 2022/23 Financial Assistance Grant in advance. To date there has been no indication that the advance payments will continue and therefore this plan has been modelled on the basis that any future payments will be made as normal.

Money provided under the Roads to Recovery Program is not intended to replace council spending on roads but to assist councils in their local road construction and maintenance. The Roads to Recovery Program was originally scheduled to conclude in 2019. However due to the heavy reliance of this program throughout NSW there has been much lobbying for the continuation of this program which has now been extended until 2022. The LTFP has been prepared with the assumption that the Roads to Recovery or similar Program will continue indefinitely.

Council has also submitted and in some instances been successful in application of a number of grant funded programs for the completion of a significant number of infrastructure and building projects which have been modelled throughout this plan.

6 PERFORMANCE MEASURES

Financial Analysis

A number of key indicators are used to monitor performance against the LTFP to assess Council's long-term sustainability. These key performance indicators will provide clear targets against which the council can report its progress to the community. **All financial indicators are modelled on Base Case - ASV Scenario.**

6.1 Cash / Liquidity Position

Cash and cash management is vital for the short and long-term survival and of any business. The ability to convert an asset to cash quickly to meet current obligations/liabilities is an important part of managing Council's day to day business needs.

Unrestricted Current Ratio

Definition:

$$\frac{\text{Unrestricted Current Assets}}{\text{Unrestricted Current Liabilities}}$$

Description:

Measures the ability of council to pay its debts as and when they fall due.

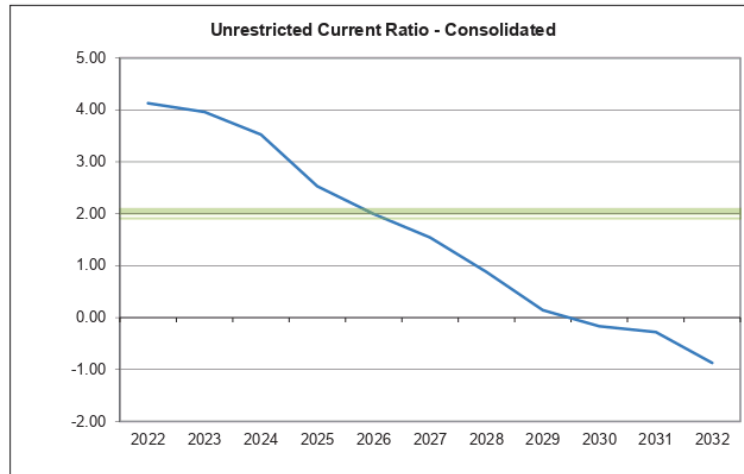
Target:

Council aims to maintain a ratio above 2.0 at all times.

Projection:

Based on the current scenario this ratio does not remain above 2.0

20



6.2 Operating Result

Definition:

Result or surplus/deficit from operations after considering all income and expenditure.

Description:

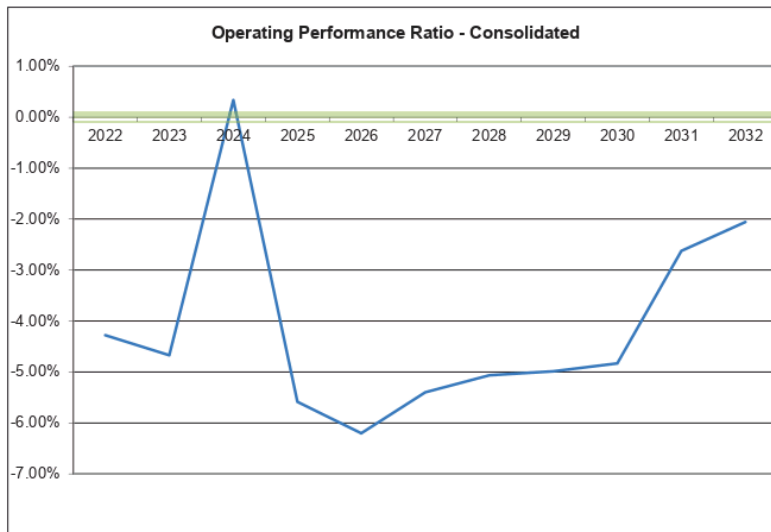
Council's operating result is normally regarded as an important criterion in measuring performance. The issue for Council is whether the operating results can be maintained and in particular if those operating results can sustain the current level of services into the future.

Target:

To average an operating surplus over 10 years of the LTFP. It should be noted that this measure has not been achieved since 2018.

Projection:

The following graph projects the estimated result for each year of the LTFP.



6.3 Debt Management

Prudent financial management dictates that a council does not over commit itself to debts that it cannot fulfil. It is important to assess the ongoing risk that is associated with meeting any debt and interest commitments to ensure there are sufficient funds available to meet any current and future liabilities of Council.

Debt Service Cover Ratio

Definition:

Operating result before capital, excluding interest & depreciation
Principal repayments plus borrowing costs

Description:

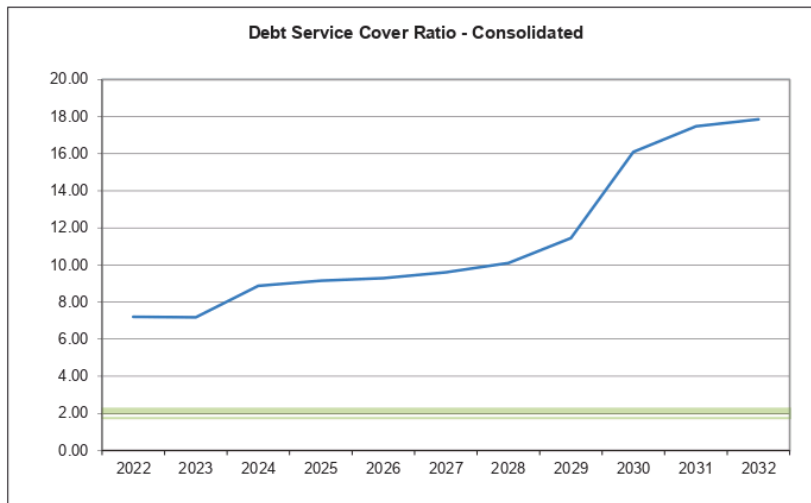
The ratio measures the availability of operating cash to service debt including principal & interest repayments.

Target:

Minimum $\geq 2.00x$

Projection:

The following graph projects the estimated percentage throughout the LTFP which is favourable throughout the life of the plan due to repayment of existing borrowings.



6.4 Dependence on Revenue from Rates and Annual Charges

Councils throughout NSW have become dependent on Rating and Annual Charges Revenue to meet the various costs associated with servicing their communities. This dependence highlights the need for Council to look for new opportunities to ensure the long-term sustainability of the Shire.

Own Source Operating Revenue Ratio

Definition:

$$\frac{\text{Total continuing operating revenue excluding grants \& contributions}}{\text{Total Income from continuing operations}}$$

Description:

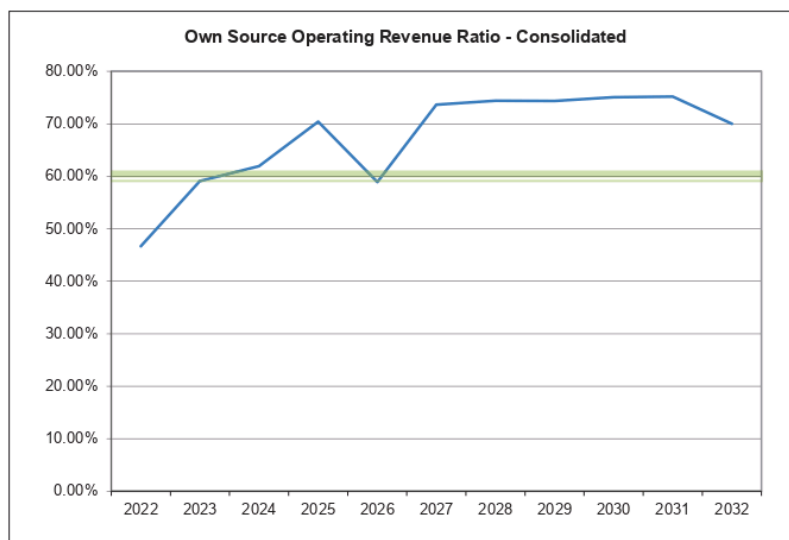
This ratio measures the degree of reliance on external funding sources such as operating grants and contributions.

Target:

Minimum $\geq 60.00\%$

Projection:

The following graph projects the estimated percentage of the LTFP.



7 SCENARIOS

The Long Term Financial Plan spans for the next 10 years addressing Council's revenue streams, pricing policy, assumptions, risks and forecasts. A consolidated income statement, balance sheet & cash flow statement is tabled for each of the 4 scenarios shown below as follows:

1. Additional Special Rate (ASV)
2. Base Case
3. SRV plus Increased Development & Mining
4. Reduced Mining & Increased CPI

1. Base Case - Additional Special Rate (ASV)

The Base Case - Additional Special Rate simulates Council's current environment using the service levels and resources in accordance with Council's Asset Management Plan and Workforce Management Plans. It assumes approval of the ASV, a 2.5% rate increase applied in year 1. It assumes a conservative increase in revenue from mining should approval for the McPhillamy's Gold Mine be granted. Additional revenue is also anticipated through new development but has been modelled conservatively.

2. Base Case

The Base Case simulates Council's current environment using the service levels and resources in accordance with Council's Asset Management Plan and Workforce Management Plans. It applies the 0.7% rate peg as determined by IPART should application for the additional special rate variation not be approved. It assumes a conservative increase in revenue from mining should approval for the McPhillamy's Gold Mine be granted. Additional revenue is also anticipated through new development but has been modelled conservatively.

3. SRV plus Increased Development & Mining

The Increased Development & Mining scenario allows for an increase in Council's rating income to accommodate the likely expansion of the mining industry within the Blayney Shire over the next 10 years and the flow on of increased land development as a result. An established Gold Mine is located within the Blayney Shire and currently undergoing a major expansion. A second Gold Mine is currently in the final stages of approval which if granted will provide additional revenue.

In an attempt to address Council's declining cash position whilst maintaining agreed service levels and delivery of projects in accordance with Council's Asset Management Plans, a 5% permanent special rate variation has also been modelled.

4. Reduced Mining & Freeze Indexation on Financial Assistance Grants

The Reduced Mining & Freeze on Indexation of the Financial Assistance Grant was modelled to demonstrate the reliance of Council on these income streams. The Mining rating category makes up 49% of Council's rate base and is likely to increase. Any significant impact on the valuation of mining would have a considerable effect on Council's Operating Performance. Similarly, the Financial Assistance Grant also makes up around 12% of Council's income. A freeze on the indexation of financial assistance grants against the increasing cost of fixed expenses such as wages results in a significant disparity over the life of the plan.

This scenario is modelled on a 25% reduction in mining income from 2024/25 equating to roughly \$11m over the remainder of the plan.

1. Base Case - Additional Special Rate (ASV)

Blayney Shire Council												
10 Year Financial Plan for the Years ending 30 June 2032												
INCOME STATEMENT - CONSOLIDATED												
Scenario: Base Case - ASV	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	Actuals	Current Year										
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	11,423,000	11,817,073	12,381,904	12,923,039	13,319,885	13,712,639	14,144,789	14,590,478	15,050,130	15,524,184	16,013,091	16,517,315
User Charges & Fees	1,486,000	1,710,011	1,666,780	1,848,956	1,925,280	2,026,248	2,036,242	2,158,683	2,173,406	2,300,546	2,318,423	2,451,132
Other Revenues	244,000	494,795	371,099	398,095	388,582	397,746	404,779	414,497	446,510	435,380	447,457	459,877
Grants & Contributions provided for Operating Purposes	5,227,000	4,697,235	4,544,674	5,188,357	4,280,649	4,364,301	4,453,964	4,637,907	4,637,907	4,744,933	4,849,108	4,955,889
Grants & Contributions provided for Capital Purposes	4,677,000	11,522,014	5,857,002	4,285,192	2,395,901	7,087,719	1,580,354	1,484,120	1,565,665	1,446,633	1,483,382	3,543,142
Interest & Investment Revenue	138,000	174,111	189,451	214,625	265,827	284,372	287,629	318,720	319,496	354,514	397,850	413,139
Other Income:												
Net Gains from the Disposal of Assets	-	-	77,644	31,332	64,490	63,899	64,783	68,474	68,438	35,202	34,902	81,366
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	130,000	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	23,566,000	30,467,980	24,823,556	24,894,586	22,640,614	27,971,924	23,006,539	23,899,897	24,286,551	24,866,392	25,589,211	28,445,861
Expenses from Continuing Operations												
Employee Benefits & On-Costs	7,124,000	6,764,100	7,208,676	7,457,382	7,695,514	8,097,692	8,311,638	8,562,561	8,856,067	9,087,385	9,361,751	9,688,410
Borrowing Costs	262,000	249,494	222,588	194,639	172,631	155,764	138,599	120,584	106,283	95,457	86,213	76,646
Materials & Contracts	4,388,000	4,991,611	4,595,833	4,965,195	5,470,137	5,754,350	5,921,205	6,412,963	6,490,230	6,839,542	7,233,876	6,960,083
Depreciation & Amortisation	6,735,000	6,686,319	6,773,594	6,762,056	6,801,763	6,828,313	6,895,927	6,962,799	7,006,732	7,076,394	7,106,269	7,177,332
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	837,000	1,006,356	944,497	1,104,884	1,150,659	1,238,542	1,211,114	1,448,691	1,296,314	1,389,470	1,368,844	1,411,667
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	52,000	341,788	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	5,000	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	19,869,000	20,043,648	19,745,188	20,484,156	21,290,704	22,074,661	22,476,483	23,137,598	23,785,626	24,468,249	24,666,954	25,306,138
Operating Result from Continuing Operations	3,697,000	10,418,333	5,078,367	4,410,440	1,350,910	5,897,262	528,056	462,299	530,925	378,144	912,257	3,137,723
Discontinued Operations - Profit/(Loss)												
Net Profit/(Loss) from Discontinued Operations												
Net Operating Result for the Year	3,697,000	10,418,333	5,078,367	4,410,440	1,350,910	5,897,262	528,056	462,299	530,925	378,144	912,257	3,137,723
Net Operating Result before Grants and Contributions provided for Capital Purposes	(930,000)	(1,103,682)	(778,635)	125,248	(1,036,390)	(1,200,457)	(1,061,288)	(1,021,821)	(1,034,739)	(1,068,489)	(871,125)	(403,419)

Blayney Shire Council 10 Year Financial Plan for the Years ending 30 June 2032 BALANCE SHEET - CONSOLIDATED Scenario: Base Case - ASV	Projected Years									
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
ASSETS										
Current Assets										
Cash & Cash Equivalents	4,045,824	4,738,849	5,437,731	9,937,402	3,644,083	4,849,238	5,070,933	5,705,036	7,012,868	7,208,189
Investments	13,700,395	13,468,034	10,271,460	9,239,646	8,194,437	6,851,974	5,709,000	5,709,000	5,709,000	5,709,000
Receivables	1,035,884	1,016,039	843,506	941,886	950,983	973,703	970,784	1,003,466	1,017,824	1,118,700
Inventories	2,497,790	1,566,798	1,680,303	1,746,750	1,753,164	1,848,259	1,907,650	1,986,498	1,955,610	2,004,104
Contract cost assets	-	-	-	-	-	-	-	-	-	-
Other	66,565	72,461	79,324	84,094	84,117	89,797	93,682	99,234	97,468	100,892
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Current Assets	20,336,358	19,868,561	18,505,945	14,949,988	14,627,885	14,342,970	13,752,056	14,503,223	15,792,571	16,140,885
Non-Current Assets										
Investments	85,625	72,594	50,001	37,833	26,631	9,354	-	-	-	-
Receivables	65,036	67,995	70,089	72,151	74,439	76,799	79,233	81,744	84,334	87,006
Inventories	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	311,873,633	316,159,220	317,577,614	326,631,768	327,005,389	327,354,739	328,099,368	327,504,375	326,799,434	329,319,274
Investment Property	-	-	-	-	-	-	-	-	-	-
Intangible Assets	45,200	7,400	7,400	7,400	7,400	7,400	7,400	7,400	7,400	7,400
Right of use assets	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Investments Accounted for using the equity method	29,906,741	29,931,741	29,956,741	29,981,741	30,006,741	30,031,741	30,056,741	30,081,741	30,106,741	30,131,741
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Other	341,278,435	346,278,950	347,701,846	356,770,893	357,160,611	357,520,033	358,282,742	357,715,261	357,037,910	359,585,420
Total Non-Current Assets	362,314,693	366,147,511	366,207,790	371,720,881	371,867,995	371,863,003	372,034,798	372,219,464	372,830,481	376,726,905
TOTAL ASSETS	382,651,051	386,016,072	384,713,735	386,670,869	386,495,880	386,205,973	385,786,854	386,722,687	388,623,052	392,867,790
LIABILITIES										
Current Liabilities										
Bank Overdraft	-	-	-	-	-	-	-	-	-	-
Payables	1,781,093	1,810,955	1,901,900	1,967,639	1,980,339	2,055,088	2,111,278	2,188,883	2,176,631	2,227,885
Income received in advance	-	-	-	-	-	-	-	-	-	-
Contract liabilities	1,097,520	1,092,184	108,483	115,447	115,955	123,250	124,043	131,621	132,606	140,580
Lease liabilities	20,000	-	-	-	-	-	-	-	-	-
Borrowings	628,947	466,027	457,088	474,193	469,971	416,233	279,771	289,015	301,041	-
Provisions	2,328,415	2,328,415	2,328,415	2,328,415	2,328,415	2,328,415	2,328,415	2,328,415	2,328,415	2,328,415
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	6,489,625	6,489,625	6,489,625	6,489,625	6,489,625	6,489,625	6,489,625	6,489,625	6,489,625	6,489,625
Non-Current Liabilities										
Payables	2,433	2,433	2,433	2,885	2,927	3,064	3,182	3,312	3,336	3,449
Income received in advance	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-
Lease liabilities	41,000	41,000	41,000	41,000	41,000	41,000	41,000	41,000	41,000	41,000
Borrowings	6,601,000	5,973,981	4,910,626	3,979,405	3,509,984	3,093,701	2,813,990	2,524,915	2,233,874	2,223,874
Provisions	1,055,585	1,055,585	1,055,585	1,055,585	1,055,585	1,055,585	1,055,585	1,055,585	1,055,585	1,055,585
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	8,100,018	7,473,004	6,369,614	5,920,420	5,077,504	4,150,290	3,879,567	3,564,412	3,289,516	3,289,516
TOTAL LIABILITIES	14,589,643	13,962,629	12,859,239	12,409,045	11,567,129	10,639,915	10,369,192	10,054,037	9,779,141	9,779,141
Net Assets	338,061,408	349,043,443	351,854,500	344,261,824	344,028,755	344,566,058	344,417,662	346,268,650	348,843,911	353,088,649
EQUITY										
Retained Earnings	157,485,000	167,903,333	177,392,140	184,648,313	185,176,389	185,638,668	186,169,594	186,547,737	187,459,994	190,597,817
Revaluation Reserves	177,108,000	177,108,000	177,108,000	177,108,000	177,108,000	177,108,000	177,108,000	177,108,000	177,108,000	177,108,000
Other Reserves	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	334,593,000	334,593,000	334,593,000	334,593,000	334,593,000	334,593,000	334,593,000	334,593,000	334,593,000	334,593,000
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-
Total Equity	669,181,000	684,197,333	693,686,140	700,944,313	702,477,389	703,439,668	703,975,594	704,258,737	705,160,994	708,298,817

2022/23 - 2031/32 Long Term Financial Plan

Blayney Shire Council 10 Year Financial Plan for the Years ending 30 June 2032 CASH FLOW STATEMENT - CONSOLIDATED Scenario: Base Case - ASV	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
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	11,572,000	11,738,582	12,386,534	12,825,497	13,321,182	13,713,851	14,146,250	14,581,837	15,051,889	15,525,795	16,014,795	16,519,034
User Charges & Fees	1,621,000	1,549,817	1,651,928	1,845,981	1,893,398	2,004,377	2,034,681	2,136,999	2,170,969	2,277,292	2,315,402	2,427,660
Investment & Interest Revenue Received	177,000	92,159	205,433	217,750	286,046	293,497	286,311	332,991	336,993	380,249	397,874	411,185
Grants & Contributions	12,865,000	14,389,060	10,085,173	9,393,866	5,772,632	11,471,893	6,039,741	6,034,881	6,010,889	6,191,741	6,331,184	8,476,123
Dividends & Deposits Received	340,000	-	-	-	-	-	-	-	-	-	-	-
Other	1,340,000	409,881	477,109	408,614	434,913	412,866	398,216	412,706	442,800	433,746	444,691	420,832
Payments:												
Employee Benefits & On-Costs	(7,059,000)	(6,784,100)	(7,208,676)	(7,457,382)	(7,693,514)	(8,097,692)	(8,311,638)	(8,562,067)	(8,836,067)	(9,087,385)	(9,361,751)	(9,682,410)
Materials & Contracts	(5,690,000)	(4,801,325)	(4,571,025)	(4,868,100)	(5,503,375)	(5,768,379)	(5,923,329)	(6,278,266)	(6,507,546)	(6,722,911)	(6,972,803)	(7,228,030)
Borrowing Costs	(275,000)	(247,472)	(235,659)	(197,558)	(174,933)	(158,028)	(140,932)	(132,893)	(108,276)	(96,796)	(87,596)	(78,037)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	(761,000)	(1,011,661)	(844,159)	(1,102,016)	(1,147,530)	(1,239,394)	(1,210,351)	(1,245,883)	(1,293,900)	(1,388,788)	(1,368,362)	(1,409,351)
Net Cash provided (or used in) Operating Activities	13,734,000	15,343,220	11,834,659	11,066,432	7,189,439	12,637,485	7,359,029	7,285,960	7,438,923	7,860,064	7,963,285	10,112,165
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	2,239,115	1,475,055	1,239,202	2,131,126	1,147,813	1,056,620	1,629,731	882,327	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	796,000	-	-	-	-	-	-	-	-	-	-	-
Sale of non-current assets classified as "held for sale"	560,000	256,526	776,438	414,111	644,903	867,014	647,834	714,841	684,377	382,023	349,015	813,658
Other Investing Activity Receipts	4,000,000	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	(500,000)	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Real Estate Assets	(9,819,000)	(14,502,005)	(11,282,448)	(11,430,422)	(8,800,570)	(16,485,532)	(7,852,610)	(7,957,849)	(6,798,223)	(6,715,441)	(10,429,483)	-
Purchase of Intangible Assets	(38,000)	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	(16,000)	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	(8,500,000)	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(13,017,000)	(15,507,084)	(9,030,842)	(9,197,109)	(6,023,544)	(14,670,735)	(6,148,155)	(5,613,914)	(6,800,995)	(6,448,200)	(6,946,426)	(9,615,805)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	(576,000)	(601,202)	(628,847)	(596,298)	(466,027)	(457,038)	(474,193)	(489,711)	(416,233)	(279,771)	(289,015)	(301,041)
Repayment of lease liabilities (principal repayments)	(30,000)	-	-	-	-	-	-	-	-	-	-	-
Repayment of lease liabilities (interest)	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	(606,000)	(601,202)	(628,847)	(596,298)	(466,027)	(457,038)	(474,193)	(489,711)	(416,233)	(279,771)	(289,015)	(301,041)
Net Increase/(Decrease) in Cash & Cash Equivalents	111,000	(1,764,046)	2,174,870	683,025	698,871	(2,490,318)	706,680	1,205,155	221,695	634,093	1,307,844	195,319
plus: Cash & Cash Equivalents - beginning of year	3,554,000	3,665,000	1,870,954	4,045,824	4,725,849	5,427,721	2,937,402	3,644,083	4,949,238	5,070,933	5,705,026	7,012,869
Cash & Cash Equivalents - end of year	3,665,000	1,870,954	4,045,824	4,728,849	5,427,721	2,937,402	3,644,083	4,849,238	5,070,933	5,705,026	7,012,869	7,208,189
Cash & Cash Equivalents - end of the year	3,665,000	1,870,954	4,045,824	4,728,849	5,427,721	2,937,402	3,644,083	4,849,238	5,070,933	5,705,026	7,012,869	7,208,189
Investments - end of the year	17,000,000	15,260,885	13,785,820	12,556,618	10,425,491	9,277,678	8,221,058	6,591,327	5,709,000	5,709,000	5,709,000	5,709,000
Cash, Cash Equivalents & Investments - end of the year	20,665,000	17,131,839	17,831,644	17,285,467	15,853,212	12,215,081	11,865,141	11,440,865	10,779,933	11,414,026	12,721,869	12,917,189
Representing:												
- External Restrictions	9,279,000	9,176,702	9,904,602	10,643,954	11,403,476	8,975,794	9,750,391	11,028,78	12,363,970	13,883,177	15,487,354	17,164,433
- Internal Restrictions	3,100,000	3,100,000	3,100,000	3,100,000	3,100,000	3,100,000	3,100,000	3,100,000	3,100,000	3,100,000	3,100,000	3,100,000
- Unrestricted	3,910,000	2,013,566	3,111,666	3,699,498	4,790,736	4,699,287	4,699,287	4,699,287	4,699,287	4,699,287	4,699,287	4,699,287
20,665,000	17,131,839	17,831,644	17,285,467	15,853,212	12,215,081	11,865,141	11,440,865	10,779,933	11,414,026	12,721,869	12,917,189	12,917,189

2. Base Case

Blayney Shire Council 10 Year Financial Plan for the Years ending 30 June 2032 INCOME STATEMENT - CONSOLIDATED Scenario: Base Case												
	Actuals 2020/21	Current Year 2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Income from Continuing Operations												
Revenue	11,423,000	11,817,073	12,215,136	12,749,600	13,441,244	13,528,638	13,955,568	14,395,271	14,849,067	15,317,089	15,799,783	16,297,608
Rates & Annual Charges	1,486,000	1,730,011	1,865,780	1,988,956	2,095,280	2,026,248	2,036,242	2,156,883	2,173,466	2,300,546	2,318,423	2,452,132
User Revenues	244,000	244,000	244,000	244,000	244,000	244,000	244,000	244,000	244,000	244,000	244,000	244,000
Other Revenues	5,227,000	4,843,062	5,105,356	5,516,644	6,101,964	5,238,390	4,675,326	4,954,988	4,431,601	4,765,543	4,236,360	4,551,476
Grants & Contributions provided for Operating Purposes	4,977,000	11,574,211	5,857,002	4,385,182	2,580,983	7,097,319	1,593,544	1,889,126	4,633,510	4,446,533	4,893,308	4,955,889
Grants & Contributions provided for Capital Purposes	138,000	174,111	189,451	214,625	245,627	284,372	287,829	318,720	315,486	354,514	397,850	413,139
Interest & Investment Revenue	-	-	-	-	-	-	-	-	-	-	-	-
Other Income:	-	-	-	-	-	-	-	-	-	-	-	-
Net Gain from the Disposal of Assets	-	-	77,644	31,332	64,480	63,898	64,783	68,474	68,438	35,202	34,902	81,366
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment decrements on IPPE (previously expensed)	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Income	130,000	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	231,000	46,741	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Total Income from Continuing Operations	23,556,000	30,461,960	24,656,787	24,721,157	22,470,972	27,787,922	22,817,018	23,404,691	24,085,488	24,689,297	25,355,903	26,226,154
Expenses from Continuing Operations												
Employee Benefits & On-Costs	7,124,000	6,764,100	7,208,676	7,457,382	7,695,514	8,097,692	8,311,638	8,562,561	8,856,067	9,087,385	9,361,751	9,682,410
Borrowing Costs	252,000	249,494	222,588	194,639	172,631	155,764	138,589	120,584	106,283	95,457	86,213	76,646
Materials & Contracts	4,388,000	4,891,611	4,595,833	4,965,195	5,470,137	5,754,350	5,921,205	6,242,963	6,490,230	6,839,542	7,233,876	7,660,683
Depreciation & Amortisation	6,735,000	6,688,319	6,773,594	6,762,056	6,801,763	6,828,313	6,895,927	6,962,799	7,006,732	7,076,394	7,106,269	7,177,332
Impairment of Investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	6,000	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	837,000	1,008,356	944,497	1,104,884	1,150,659	1,238,542	1,211,114	1,248,691	1,296,314	1,389,470	1,368,844	1,411,667
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	5,000	341,768	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	19,869,000	20,045,648	19,746,188	20,464,156	21,290,704	22,074,661	22,478,483	23,137,698	23,755,626	24,488,249	24,856,954	25,308,138
Operating Result from Continuing Operations	3,687,000	10,416,333	4,910,599	4,257,001	1,180,268	5,713,261	338,535	267,093	329,862	171,049	688,949	2,918,016
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	3,687,000	10,416,333	4,910,599	4,257,001	1,180,268	5,713,261	338,535	267,093	329,862	171,049	688,949	2,918,016
Net Operating Result before Grants and Contributions provided for Capital Purposes	(990,000)	(1,103,962)	(845,403)	(48,180)	(1,215,632)	(1,384,458)	(1,250,819)	(1,217,027)	(1,235,802)	(1,273,584)	(784,403)	(623,125)

Blayney Shire Council 10 Year Financial Plan for the Years ending 30 June 2032 BALANCE SHEET - CONSOLIDATED Scenario: Base Case	Projected Years											
	Actuals 2020/21	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	3,655,000	4,045,834	4,738,949	5,437,731	2,937,402	3,644,083	4,554,041	3,791,158	4,310,545	5,303,121	5,278,713	
Investments	16,550,000	13,534,324	13,450,682	9,854,549	5,570,000	7,319,586	5,709,000	5,709,000	5,709,000	5,709,000	5,709,000	
Receivables	5,697,000	4,031,695	1,010,471	934,716	932,308	939,244	960,082	958,351	986,436	1,014,631	1,115,410	
Inventories	15,38,000	1,497,790	1,566,798	1,680,903	1,746,760	1,753,164	1,848,259	1,907,650	1,986,498	1,955,610	2,004,104	
Contract assets	550,000	-	-	-	-	-	-	-	-	-	-	
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	
Other	63,000	66,565	72,461	79,324	84,094	84,117	89,797	93,682	99,234	97,468	100,982	
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	
Total Current Assets	22,893,000	20,168,198	19,538,762	17,989,284	14,251,160	13,740,924	13,261,179	12,459,741	13,003,703	14,079,630	14,207,719	
Non-Current Assets	500,000	83,869	69,017	44,548	30,448	17,257	-	-	-	-	-	
Receivables	-	64,046	66,965	69,029	71,059	73,314	75,640	78,040	80,515	83,068	85,701	
Inventories	-	-	-	-	-	-	-	-	-	-	-	
Contract assets	-	-	-	-	-	-	-	-	-	-	-	
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	
Infrastructure, Property, Plant & Equipment	296,774,000	311,873,633	316,159,220	317,577,614	326,631,768	327,005,389	327,354,739	328,099,368	327,504,375	326,799,434	329,319,274	
Investment Property	-	-	-	-	-	-	-	-	-	-	-	
Intangible Assets	83,000	7,400	7,400	7,400	7,400	7,400	7,400	7,400	7,400	7,400	7,400	
Right of use assets	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	
Investments Accounted for using the equity method	29,835,000	29,906,741	29,931,741	29,956,741	29,981,741	30,006,741	30,031,741	30,056,741	30,081,741	30,106,741	30,131,741	
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	-	-	-	
Total Non-Current Assets	327,232,000	341,975,699	346,274,343	347,695,332	356,762,416	357,150,111	357,509,520	358,281,548	357,714,031	357,036,643	359,584,116	
TOTAL ASSETS	350,125,000	362,143,888	365,803,105	365,684,616	371,013,576	370,891,035	370,770,699	370,741,289	370,717,734	371,116,273	373,791,835	
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	
Payables	1,533,000	1,723,045	1,806,756	1,897,574	1,963,183	1,975,750	2,050,361	2,106,410	2,188,869	2,171,466	2,221,966	
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	
Contract liabilities	3,69,000	1,097,520	1,082,184	1,08,483	115,447	115,955	123,250	124,043	131,621	132,606	140,580	
Lease liabilities	20,000	-	-	-	-	-	-	-	-	-	-	
Borrowings	602,000	596,298	466,027	457,028	474,193	469,971	416,233	279,771	289,015	301,041	-	
Provisions	2,396,000	2,328,415	2,328,415	2,328,415	2,328,415	2,328,415	2,328,415	2,328,415	2,328,415	2,328,415	2,328,415	
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	
Total Current Liabilities	7,880,000	6,489,625	6,489,625	6,489,625	6,489,625	6,489,625	6,489,625	6,489,625	6,489,625	6,489,625	6,489,625	
Non-Current Liabilities												
Payables	2,000	2,439	2,579	2,732	2,885	2,927	3,064	3,182	3,312	3,336	3,449	
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	
Lease liabilities	21,000	41,000	41,000	41,000	41,000	41,000	41,000	41,000	41,000	41,000	41,000	
Borrowings	6,601,000	5,976,653	4,910,626	4,453,598	3,979,405	3,509,944	3,093,701	2,813,900	2,524,915	2,233,874	2,223,874	
Provisions	1,028,000	1,055,585	1,055,585	1,055,585	1,055,585	1,055,585	1,055,585	1,055,585	1,055,585	1,055,585	1,055,585	
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	
Total Non-Current Liabilities	7,652,000	6,475,677	6,009,790	5,552,914	5,078,876	4,609,446	4,193,350	3,913,696	3,624,812	3,323,795	3,323,907	
TOTAL LIABILITIES	15,532,000	12,965,302	12,499,415	12,042,539	11,560,501	11,099,071	10,682,975	10,403,321	10,114,437	9,813,461	9,813,512	
Net Assets	334,593,000	349,178,586	353,303,690	353,642,082	360,000,000	360,000,000	360,000,000	360,000,000	360,000,000	360,000,000	360,000,000	
EQUITY												
Retained Earnings	157,485,000	172,814,932	177,051,933	178,232,202	183,945,463	184,283,988	184,551,091	184,880,953	185,052,002	185,750,951	188,668,867	
Revaluation Reserves	177,108,000	177,108,000	177,108,000	177,108,000	177,108,000	177,108,000	177,108,000	177,108,000	177,108,000	177,108,000	177,108,000	
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	
Council Equity Interest	334,593,000	349,922,932	354,159,933	355,340,202	361,053,463	361,391,988	361,659,091	361,988,953	362,160,002	362,858,951	365,716,867	
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	
Total Equity	334,593,000	349,922,932	354,159,933	355,340,202	361,053,463	361,391,988	361,659,091	361,988,953	362,160,002	362,858,951	365,716,867	

2022/23 - 2031/32 Long Term Financial Plan

Blayney Shire Council												
10 Year Financial Plan for the Years ending 30 June 2032												
CASH FLOW STATEMENT - CONSOLIDATED												
Scenario: Base Case												
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	Actuals	Current Year						Projected Years				
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	11,572,000	11,738,862	12,218,483	13,145,200	13,520,909	13,906,886	14,396,737	14,850,581	15,218,653	15,801,399	16,299,278	
User Charges & Fees	1,021,000	1,548,917	1,851,928	1,883,388	2,004,977	2,094,081	2,136,299	2,170,999	2,277,292	2,315,402	2,427,800	
Investment Income	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	
Grants & Contributions	12,668,000	14,346,000	10,053,473	9,339,999,000	5,778,157	11,471,865	6,039,441	6,074,288	6,191,741	6,331,131	6,476,115	
Bonds & Deposits Received	341,000	941,000	477,109	408,014	434,913	411,860	412,705	442,800	433,746	444,691	420,832	
Other	-	-	-	-	-	-	-	-	-	-	-	
Payments:												
Employee Benefits & On-Costs	(7,650,000)	(6,764,100)	(7,408,676)	(7,655,514)	(8,097,692)	(8,311,638)	(8,562,661)	(8,856,067)	(9,087,385)	(9,361,751)	(9,682,410)	
Materials & Contracts	(5,050,000)	(4,801,325)	(4,575,025)	(4,968,100)	(5,509,375)	(5,768,360)	(6,278,360)	(6,507,546)	(6,857,789)	(6,722,911)	(6,972,803)	
Borrowing Costs	(275,000)	(247,472)	(275,688)	(197,588)	(176,933)	(158,028)	(140,952)	(122,898)	(98,795)	(87,596)	(78,057)	
Bonds & Deposits Refunded	(761,000)	(1,011,661)	(944,159)	(1,102,016)	(1,147,530)	(1,235,394)	(1,240,351)	(1,293,900)	(1,386,788)	(1,546,362)	(1,409,351)	
Other	-	-	-	-	-	-	-	-	-	-	-	
Net Cash provided (or used in) Operating Activities	13,794,000	15,314,220	11,669,033	10,899,641	7,073,534	12,455,252	7,141,350	7,095,251	7,145,359	7,748,018	9,892,437	
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	2,239,115	1,640,692	1,400,994	2,308,032	1,330,025	1,244,299	1,627,843	-	-	-	
Sale of Real Estate Assets	796,000	-	-	-	-	-	-	-	-	-	-	
Sale of Infrastructure, Property, Plant & Equipment	500,000	256,526	776,438	414,111	644,903	667,014	647,834	714,184	684,377	352,023	340,015	613,658
Sale of Financial Instruments	-	-	-	-	-	-	-	-	-	-	-	
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	
Other Investing Activity Receipts	4,000,000	-	-	-	-	-	-	-	-	-	-	
Payments:												
Purchase of Investment Securities	-	(500,000)	-	-	-	-	-	-	-	-	-	
Purchase of Infrastructure, Property, Plant & Equipment	(9,819,000)	(18,507,705)	(11,282,446)	(11,430,422)	(8,800,570)	(16,485,582)	(7,852,610)	(7,957,849)	(8,347,299)	(6,798,223)	(6,715,441)	(10,629,453)
Purchase of Real Estate Assets	(50,000)	-	-	-	-	-	-	-	-	-	-	
Purchase of Financial Instruments	(10,000)	-	-	-	-	-	-	-	-	-	-	
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	
Other Investing Activity Payments	(8,500,000)	-	-	-	-	-	-	-	-	-	-	
Net Cash provided (or used in) Investing Activities	(13,017,000)	(16,507,094)	(8,865,316)	(9,615,318)	(5,967,635)	(14,488,543)	(6,580,476)	(6,615,822)	(7,682,922)	(6,446,200)	(6,366,476)	(9,615,809)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	
Payments:												
Repayment of Borrowings & Advances	(576,000)	(601,202)	(626,847)	(596,298)	(466,027)	(457,028)	(474,193)	(469,471)	(416,233)	(279,771)	(289,015)	(307,041)
Repayment of lease liabilities (principal repayments)	(30,000)	-	-	-	-	-	-	-	-	-	-	
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	
Net Cash Flow provided (used in) Financing Activities	(606,000)	(601,202)	(626,847)	(596,298)	(466,027)	(457,028)	(474,193)	(469,471)	(416,233)	(279,771)	(289,015)	(307,041)
Net Increase(Decrease) in Cash & Cash Equivalents	111,000	(1,794,046)	2,174,870	683,025	698,871	(2,490,318)	706,680	1,009,958	(862,883)	419,387	1,092,576	(24,409)
plus: Cash & Cash Equivalents - beginning of year	3,554,000	3,665,000	1,870,954	4,045,824	4,728,849	5,427,721	2,937,402	3,644,083	4,654,041	3,791,158	4,210,545	5,303,121
Cash & Cash Equivalents - end of the year	3,665,000	1,870,954	4,045,824	4,728,849	5,427,721	2,937,402	3,644,083	4,654,041	3,791,158	4,210,545	5,303,121	5,278,713
Cash & Cash Equivalents - end of the year	3,665,000	1,870,954	4,045,824	4,728,849	5,427,721	2,937,402	3,644,083	4,654,041	3,791,158	4,210,545	5,303,121	5,278,713
Cash, Cash Equivalents & Investments - end of the year	20,665,000	17,131,839	17,665,018	16,948,049	15,338,889	11,618,545	10,960,928	10,363,041	9,500,168	9,219,545	11,012,121	10,897,713
Representing:												
- External Restrictions	9,279,000	9,276,702	9,604,602	10,643,384	11,402,476	9,975,794	9,750,951	11,028,278	12,863,970	13,883,177	15,487,354	17,164,433
- Intangible Assets	7,476,000	5,941,541	4,815,192	5,033,115	4,465,487	3,697,351	3,497,665	2,459,647	1,661,096	2,377,436	3,786,132	3,950,940
- Unrestricted	20,665,000	17,131,839	17,665,018	16,948,049	15,338,889	11,618,545	10,960,928	10,363,041	9,500,168	9,219,545	11,012,121	10,897,713

3. SRV plus Increased Development & Mining

Blayney Shire Council		10 Year Financial Plan for the Years ending 30 June 2032										
INCOME STATEMENT - CONSOLIDATED		Scenario: Proposed SRV, Increased Mining & Development										
	Actuals 2020/21	2022/23	2023/24	2024/25	2025/26	Projected Years				2030/31	2031/32	
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	11,423,000	12,281,904	15,979,113	13,607,993	14,233,861	14,918,834	16,137,727	16,917,910	17,737,297	18,597,914	19,501,888	
User Charges & Fees	1,486,000	1,666,780	1,948,956	1,909,280	2,026,248	2,036,442	2,158,683	2,173,406	2,300,546	2,318,423	2,452,132	
Other Revenues	244,000	371,099	388,995	388,582	397,746	404,779	414,497	446,510	435,380	447,457	459,877	
Grants & Contributions provided for Operating Purposes	5,227,000	4,254,674	5,188,357	4,280,649	4,364,301	4,453,364	4,539,936	4,637,307	4,744,933	4,849,108	4,955,889	
Grants & Contributions provided for Capital Purposes	4,677,000	5,357,014	4,285,192	2,395,901	7,097,719	1,589,354	1,484,120	1,565,665	1,446,633	1,483,382	3,541,142	
Interest & Investment Revenue	138,000	189,451	214,625	265,827	284,372	287,829	318,720	319,496	354,514	397,850	413,139	
Other Income:												
Net Gains from the Disposal of Assets	-	77,644	31,332	64,490	63,899	64,783	68,474	68,438	35,202	34,902	81,366	
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	
Other	130,000	-	-	-	-	-	-	-	-	-	-	
Joint Ventures & Associated Entities - Gain	231,000	25,000	35,000	25,000	35,000	25,000	25,000	25,000	25,000	25,000	25,000	
Total Income from Continuing Operations	23,556,000	24,823,555	24,960,670	22,837,722	28,483,146	23,780,384	25,417,146	26,154,331	27,076,595	28,154,034	31,430,034	
Expenses from Continuing Operations												
Employee Benefits & On-Costs	7,124,000	7,208,676	7,457,382	7,695,514	8,097,692	8,311,638	8,562,561	8,856,067	9,087,385	9,361,751	9,682,410	
Borrowing Costs	262,000	222,588	194,639	172,631	155,764	138,989	120,584	106,283	95,457	86,213	76,646	
Mastersk & Contracts	4,388,000	4,595,833	4,965,195	5,470,137	5,754,350	5,921,905	6,242,963	6,490,230	6,839,542	7,233,876	7,660,883	
Depreciation & Amortisation	6,735,000	6,773,594	6,762,056	6,801,763	6,828,313	6,895,927	6,962,799	7,006,732	7,076,394	7,106,469	7,177,332	
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	
Impairment of receivables	6,000	-	-	-	-	-	-	-	-	-	-	
Other Expenses	837,000	944,497	1,104,884	1,150,659	1,238,542	1,211,114	1,248,691	1,296,314	1,389,470	1,368,844	1,411,667	
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	
Net Losses from the Disposal of Assets	512,000	-	-	-	-	-	-	-	-	-	-	
Revaluation decrement/impairment of IPPE	5,000	-	-	-	-	-	-	-	-	-	-	
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	
Total Expenses from Continuing Operations	19,869,000	19,746,188	20,484,156	21,290,704	22,074,661	22,478,483	23,137,598	23,755,626	24,488,249	24,656,954	25,308,138	
Operating Result from Continuing Operations	3,687,000	5,078,367	4,466,514	1,647,019	6,418,484	1,301,901	2,009,548	2,398,705	2,597,257	3,497,080	6,122,296	
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	
Net Operating Result for the Year	3,687,000	5,078,367	4,466,514	1,647,019	6,418,484	1,301,901	2,009,548	2,398,705	2,597,257	3,497,080	6,122,296	
Net Operating Result before Grants and Contributions provided for Capital Purposes	(990,000)	(778,635)	181,322	(748,882)	(679,235)	(287,433)	525,428	833,041	1,144,824	2,013,698	2,381,154	

	Blayney Shire Council 10 Year Financial Plan for the Years ending 30 June 2032 BALANCE SHEET - CONSOLIDATED Scenario: Proposed SRV, Increased Mining & Development										
	Actuals 2020/21	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
ASSETS											
Current Assets											
Cash & Cash Equivalents	3,655,000	4,045,824	4,738,849	5,437,731	9,377,402	3,644,083	4,949,238	6,107,208	8,933,788	13,802,654	15,957,387
Investments	16,550,000	13,700,395	13,559,134	10,711,559	10,089,745	9,802,932	9,708,455	9,641,139	9,641,139	9,641,139	9,641,139
Receivables	5,587,000	1,035,884	1,017,938	950,232	959,396	978,616	1,038,436	1,048,652	1,048,652	1,153,322	1,276,631
Inventories	15,38,000	2,497,790	1,566,798	1,680,303	1,746,750	1,753,164	1,848,259	1,907,650	1,986,498	1,985,610	2,004,104
550,000											
Contract cost assets											
Other		66,565	72,461	79,324	84,094	84,117	89,797	93,682	99,234	97,458	100,892
Non-current assets classified as "held for sale"											
Total Current Assets	22,893,000	20,417,297	19,925,070	18,851,770	15,815,816	16,363,943	17,524,244	18,798,336	21,768,927	25,649,891	28,989,883
Non-Current Assets											
Investments	500,000	85,625	73,184	53,623	46,934	43,864	42,854	42,132	42,132	42,132	42,132
Receivables		65,036	68,328	71,800	75,246	79,034	85,986	90,324	94,885	99,682	104,727
Inventories											
Contract assets											
Contract cost assets											
Infrastructure, Property, Plant & Equipment											
Investment Property	296,774,000	311,873,633	316,159,220	317,577,614	326,631,768	327,005,389	327,354,739	328,099,368	327,504,375	326,799,434	329,319,274
Intangible Assets	83,000	7,400	7,400	7,400	7,400	7,400	7,400	7,400	7,400	7,400	7,400
Right of use assets	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Investments Accounted for using the equity method	29,835,000	29,906,741	29,931,741	29,856,741	29,981,741	30,006,741	30,031,741	30,056,741	30,081,741	30,106,741	30,131,741
Non-current assets classified as "held for sale"											
Other											
Total Non-Current Assets	327,232,000	341,278,435	346,279,873	347,707,178	356,783,089	357,192,439	357,562,720	358,335,965	357,770,534	357,095,390	359,645,274
TOTAL ASSETS	350,125,000	362,314,693	366,204,943	366,568,948	372,598,905	373,446,981	375,086,964	377,134,300	379,539,461	382,745,281	388,634,957
LIABILITIES											
Current Liabilities											
Bank Overdraft											
Payables	1,533,000	1,727,003	1,812,313	1,908,876	1,980,259	1,999,076	2,092,551	2,156,503	2,246,469	2,299,217	2,299,551
Income received in advance											
Contract liabilities	3,869,000	1,097,520	1,092,194	1,084,483	1,154,447	1,159,955	1,232,250	1,24,043	131,621	132,606	140,580
20,000											
Lease liabilities											
Borrowings	602,000	596,298	466,027	457,088	474,193	469,971	416,233	279,771	289,015	301,041	
Provisions	2,396,000	2,328,415	2,328,415	2,328,415	2,328,415	2,328,415	2,328,415	2,328,415	2,328,415	2,328,415	2,328,415
Liabilities associated with assets classified as "held for sale"											
Total Current Liabilities	7,880,000	6,489,625	6,489,625	6,489,625	6,489,625	6,489,625	6,489,625	6,489,625	6,489,625	6,489,625	6,489,625
Non-Current Liabilities											
Payables											
Income received in advance	2,000	2,439	2,579	2,732	2,885	2,927	3,064	3,182	3,312	3,436	3,449
Contract liabilities											
Lease liabilities											
Borrowings	21,000	41,000	41,000	41,000	41,000	41,000	41,000	41,000	41,000	41,000	41,000
6,601,000	5,376,653	4,910,626	4,453,598	3,979,405	3,509,944	3,093,701	2,813,990	2,524,915	2,233,874	2,223,874	
Provisions	1,028,000	1,055,585	1,055,585	1,055,585	1,055,585	1,055,585	1,055,585	1,055,585	1,055,585	1,055,585	1,055,585
Investments Accounted for using the equity method											
Liabilities associated with assets classified as "held for sale"											
Total Non-Current Liabilities	7,652,000	7,071,958	6,009,790	5,552,914	5,078,876	4,609,446	4,193,350	3,913,696	3,624,812	3,323,795	3,323,907
TOTAL LIABILITIES	15,532,000	13,561,583	12,494,994	12,044,994	11,564,701	11,099,071	10,682,975	10,402,391	10,114,437	9,813,412	9,813,464
Net Assets	334,593,000	348,753,110	353,710,000	354,523,954	361,034,104	362,350,910	364,404,000	366,731,909	369,025,024	372,931,869	378,821,493
EQUITY											
Retained Earnings	157,485,000	172,981,700	177,448,214	179,095,233	185,513,717	186,815,618	188,825,166	191,233,872	193,815,138	197,312,208	203,434,504
Revaluation Reserves	177,108,000	177,108,000	177,108,000	177,108,000	177,108,000	177,108,000	177,108,000	177,108,000	177,108,000	177,108,000	177,108,000
Other Reserves											
Council Equity Interest	334,593,000	345,011,333	354,556,214	356,203,233	362,621,717	363,923,618	365,331,166	366,731,909	368,131,872	369,531,869	370,931,828
Non-controlling equity interests											
Total Equity	334,593,000	345,011,333	354,556,214	356,203,233	362,621,717	363,923,618	365,331,166	366,731,909	368,131,872	369,531,869	370,931,828

2022/23 - 2031/32 Long Term Financial Plan

Blayney Shire Council 10 Year Financial Plan for the Years ending 30 June 2032 CASH FLOW STATEMENT - CONSOLIDATED Scenario: Proposed SRV, Increased Mining & Development	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
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	11,572,000	11,738,582	12,386,534	12,882,002	13,611,075	14,236,866	14,922,038	16,145,186	16,921,895	17,741,564	18,602,437	19,506,683
User Charges & Fees	1,621,000	1,549,817	1,651,928	1,845,981	1,996,398	2,004,377	2,034,681	2,196,999	2,170,969	2,277,292	2,315,402	2,427,680
Investment & Interest Revenue Received	177,000	92,159	205,433	416,915	282,134	287,329	287,572	314,068	317,283	316,966	371,114	392,991
Grants & Contributions	12,650,000	14,389,060	10,085,173	9,393,866	5,770,232	11,471,863	6,039,741	6,034,383	6,001,859	6,191,741	6,311,184	8,476,123
Dividends & Deposits Received	340,000	409,881	477,109	408,614	434,913	412,866	398,216	412,706	442,800	413,746	444,691	420,832
Other	1,340,000											
Payments:												
Employee Benefits & On-Costs	(7,059,000)	(6,784,100)	(7,208,679)	(7,457,382)	(7,895,514)	(8,097,692)	(8,311,638)	(8,562,061)	(8,856,087)	(9,087,385)	(9,361,751)	(9,682,410)
Materials & Contracts	(5,690,000)	(4,801,325)	(4,571,025)	(4,868,100)	(5,009,375)	(5,768,377)	(5,923,329)	(6,278,266)	(6,507,546)	(6,722,911)	(6,972,803)	(7,212,803)
Borrowing Costs	(275,000)	(247,472)	(235,659)	(197,558)	(174,933)	(158,028)	(140,932)	(132,890)	(108,276)	(96,796)	(87,596)	(78,087)
Bonds & Deposits Refunded												
Other	(761,000)	(1,011,661)	(944,159)	(1,102,016)	(1,147,530)	(1,238,394)	(1,210,351)	(1,245,835)	(1,293,900)	(1,368,788)	(1,368,362)	(1,409,351)
Net Cash provided (or used in) Operating Activities	13,734,000	15,342,220	11,834,659	11,122,123	7,475,420	13,154,313	8,096,078	8,822,874	9,389,088	9,352,551	10,524,207	13,081,579
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	2,239,115	1,475,065	1,173,512	1,842,146	630,965	289,571	95,317	68,038	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	796,000	-	-	-	-	-	-	-	-	-	-	-
Sale of non-current assets classified as "held for sale"	560,000	256,526	776,438	414,111	644,903	867,014	647,834	714,184	684,377	392,023	349,015	813,658
Other Investing Activity Receipts	4,000,000	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	(500,000)	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Real Estate Assets	(9,819,000)	(18,502,005)	(11,282,448)	(11,430,422)	(8,800,570)	(16,485,532)	(7,852,610)	(7,957,449)	(8,367,299)	(6,798,223)	(6,715,441)	(10,429,483)
Purchase of Intangible Assets	(38,000)	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	(16,000)	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	(8,500,000)	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(13,017,000)	(16,507,084)	(9,830,843)	(9,842,799)	(6,310,932)	(15,187,603)	(6,915,305)	(7,148,147)	(7,514,883)	(6,446,200)	(6,966,426)	(9,615,805)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	(576,000)	(601,202)	(628,647)	(596,298)	(466,027)	(457,038)	(474,193)	(489,711)	(416,233)	(279,771)	(289,015)	(301,041)
Repayment of lease liabilities (principal repayments)	(30,000)	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	(606,000)	(601,202)	(628,647)	(596,298)	(466,027)	(457,038)	(474,193)	(489,711)	(416,233)	(279,771)	(289,015)	(301,041)
Net Increase/(Decrease) in Cash & Cash Equivalents	111,000	(1,766,064)	2,174,870	683,025	698,871	(2,490,318)	706,680	1,205,155	1,257,871	2,826,560	3,868,766	3,164,733
plus: Cash & Cash Equivalents - beginning of year	3,554,000	3,665,000	1,870,954	4,045,824	4,725,849	5,427,721	2,937,402	3,644,033	4,849,238	6,107,208	8,933,788	12,802,554
Cash & Cash Equivalents - end of the year	3,665,000	1,898,936	4,045,824	4,728,849	5,427,721	2,937,402	3,644,083	4,849,238	6,107,208	8,933,788	12,802,554	15,967,287
Cash & Cash Equivalents - end of the year												
Cash & Cash Equivalents - end of the year	3,665,000	1,898,936	4,045,824	4,728,849	5,427,721	2,937,402	3,644,083	4,849,238	6,107,208	8,933,788	12,802,554	15,967,287
Investments - end of the year	17,000,000	15,260,885	13,785,820	12,612,308	10,767,162	10,136,197	9,846,937	9,751,109	9,683,271	9,683,271	9,683,271	9,683,271
Cash, Cash Equivalents & Investments - end of the year	20,665,000	17,159,821	17,831,644	17,341,157	16,194,883	13,073,600	13,490,709	14,600,547	15,790,480	18,617,059	22,485,825	25,650,558
Representing:												
- External Restrictions	9,276,000	9,176,702	9,904,602	10,643,854	11,402,476	8,975,794	9,750,391	11,028,738	12,363,970	13,893,177	15,487,354	17,164,433
- Internal Restrictions	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
- Unrestricted	3,910,000	2,013,566	3,111,666	3,644,188	3,242,220	400,215	342,633	1,072,222	1,785,413	2,156,446	3,210,339	4,586,086
Total	20,665,000	17,159,821	17,831,644	17,341,157	16,194,883	13,073,600	13,490,709	14,600,547	15,790,480	18,617,059	22,485,825	25,650,558

4. Reduced Mining & Freeze Indexation on Financial Assistance Grants

Blayney Shire Council 10 Year Financial Plan for the Years ending 30 June 2032 INCOME STATEMENT - CONSOLIDATED		Projected Years									
Scenario: Reduced Mining Income		2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Actuals 2020/21	Current Year 2021/22	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations											
Revenue:											
11,423,000	11,817,073	12,281,904	12,923,039	12,083,009	12,438,656	12,832,587	13,238,910	13,658,015	14,090,305	14,536,136	14,996,114
1,486,000	1,710,011	1,666,780	1,848,956	1,909,280	2,026,248	2,036,242	2,158,683	2,173,406	2,300,546	2,318,423	2,452,132
244,000	494,795	371,099	388,995	388,582	397,746	404,779	414,497	446,510	435,380	447,457	459,877
5,227,000	4,897,235	4,254,674	4,130,399	4,130,399	4,146,401	4,146,401	4,150,439	4,164,584	4,185,678	4,201,772	4,218,272
4,677,000	11,522,014	5,857,014	4,285,192	2,395,901	7,097,719	1,589,254	1,484,120	1,565,665	1,446,633	1,483,382	3,541,142
138,000	174,111	189,451	214,625	265,827	284,372	287,829	318,720	319,496	354,514	397,850	413,139
-	-	77,644	31,332	64,490	63,899	64,783	68,474	68,438	35,202	34,902	81,366
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
130,000	-	-	-	-	-	-	-	-	-	-	-
231,000	46,741	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
231,000	30,467,980	24,823,555	24,820,497	21,262,688	26,470,041	21,386,641	21,858,842	22,421,113	22,875,269	23,444,980	26,187,042
Expenses from Continuing Operations											
7,124,000	6,764,100	7,208,676	7,457,382	7,695,514	8,097,692	8,311,638	8,562,561	8,856,067	9,087,385	9,361,751	9,682,410
262,000	249,484	222,588	194,639	172,631	155,764	138,999	120,584	106,283	95,457	86,213	76,646
4,388,000	4,991,611	4,595,833	4,965,195	5,470,137	5,754,350	5,921,905	6,242,963	6,490,230	6,839,542	7,233,876	6,960,883
6,735,000	6,688,319	6,773,594	6,762,056	6,801,763	6,828,313	6,895,927	6,962,799	7,006,732	7,076,394	7,106,169	7,177,332
6,000	-	-	-	-	-	-	-	-	-	-	-
837,000	1,008,356	944,497	1,104,884	1,150,659	1,238,542	1,211,114	1,248,691	1,296,314	1,389,470	1,368,844	1,411,667
-	-	-	-	-	-	-	-	-	-	-	-
512,000	341,768	-	-	-	-	-	-	-	-	-	-
5,000	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
19,869,000	20,045,648	19,746,188	20,484,156	21,290,704	22,074,661	22,478,483	23,137,598	23,755,626	24,488,249	24,656,954	25,308,138
3,687,000	10,416,333	5,078,367	4,336,341	(26,015)	4,395,380	(1,094,842)	(1,278,756)	(1,334,513)	(1,614,900)	(1,211,973)	878,304
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
3,687,000	10,416,333	5,078,367	4,336,341	(26,015)	4,395,380	(1,094,842)	(1,278,756)	(1,334,513)	(1,614,900)	(1,211,973)	878,304
(990,000)	(1,103,882)	(778,635)	51,150	(2,423,316)	(2,702,339)	(2,881,196)	(2,762,876)	(2,900,179)	(3,064,623)	(2,895,355)	(2,662,238)
Net Operating Result before Grants and Contributions provided for Capital Purposes											

Blayney Shire Council 10 Year Financial Plan for the Years ending 30 June 2032 BALANCE SHEET - CONSOLIDATED Scenario: Reduced Mining Income	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
ASSETS												
Current Assets												
Cash & Cash Equivalents	3,665,000	1,870,864	4,045,824	4,738,849	5,437,731	2,937,402	1,632,011	-	-	-	-	-
Investments	16,560,000	15,456,633	13,700,395	13,486,132	8,944,469	6,339,000	5,709,000	5,709,000	5,709,000	5,709,000	5,709,000	5,709,000
Receivables	587,000	1,732,507	1,035,884	1,033,647	903,343	887,514	878,338	814,294	927,808	865,159	978,466	1,076,273
Inventories	15,38,000	1,566,178	2,497,790	1,566,798	1,680,303	1,746,760	1,753,164	1,948,259	1,907,650	1,986,498	1,955,610	2,004,104
Contract assets	550,000	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	63,000	72,035	66,565	72,461	79,324	84,094	84,117	89,797	93,682	99,234	97,468	100,892
Non-current assets classified as "held for sale"	22,893,000	20,417,297	20,336,258	19,787,887	17,037,649	11,994,880	10,047,230	8,561,350	8,638,140	8,759,891	8,740,343	8,889,869
Total Current Assets	22,893,000	20,417,297	20,336,258	19,787,887	17,037,649	11,994,880	10,047,230	8,561,350	8,638,140	8,759,891	8,740,343	8,889,869
Non-Current Assets												
Investments	500,000	101,262	85,625	71,759	34,668	6,752	-	-	-	-	-	-
Receivables	-	61,640	65,036	67,995	67,745	64,587	66,648	68,774	70,967	73,230	75,565	77,973
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	296,774,000	308,025,776	311,873,633	316,159,220	317,577,614	326,631,768	327,005,389	327,354,739	328,099,368	327,504,375	326,799,434	329,319,274
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	83,000	45,300	7,400	7,400	7,400	7,400	7,400	7,400	7,400	7,400	7,400	7,400
Right of use assets	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Investments Accounted for using the equity method	29,835,000	29,881,741	29,906,741	29,931,741	29,956,741	29,981,741	30,006,741	30,031,741	30,056,741	30,081,741	30,106,741	30,131,741
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	327,232,000	338,155,619	341,978,435	346,278,116	347,679,168	356,732,247	357,126,188	357,502,654	358,274,476	357,029,140	357,029,140	359,576,388
TOTAL ASSETS	350,125,000	358,572,916	362,314,693	366,066,003	364,716,817	368,727,127	367,173,418	366,064,004	366,912,616	366,466,637	365,769,484	368,466,257
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	1,533,000	1,781,093	1,727,083	1,810,955	1,871,951	1,936,792	1,948,567	2,022,362	2,077,571	2,154,165	2,140,871	2,190,453
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	3,689,000	1,751,330	1,097,520	1,024,774	108,483	115,447	115,955	123,250	124,043	131,621	132,606	140,580
Lease liabilities	20,000	-	-	-	-	-	-	-	-	-	-	-
Borrowings	602,000	628,947	596,298	466,027	457,028	474,193	469,971	416,233	279,771	289,015	301,041	-
Provisions	2,396,000	2,326,415	2,328,415	2,328,415	2,328,415	2,328,415	2,328,415	2,328,415	2,328,415	2,328,415	2,328,415	2,328,415
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	7,880,000	6,489,685	5,749,317	5,630,172	4,765,877	4,854,847	4,862,908	5,447,846	7,910,625	9,568,520	10,184,358	12,002,114
Non-Current Liabilities												
Payables	2,000	2,433	2,439	2,579	2,732	2,885	2,927	3,064	3,182	3,312	3,336	3,449
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	21,000	41,000	41,000	41,000	41,000	41,000	41,000	41,000	41,000	41,000	41,000	41,000
Borrowings	6,601,000	5,973,981	5,376,653	4,910,626	4,453,598	3,979,405	3,509,984	3,093,701	2,813,990	2,524,915	2,233,874	2,223,874
Provisions	1,028,000	1,055,585	1,055,585	1,055,585	1,055,585	1,055,585	1,055,585	1,055,585	1,055,585	1,055,585	1,055,585	1,055,585
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	7,652,000	7,071,958	6,475,677	6,009,790	5,552,914	5,078,875	4,609,446	4,193,350	3,913,696	3,624,812	3,323,795	3,323,907
TOTAL LIABILITIES	15,532,000	13,561,643	12,224,994	11,639,962	10,318,792	9,933,721	9,471,854	9,641,196	11,824,321	12,993,332	13,508,152	15,326,021
Net Assets	334,593,000	345,011,333	350,089,700	354,426,041	354,398,026	358,793,406	357,701,564	356,422,808	355,088,296	353,473,305	352,261,332	353,140,236
EQUITY												
Retained Earnings	157,485,000	167,903,333	172,981,700	177,318,041	177,290,026	181,685,406	180,593,564	179,314,808	177,980,295	176,365,305	175,153,332	176,032,336
Revaluation Reserves	177,108,000	177,108,000	177,108,000	177,108,000	177,108,000	177,108,000	177,108,000	177,108,000	177,108,000	177,108,000	177,108,000	177,108,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	334,593,000	345,011,333	350,089,700	354,426,041	354,398,026	358,793,406	357,701,564	356,422,808	355,088,295	353,473,305	352,261,332	353,140,236
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	334,593,000	345,011,333	350,089,700	354,426,041	354,398,026	358,793,406	357,701,564	356,422,808	355,088,296	353,473,305	352,261,332	353,140,236

2022/23 - 2031/32 Long Term Financial Plan

Blayney Shire Council 10 Year Financial Plan for the Years ending 30 June 2032 CASH FLOW STATEMENT - CONSOLIDATED Scenario: Reduced Mining Income	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
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	11,572,000	11,734,000	12,386,534	12,925,497	12,074,791	12,439,583	12,833,754	13,240,117	13,659,263	14,091,595	14,537,529	14,997,492
User Charges & Fees	1,621,000	1,549,817	1,651,928	1,845,981	1,893,398	2,004,377	2,034,681	2,136,899	2,170,969	2,277,292	2,315,402	2,427,660
Investment & Interest Revenue Received	177,000	92,159	205,433	418,538	303,415	308,137	312,065	317,448	317,875	322,841	366,124	411,339
Grants & Contributions	12,680,000	12,680,000	10,085,173	9,312,875	5,653,548	11,344,719	5,752,817	5,635,921	5,729,578	5,833,318	5,684,702	7,759,582
Sales & Disposals Received	340,000	409,881	477,109	409,871	436,200	414,137	399,569	414,093	444,222	435,203	446,185	422,363
Other	1,340,000											
Payments:												
Employee Benefits & On-Costs	(7,059,000)	(6,784,100)	(7,208,679)	(7,457,382)	(7,693,514)	(8,097,692)	(8,311,638)	(8,562,861)	(8,836,067)	(9,087,385)	(9,361,751)	(9,662,410)
Materials & Contracts	(5,690,000)	(4,801,325)	(4,571,025)	(4,868,100)	(5,503,375)	(5,766,379)	(5,928,329)	(6,278,266)	(6,507,546)	(6,722,911)	(6,972,803)	(7,228,003)
Borrowing Costs	(247,472)		(235,659)	(197,558)	(174,933)	(158,028)	(140,932)	(132,899)	(108,276)	(96,796)	(87,596)	(78,087)
Bonds & Deposits Refunded												
Other	(761,000)	(1,011,661)	(844,159)	(1,102,016)	(1,147,530)	(1,239,394)	(1,210,351)	(1,245,883)	(1,293,900)	(1,388,788)	(1,368,362)	(1,409,351)
Net Cash provided (or used in) Operating Activities	13,734,000	15,314,220	11,834,659	10,987,706	5,821,801	11,152,012	5,726,717	5,533,939	5,555,918	5,361,491	5,839,330	7,855,605
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	2,239,115	1,475,055	1,307,928	3,493,765	2,633,246	636,861	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	796,000	-	-	-	-	-	-	-	-	-	-	-
Sale of non-current assets classified as "held for sale"	560,000	256,526	776,438	414,111	644,903	867,014	647,834	714,841	684,377	382,023	349,015	813,658
Other Investing Activity Receipts	4,000,000	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	(500,000)	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(9,819,000)	(14,502,005)	(11,282,448)	(11,430,422)	(8,800,570)	(16,485,532)	(7,852,610)	(7,957,819)	(8,367,299)	(8,798,223)	(6,715,441)	(10,429,463)
Purchase of Real Estate Assets	(39,000)	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	(16,000)	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	(8,500,000)	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(13,017,000)	(16,567,064)	(9,030,842)	(9,708,983)	(4,656,802)	(13,185,302)	(8,567,915)	(7,243,865)	(7,832,922)	(6,446,200)	(6,366,426)	(9,615,805)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	(576,000)	(601,202)	(628,847)	(596,298)	(466,027)	(457,038)	(474,193)	(469,971)	(416,233)	(279,771)	(289,015)	(301,041)
Repayment of lease liabilities (principal repayments)	(30,000)	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	(606,000)	(601,202)	(628,847)	(596,298)	(466,027)	(457,038)	(474,193)	(469,971)	(416,233)	(279,771)	(289,015)	(301,041)
Net Increase/(Decrease) in Cash & Cash Equivalents	111,000	(1,794,046)	2,174,870	683,025	698,871	(2,490,318)	(1,315,392)	(2,179,897)	(2,543,238)	(1,864,480)	(816,121)	(2,061,241)
plus: Cash & Cash Equivalents - beginning of year	3,554,000	3,665,000	1,870,954	4,045,824	4,725,849	5,427,721	2,937,402	1,632,011	1,557,586	13,000,824	14,465,304	15,281,425
Cash & Cash Equivalents - end of the year	3,665,000	1,870,954	4,045,824	4,725,849	5,427,721	2,937,402	1,622,011	1,557,586	1,557,586	13,000,824	14,465,304	15,281,425
Cash & Cash Equivalents - end of the year	3,665,000	1,870,954	4,045,824	4,725,849	5,427,721	2,937,402	1,622,011	1,557,586	1,557,586	13,000,824	14,465,304	15,281,425
Investments - end of the year	17,000,000	15,280,885	13,785,820	12,477,891	8,879,136	6,345,861	5,709,000	5,709,000	5,709,000	5,709,000	5,709,000	5,709,000
Cash, Cash Equivalents & Investments - end of the year	20,665,000	17,151,839	17,831,644	17,203,740	14,406,847	9,283,263	7,331,011	5,151,414	2,698,176	1,243,696	427,575	(1,633,666)
Representing:												
- External Restrictions	9,279,000	9,176,702	9,904,602	10,643,854	11,403,476	8,975,794	9,750,391	11,028,78	12,363,970	13,883,177	15,487,354	17,164,433
- Internal Restrictions	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
- Unrestricted	3,910,000	2,013,566	3,111,666	3,139,772	1,446,116	(3,396,032)	(5,917,083)	(6,376,111)	(14,144,894)	(15,016,917)	(13,633,811)	(12,384,138)
20,665,000	17,151,839	17,831,644	17,203,740	14,406,847	9,283,263	7,331,011	5,151,414	2,698,176	1,243,696	1,243,696	427,575	(1,633,666)

8 CAPITAL EXPENDITURE PROGRAM

Council's 10-year capital expenditure program is made up of both recurrent renewal works such as resealing and plant replacement as well as one off major renewal and new works. Often these works are reliant on obtaining sufficient grant funding.

2022-23 - 2031-32 Long Term Financial Plan Capital Expenditure Program											
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2030/32	
Roads	4,024,996	5,788,591	4,032,510	4,189,415	4,213,008	5,015,963	4,483,222	4,614,935	4,751,258	4,892,352	
Footpaths	2,661,192	297,955	483,048	206,106	524,587	388,675	436,896	280,659	276,850	2,049,299	
Bridges	1,212,500	2,060,920	1,100,000	-	367,500	-	286,225	-	306,261	-	
Buildings	656,000	100,000	51,750	53,561	125,436	97,376	59,384	146,463	63,614	65,840	
Other Structures	420,419	155,750	162,550	169,350	176,650	284,500	188,300	189,150	191,500	194,000	
Information Technology	94,500	39,200	526,906	31,616	46,830	134,552	63,278	72,010	108,248	44,490	
Plant & Equipment	2,119,528	1,500,145	1,987,947	2,366,225	2,030,588	2,642,180	2,622,939	1,416,506	938,061	2,804,052	
Sewerage Services	158,128	308,967	320,456	9,398,307	295,210	-	75,552	-	-	-	
Stormwater	166,100	1,178,892	69,400	71,000	72,800	74,600	76,500	78,500	80,500	82,500	
Kerb & Gutter	-	-	66,000	-	-	-	75,000	-	-	-	
TOTAL	11,513,363	11,430,420	8,800,567	16,485,580	7,852,609	8,637,847	8,367,297	6,798,223	6,716,291	10,132,533	
NEW	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2030/32	
Roads	350,000	1,860,700	200,000	819,842	-	-	-	-	-	-	
Footpaths	2,612,455	248,000	431,844	153,622	470,791	333,534	380,377	222,727	217,469	1,988,433	
Bridges	-	-	-	-	-	-	-	-	-	-	
Buildings	150,000	-	-	-	-	-	-	-	-	-	
Other Structures	164,490	144,500	151,000	157,500	164,500	172,000	175,500	176,000	178,000	180,000	
Information Technology	94,500	39,200	526,906	31,616	46,830	134,552	63,278	72,010	108,248	44,490	
Plant & Equipment	2,108,078	1,482,445	1,981,697	2,359,825	2,019,038	2,629,980	2,607,689	1,400,106	930,886	2,796,702	
Sewerage Services	-	-	-	8,917,500	-	-	-	-	-	-	
Stormwater	100,000	1,111,142	-	-	-	-	-	-	-	-	
Kerb & Gutter	-	-	66,000	-	-	-	75,000	-	-	-	
TOTAL	5,579,523	4,885,987	3,357,447	12,439,905	2,701,159	3,270,066	3,301,844	1,870,843	1,434,603	5,009,623	
RENEWAL	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2030/32	
Roads	3,674,996	3,927,891	3,832,510	3,369,573	4,213,008	5,015,963	4,483,222	4,614,935	4,751,258	4,892,352	
Footpaths	48,737	49,955	51,204	52,484	53,796	55,141	56,519	57,932	59,381	60,866	
Bridges	1,212,500	2,060,920	1,100,000	-	367,500	-	286,225	-	306,261	-	
Buildings	506,000	100,000	51,750	53,561	125,436	97,376	59,384	146,463	63,614	65,840	
Other Structures	255,929	11,250	11,550	11,850	12,150	112,500	12,800	13,150	13,500	14,000	
Information Technology	-	-	-	-	-	-	-	-	-	-	
Plant & Equipment	11,450	17,700	6,250	6,400	11,550	12,200	15,250	16,400	7,175	7,350	
Sewerage Services	158,128	308,967	320,456	480,807	295,210	-	75,552	-	-	-	
Stormwater	66,100	67,750	69,400	71,000	72,800	74,600	76,500	78,500	80,500	82,500	
Kerb & Gutter	-	-	-	-	-	-	-	-	-	-	
TOTAL	5,933,840	6,544,433	5,443,120	4,045,675	5,151,450	5,367,781	5,065,453	4,927,380	5,281,689	5,122,908	

Programmed Infrastructure Renewals

Infrastructure assets including roads, bridges & footpaths make up 66% of Council's total Infrastructure, Property, Plant & Equipment portfolio and not surprisingly makes up the majority of recurrent capital expenditure throughout this plan.

Asset Class	Average annual budget over the plan	What does it cost?	What does it get us?
Road Rehabilitation	\$2,100,127	390k-400k per km.	Between 4 & 6kms annually
Reseals	\$498,584	25k per km	17km per year
Gravel Resheeting	\$457,524		
Heavy Patching	\$621,764	125k per km	4.3km per year
Bridges (Culverts)	\$270,414	Varies	Varies
Footpaths	\$54,601	\$150/m ²	320m ²
Urban Stormwater	\$73,965	Varies	Varies

Other Major Infrastructure works

Forest Reefs Road

Project commencement	2022/23
Project completion	2022/23
Total cost of the project	\$1,298,040
Grant funding sought	\$600,958
Other funding	\$697,082

Mandurama Road

Project commencement	2023/24
Project completion	2031/32
Total cost of the project	\$11,405,345
Grant funding sought	\$5,702,672
Other funding	\$5,702,673

Richards Lane – Millthorpe

Project commencement	2023/24
Project completion	2023/24
Total cost of the project	\$1,860,700
Grant funding sought	\$1,000,000
Other funding	\$860,700

Hobbys Yards Road

Segments in order of priority 220, 221, 190, 150, 160, 200, 210, 170, 180

Project commencement	2023/24
Project completion	2031/32
Total cost of the project	\$6,360,000
Grant funding sought	\$3,180,000
Other funding	\$2,456,306

Swallow Creek Bridge – Four Mile Creek Road

Project commencement	2023/24
Project completion	2023/24
Total cost of the project	\$2,000,000
Grant funding sought	\$2,000,000
Other funding	\$0

Liscombes Creek Bridge Replacement & Realignment

Project commencement	2024/25
Project completion	2024/25
Total cost of the project	\$850,000
Grant funding sought	\$850,000
Other funding	\$0

Other Major Capital Works Program

Council has programed a number of significant major capital works program over the term of this plan. The below programs are often reliant on successful grant funding.

Corporate Management System Upgrade

Project Description: Upgrade Council's Corporate Management software including asset management system

Project commencement	2024/25
Project completion	2024/25
Total cost of the project	\$420,000
Grant funding sought	\$0
Other funding – IT Internal Restriction	\$420,000
Proposed borrowings	\$0

Sewerage Treatment Plant

Project Description: Capacity upgrade at Blayney STP.

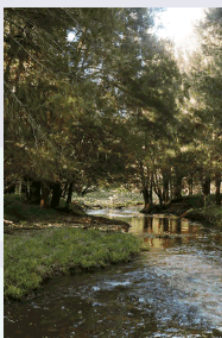
Project commencement	2025/26
Project completion	2025/26
Total cost of the project	\$8,917,500
Grant funding sought	\$5,796,375
Other funding – Sewer reserves	\$3,121,125
Proposed borrowings	\$0

BLAYNEY SHIRE COUNCIL REPORT TO THE COMMUNITY

2022/23-2025/26 Delivery Program and 2022/23 Operational Plan



DESIGNED AND PRINTED IN-HOUSE BY BLAYNEY SHIRE COUNCIL



Published by Blayney Shire Council

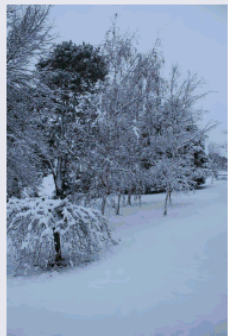
2022/23-2025/26 Delivery Program and 2022/23 Operational Plan

Adopted XXXX

For more information: 91 Adelaide St
PO Box 62
BLAYNEY NSW 2799
Phone 02 6368 2104
<https://www.blayney.nsw.gov.au>

Blayney Shire Council©. You may copy, distribute and otherwise freely deal with this publication for any purpose, provided that you attribute Blayney Shire Council as the owner.

Disclaimer: The information contained in this publication is based on knowledge and understanding at the time of writing. However, because of advances in knowledge, users are reminded of the need to ensure that information upon which they rely is up to date and to check currency of the information with the appropriate officer of Blayney Shire Council or the user's independent adviser.



**HERE IN BLAYNEY SHIRE, WE
GATHER ON WIRADJURI
COUNTRY ON WHICH MEMBERS
AND ELDERS OF THE LOCAL
INDIGENOUS COMMUNITY AND
THEIR FOREBEARERS HAVE
BEEN CUSTODIANS FOR MANY
CENTURIES AND ON WHICH
ABORIGINAL PEOPLE HAVE
PERFORMED AGE OLD
CEREMONIES OF CELEBRATION,
INITIATION AND RENEWAL, WE
ACKNOWLEDGE THEIR LIVING
CULTURE AND THEIR UNIQUE
ROLE IN THE REGION.**

For information about this document contact:
Blayney Shire Council
91 Adelaide Street,
Blayney NSW 2799
Phone: 02 6368 2104
Email: council@blayney.nsw.gov.au
Web: www.blayney.nsw.gov.au

Table of Contents

Our Elected Members	5
Snapshot of Blayney Shire.....	5
Council's Guiding Principles	6
Organisational Structure	7
How Council Works.....	8
Executive Services.....	9
Human Resources	9
Administration & Customer Service.....	10
Information Technology.....	11
Village Enhancement Program.....	11
Blayney OOSH Services	14
Blayney Library	14
Parks and Open Spaces	21
Roads	24
Local Roads – Sealed.....	24
Local Roads – Unsealed	26
State Roads.....	28
Street Lighting.....	28
Footpaths.....	29
Town Planning	32
Health & Food Control.....	33
Priority Weeds.....	33
Contributions to Emergency Services	34
Community Financial Assistance Program – S.356 Donations	35
Blayney Shire Council – Future Directions	40
Introduction – What is the Operational Plan?	41
Future Direction 1 – Maintain and Improve Public Infrastructure and Services	42
Future Direction 2 – Build the Capacity and Capability of Local Governance and Finance	44
Future Direction 3 – Promote Blayney Shire to grow the Local and Visitor Economy	46
Future Direction 4 – Enhance facilities and networks that support Community, Sport, Heritage and Culture	48
Future Direction 5 – Protect Our Natural Environment	50
Resourcing Strategy	52
Revenue Policy	52
Income Statement – 4 Years.....	53
Capital Expenditure Program – 4 Years	56

How Council Raises its Revenue from Ratepayers65

Rates and Annual Charges68

 Rating Structure for the 2022/23 Rating Year 68

 Rate structure 2022/23..... 69

 Annual Charges Sewer Services for Blayney and Millthorpe..... 71

 Liquid Trade Waste Charges for 2022/23 74

 Annual Charges - Waste Management 74

Proposed Borrowings.....76

 Council Borrowings..... 76

Pricing Policy76

 Goods and Services Tax..... 78

Attachment:

 2022/23 Schedule of Fees and Charges

OUR ELECTED MEMBERS



Cr Scott Ferguson
Mayor



Cr David Somerville
Deputy Mayor



Cr John Newstead



Cr Allan Ewin



Cr Craig Gosewisch



Cr Bruce Reynolds



Cr Michelle Pryse Jones



Our Elected Members

Blayney Council consists of seven Councillors who equally represent the entire Local Government Area. The Mayor and Deputy Mayor are nominated and elected by their fellow Councillors.

Local Government elections were held on Saturday 4 December 2021. It is compulsory for all residents within the Council area to vote if their names appear on the electoral roll.

Non-resident property owners may vote if they make application for their names to be included on a non-residential roll.

Councillors are always happy to hear from members of the community about issues of interest and concern.

Snapshot of Blayney Shire

Blayney Shire Council encompasses the townships of Blayney, Carcoar (the third oldest inland settlement in New South Wales), the national trust designated village of Millthorpe and the smaller villages and localities of Lyndhurst, Mandurama, Garland, Kings Plains, Burnt Yards, Browns Creek, Caloola, Forest Reefs, Errowanbang, Hobbys Yards, Moorilda, Panuara, Tallwood, Barry, Neville and Newbridge.

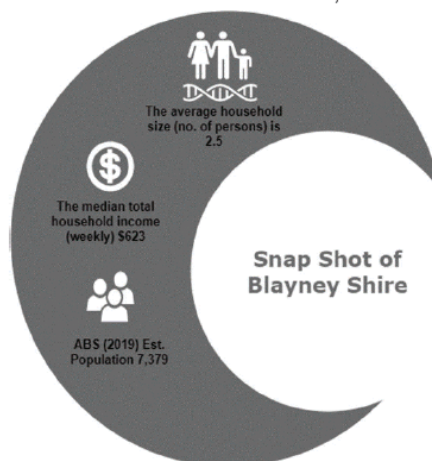
The main town in the Shire is Blayney, situated some 37km west of Bathurst, around 34.1km south of Orange and approximately a 3 hour drive to the outer suburbs of Sydney.

The Shire of Blayney encompasses approximately 1,524.7 square kilometres of well-watered, gently undulating to hilly country on the Central Tablelands.

Much of the land is elevated, at over 900 metres above sea level, with the climate being partially suitable for cool climate crops and trees.

Blayney Shire is predominately rural in nature, fostering primary industries such as dairying, beef, lamb, wool, viticulture, orchards, potatoes, canola and other grains. Mining is also a key industry and the area is also home to other industrial activities such as manufacturing, transportation and food processing. Blayney supports 2,991 jobs and has an annual economic output of \$1.884 billion.

Total Output in 2020 for the Blayney LGA is estimated at \$1.896 billion.



Council's Guiding Principles

The Local Government Act requires Council to carry out its functions in a way to support local communities to be strong, healthy and prosperous. The following general principles apply to the core functions of Council to:

- Provide strong effective representation, leadership, planning and decision-making.
- Carry out functions that provide the best possible value for residents and ratepayers.
- Plan strategically, using the Integrated Planning and Reporting (IP&R) framework, for the provision of effective and efficient services and regulation to meet the diverse needs of the local community.
- Apply the IP&R framework in carrying out functions to achieve desired outcomes and continuous improvements.
- Work co-operatively with other councils and the State government to achieve desired outcomes for the local community.
- Manage lands and other assets so that current and future local community needs can be met in an affordable way.
- Work with others to secure appropriate services for local community needs.
- Act fairly, ethically and without bias in the interests of the local community.
- Be responsible employers and provide a consultative and supportive working environment for staff.

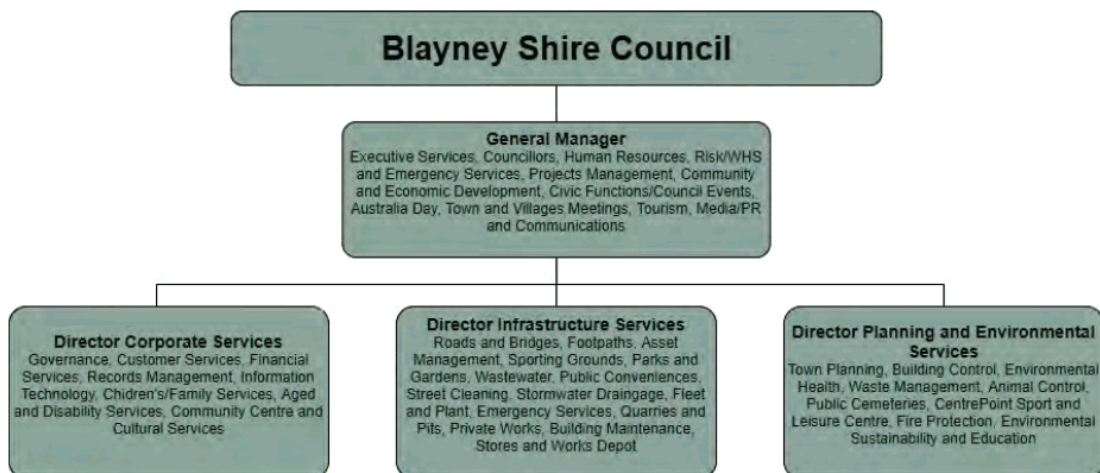
The following principles apply to decision-making by Council to:

- Recognise diverse local community needs and interests.
- Consider social justice principles.
- Consider the long term and cumulative effects of actions on future generations.
- Consider the principles of ecologically sustainable development.
- Be transparent and decision-makers will be accountable for decisions.
- Promote community participation by actively engaging with the local community.

The following principles of sound financial management apply to Council:

- Spend in a responsible and sustainable manner, aligning general revenue and expenses.
- Invest in responsible and sustainable infrastructure for the benefit of the local community.
- Have effective financial and asset management, including sound policies and processes for the following:
 - performance management and reporting,
 - asset maintenance and enhancement,
 - funding decisions,
 - risk management practices.
- Have regard to achieving intergenerational equity, including ensuring policy decisions are made after considering their financial effects on future generations and that the current generation funds the cost of its services.

Organisational Structure



How Council Works

The powers of Council are derived from the Local Government Act 1993 and other legislation enacted by the Parliament of NSW. The Local Government Act and its Regulations serve as an administrative and structural blueprint for all New South Wales Councils.

Local government elections were held in September 2017, electing seven Councillors to Blayney Shire Council. These elected representatives meet regularly at formal Council meetings to make decisions on policies and other important issues. Council employees implement these decisions. There are also a number of committees that comprise of Councillors and Council employees. These committees also meet regularly and make recommendations to Council.

It is the responsibility of Councillors to make decisions on all areas of policy and budget priorities, including the level and extent of works and services to be provided throughout the year. These decisions are adopted through a majority voting system, with each Councillor having one vote.

The General Manager is the chief administrative officer and is appointed by Council. The responsibilities of this position include the overall administration of the Council organisation and employee matters, management of the Council's financial affairs, the implementation of policies and advising Council on all aspects of local government.

Council's main sources of revenue are rates, government grants, investments, fees and other charges. This income is used to provide a range of services.

Meetings Open to the Public

Monthly Council Meetings are held on the third Monday of each month at 6.00pm. Members of the public are welcome and encouraged to attend regular Council meetings. The Chairperson of the Council meetings is the Mayor, or Deputy Mayor if the Mayor is absent. The General Manager and Executive Team attend these meetings and, if needed, provide additional information on matters being considered.

Public Forums

Public forums provide an ideal opportunity for our community to raise issues with Councillors during a Council meeting. Each speaker has at least five minutes to address Council. To be included on the meeting agenda, please complete a Public Forum Speaker request and submit it to Council prior to 4.30pm on the day of the meeting. Information on the Public Forum is available from Council reception or our website using the link www.blayney.nsw.gov.au/your-council/council-meetings-and-committees

Each year, the Delivery Program will be reviewed as part of the development of the Operational Plan and the findings will be exhibited. Council welcomes feedback on the Delivery Program and Operational Plan, and the services it provides.

All community members are invited and encouraged to express their views, either in writing or by talking to Councillors or Council staff.

Executive Services

The General Manager's office is responsible for all aspects in relation to the management and leadership of the organisation. The General Manager must efficiently and effectively manage the organisation and without undue delay implement the decisions of the Council. In particular, the General Manager is responsible for ensuring that Council meets all legislated compliance and reporting requirements including the IP&R framework.

Executive Services supports the elected body of Councillors who represent the diverse interests of the town, villages, rural and business communities of the Shire. Budgets are allocated to ensure Councillors are able to undertake their civic duties effectively.

The review of the Blayney Shire Community Strategic Plan and Resourcing Strategy will be undertaken this year, as part of the Integrated Planning and Reporting framework.

Human Resources

Council's Human Resources (HR) division coordinates and administers all aspects of the Council's human resources including:

- Human Resource Strategy
- Workforce Planning
- Recruitment
- Employee Training and Development
- Performance Management
- Compliance with statutory requirements
- Leadership Development
- Equality & Diversity Management
- Work-Life Balance
- Industrial and Employee Relations
- Workers Compensation & Injury Management
- Work, Health & Safety & Welfare
- Employee Assistance Program

HR is an internal service provider with a strong focus on ensuring that Council has the people and performance capabilities necessary to fulfil its corporate objectives.

The goal of HR is to provide quality and timely information and support services in all aspects of Council's HR function.

Council's annual training budget is developed by HR, in consultation with relevant departmental Directors and Managers to ensure that Councillors and staff are suitably trained and skilled to proactively deliver the full range of services that Council provides to its community and other stakeholders.

A key document that will be prepared this year is the 4 year Workforce Management Plan which is part of the Resourcing Strategy, to be approved by the newly elected Council.

Risk

The WHS & Risk Coordinator facilitates the development, review and implementation of Council's Risk Management Strategy and processes. This includes leading and encouraging a culture of risk awareness across all aspects of Council's operations. A part of Council's Risk Management is the development, implementation and review of Work Health and Safety (WHS) programs, policies and procedures to ensure continuous improvement and compliance with WHS Legislation.

Council is a member of Statewide Mutual and participates in their risk management program. Council receives a participation incentive bonus and rebates based on claims experience. This funding, whilst discretionary, enables Council to implement Risk Management initiatives to reduce Council's exposure to risk. The Council's forecast annual Insurance Premium is \$446,322.

The StateCover WHS financial incentive is provided to Council to fund improvements in WHS performance particularly in areas identified by the StateCover Self-Audits and reviews. The Council's forecast annual insurance premium is \$138,107.

Incentive bonus improvement rebates for this forecast period will be subject to the current economic conditions and Council satisfying any performance criteria required to be met. Rebates received are for the provisions of improvements within Council on Risk and WHS matters.

Administration & Customer Service

Council's Administration and Customer Services team is responsible for the provision of support to departmental staff within Council. It is also responsible for ensuring that the organisation meets statutory reporting requirements and the delivery of efficient and effective customer services to both Council and the community.

These services include the provision of:

- First point of contact customer enquiry services including prompt and accurate cashier services encompassing receipt of payments for rates, debtors, development applications, certificates and miscellaneous payments;
- Secretarial support, incorporating minute taking, preparation of correspondence and draft reports;
- Document control including scanning, registration and allocation of all correspondence to responsible staff; and
- Access to Council information services.

Finance

Council's Finance team is responsible for the management of all financial aspects of Council's business. This includes daily functions such as accounts payable, accounts receivable, rating, general ledger administration, cash management, investment management, and tax compliance (GST and FBT). In addition, there are a number of major projects undertaken including the preparation of Council's Budget, Long Term Financial Plan, Financial Statements, Quarterly Budget Review Statements and other Integrated Planning and Reporting Framework requirements.

Finance is a support function for the Council team and is essential in ensuring that the provision of services by Council is cost effective, efficient, and financially sustainable in the long term. Finance is also responsible for aspects of financial governance and is the principal contact for both internal and external audit.

Information Technology

Council's Information Technology (IT) team provides a professional service that supports the needs of staff and Councillors to deliver the IT Strategic Plan and functions with an operational budget of \$291,318. This includes telephone, software/licensing, hardware, mobile devices and Internet services. Third party IT consultants are engaged to deliver various projects including infrastructure upgrades, external websites, telephone and GIS services.

A planned capital budget for 2022/23 of \$94,500 includes projects to improve access control, smart technology and CCTV.

Village Enhancement Program

The Village Enhancement Program budget of \$158,500 which is allocated to local community infrastructure improvement and renewal projects throughout the Shire. Council works with the Village Committees, Progress Associations and Hall Committees to determine those projects funded and for completion, in consultation with the respective Town/Village Community Plans.

The completion of individual Town and Village Community Plans, enables each Town and Village to determine a project list of community, tourism, heritage, cultural, public infrastructure, economic growth and environmental based projects. This program also has provision of \$20,000 for the Blayney Platform Arts Hub.

Council provides an additional \$10,000 which supports both Blayney Town Association and Millthorpe Village Committee for the reimbursement of Association incorporation expenses, Public Liability Insurance and administration costs.

Blayney Town Association	\$5,000
Millthorpe Village Association	\$5,000

Tourism

Council reviewed and adopted the Tourism Destination Management Plan (2019-2023) which aims to promote Blayney Shire to grow the local and visitor economy. Council funds a Manager Tourism & Communications who coordinates activities across Blayney Shire and develops proactive strategies to build the visitor economy in the region. The role has the responsibility of working with local residents, businesses, tourism operators, volunteers, Council committees and community groups to develop a program of activities to promote the region, increase visitation and drive economic growth. Taking a leadership role and sharing expertise, building relationships and capacity of local business and operators to further develop the area.

Our goal is to support an overall Destination NSW objective to increase the number of visitors and extend the length of visitor nights in the local area, region and in NSW. Council plays an active role in driving visitor numbers through a multi-level collaborative strategy with key stakeholders. These stakeholders include local volunteers, individual tourism operators, community and village progress groups, Orange 360, Central NSW Tourism, Destination Network Country & Outback Region, Destination NSW and tourism industry associations.

A number of collaborative marketing campaigns are coordinated and promoted by Council supporting core themes of what the area stands for such as, four distinct seasons, heritage villages, events, art & culture, food & wine, landscape and sporting events.

2022/23 will focus on implementing the Reconnecting Regional NSW – Community Events Program following community consultation and engaging with community groups and creating partnerships with local businesses to set up Visitor Information Outlets which includes updating printed and digital marketing collateral for the Shire.

Ongoing tourism promotions and marketing includes social media (Facebook and Instagram), Australian Tourism Data Warehouse listings, e-newsletters, media relations, advertising, marketing material such as posters, flyers, brochures, tourism videos, maps, banners, tourism billboards, community notice boards, tourism infrastructure including village beautification, TASAC and navigational signage, promotions, events and workshops. Product development and continuous improvement is a focus to improve the visitor experience and encourage return visitation.

Regional partnerships and membership opportunities help to broaden promotional reach to drive the visitor economy and achieves economies of scale. Connections to industry groups, neighbouring Councils, Government Agencies, Central West Business HQ, Arts OutWest and the Regional Tourism Network Destination Country and Outback NSW.

Council is a member of regional tourism groups including Central NSW Tourism which covers 10 Local Government Areas across the Central West.

Blayney Shire Council also commits \$60,000 (plus CPI increase) per annum for 4 years to contribute to the destination marketing organisation for the region. Orange360 is a

partnership with Blayney, Orange and Cabonne Councils with the primary Key Performance Indicator to drive the value of our visitor economy by increasing visitor numbers and the level of activity they enjoy during their stay.

Council also supports the Blayney Shire with community development activities, event management, financial assistance and promotions of key civic events including Carcoar Australia Day, Millthorpe Markets, Newbridge Winter Solstice, Blayney Farmers Markets, agricultural shows, Sculptures by the Bush, Christmas lights decorations, Garage Sale Trail, business workshops and forums.

Blayney Shire Council has a Tourism Development Fund which provides support to both not-for-profit entities and local businesses to host events, produce marketing projects and create tourist attractions aimed to promote to grow the visitor economy in the Blayney Shire. The fund is open to all local businesses (individuals, partnerships and sole traders) and Incorporated Associations who are residents or who conduct their activities in the Blayney Shire Local Government Area.

Blayney Shire Council has a Tourism Marketing and Promotions budget of \$263,639 including the \$60,000 annual contribution to Orange360, \$10,000 for the Tourism Development Program, \$35,000 for marketing and promotions, \$7,500 Central NSW Tourism membership, \$10,000 for events and staffing.

Blayney Shire Visitor Information Centre

Blayney Shire Council works with a team of volunteers from the Blayney Arts & Crafts Council to oversee and manage community and visitor information services at 'The Cottage' at 97 Adelaide Street, Blayney for a cost of \$34,723 per annum. Council supports volunteers with training, marketing material, information sheets, flyers, souvenirs, insurance costs and general support to help promote Blayney and its historic villages. Council supports the volunteer activities of the Information Centre (VIC) and maintains the building and grounds at The Cottage.

The Cottage is also leased, in part, to a local commercial café operation. The net operational budget for the Visitor Information Centre is \$9,848.

Blayney Shire Community Centre

The Community Centre is a multipurpose, fully accessible function centre used for a variety of events including weddings, balls, school and sporting events, meetings, conferences, training and exhibitions. The facility can accommodate a range of different events up to 400 people. Facilities include a commercial kitchen, bar facilities, toilet amenities, stage and dance floor, and audio/visual.

The Community Centre may be configured into two separate meeting rooms (Chambers and Cadia Room) or half hall (Stage Room), if required. Wi-Fi is available to conference and event hirers. Off street car parking is also available.

The Community Centre is regularly booked by various businesses, government agencies, community groups, schools, sporting groups and individuals. Total expenditure forecast for operation of the facility in 2022/23 is \$131,103 and income for 2022/23 is forecast at \$16,700.

Blayney OOSH Services

After School Care or Out of School Hours (OOSH) service is operated in the Blayney Shire and delivered by Cabonne Shire Council. It operates 5 days a week from 3.00pm to 5.30pm during school terms at Blayney Public School and at the Millthorpe School of Arts. Council makes an annual contribution of \$10,000 to assist its retention and sustainability in the Blayney Shire. The service is largely funded by the Australian Department of Education, Skills and Employment via the Child Care Subsidy and administration charges from parents.

Blayney Library

Council maintains the Blayney Library, located at 48 Adelaide Street, Blayney through its partnership with the Central West Libraries, that also delivers library services across Central West NSW in the Cowra, Cabonne, Forbes and Orange local government areas.

Council receives a subsidy of \$80,035 for provision of library services from the State Library of NSW. The library service attracts a budget of \$151,332 (Nett of subsidy) and has grown to provide more than just books to borrow, with modern libraries becoming a vital community asset where all ages can research information, access the internet and obtain social interaction.

Blayney Library carries a range of services for adults and children including:

- Fiction books
- Non-fiction books
- Audio books and magazines
- Online books and magazines
- Large print materials
- Newspapers
- Video collection
- Talking books and music CD's
- Local studies and family history resources
- A ready reference collection suited to homework and general needs.

A number of activities and programs are conducted through the Central West Libraries service to help promote the library services. Membership of the Blayney Library provides access to all Central West Libraries branches and online services.



Youth Development

The Youth Development Program is responsible for encouraging, engaging and empowering youth across the shire, for the continued enhancement of long-term social, economic, and environmental conditions of their community.

The Youth Development program focusses on developing and building upon a culture of a positive youth community.

Council is able to raise community awareness of youth through local community youth-led action by:

- Engaging the youth in community decision making processes
- Advocating with and for young people relating to youth issues
- Identifying and addressing service gaps
- Creating connections between the youth of the Shire
- Working with young people at a community leadership level.

A major focus each year is the facilitation of youth activities to celebrate Youth Week across the Shire, funding of which is provided by the NSW Government and Council. The allocation for Youth Week is \$5,254 offset by a 50% subsidy each year and is dedicated to the Youth Week Grants program. This program enables community organisations across the local government area to seek grants for worthy projects that engage youth and provide young people with an opportunity to express their views and act on issues that impact on their lives.

CentrePoint Sport & Leisure Centre

In 2020 Blayney Shire Council completed a \$4.8 million aquatic upgrade of the Blayney CentrePoint Sport and Leisure Centre (CentrePoint). The purpose of the aquatic upgrade was to renew and upgrade the swimming pools constructed in 1966; and the associated plant infrastructure and amenities of the Leisure Centre.

Key features of the aquatic upgrade included; renovation of toilets and change rooms, new pre/post shower area and raising the water level of all 3 pools to concourse level.

Accessibility was significantly improved through the installation of a new pool pod to the 25m pool, construction of a compliant access ramp to the middle pool and new unisex accessible toilet facilities which are also family change rooms.

Behind the scenes, the upgrade included a complete upgrade of the plant room and all pipework, installation of a new, modern water disinfection/filtration plant and the ability to separate the temperature control for each of the 3 individual pools.

Lap swimmers can now swim at the recommended 26° and the middle pool can enjoy water exercise and hydrotherapy up to a maximum 32°. The warmer water in the middle pool now comfortably caters for water aerobics and Learn to Swim classes; helping to prevent chattering teeth from the cold during lessons. The new toddler pool incorporating an aqua slide tower which assists and encourages younger children to experience water in a safe, interactive and fun environment.

With completion of the aquatic upgrade Blayney Shire now boasts one of the most modern and accessible aquatic facilities in regional NSW. The facility is fast becoming a destination, attracting patrons from Blayney, its villages and the wider region.

Council in addition to committing the investment for the aquatic upgrade project, also requested an operational review of all services and operations at CentrePoint be undertaken and completed whilst the aquatic area was closed for the upgrade. Council was concerned with declining membership numbers and financial impost of CentrePoint on Council operations as a whole. The review whilst the facility was closed provided an opportunity to identify efficiencies and consider means of increasing membership, users and revenue.

The operational review acknowledged whilst many Council's own and operate swimming pools (particularly outdoor ones for 6 months of the year), it is rare for a small rural Council like Blayney Shire to own and operate an entire indoor; aquatic Centre, sporting facilities and gym facilities in one complex which is open all year round.

The operational review concluded if Council retained the management, CentrePoint would not maximize or reach its full potential for; patrons, the community or Council.

Council subsequently resolved at the June 2020 meeting to appoint YMCA with a licence to provide the operational management of CentrePoint Blayney in 2020/21 with an option for 2021/22.

YMCA have created a culture and platform of industry specialist guidance and direction too existing local staff which is benefiting the health and wellbeing of Blayney Shire residents, particularly post COVID restrictions. Engagement of YMCA to provide operational management has introduced aquatic and leisure Centre expertise which has resulted in an increase in patronage and significantly improved financial performance of CentrePoint.

Learn to Swim enrolments have significantly increased from a budgeted 332 children to 537 children currently participating in the Learn to Swim and Squad programs. Swimming Pool visitation has also grown significantly.

The net operational cost of this facility including utilities and depreciation forecast for 2022/23 is \$945,646

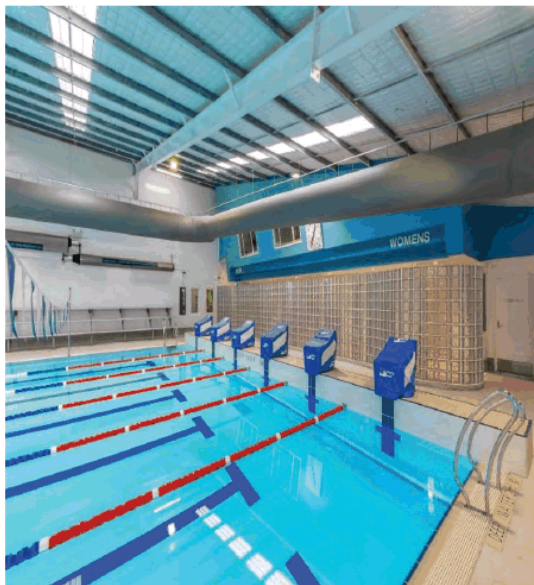
In 2021, Council undertook the \$1.8 million stage 2 – sustainability upgrade works, including;

1. Roofing works

- Installation of a new of new commercial grade thermally insulated roofing panel (3,200m²) with an R value of 4,
 - Installation of new fascia, gutters and flashings
 - Installation of new thermally efficient skylights over the pool hall
2. Electricity consumption improvements
 - Installation of 70kW PV Solar system to offset electricity consumption
 - Alteration of the heating parameters and cycles for the pool water heat pumps
 3. Water harvesting works;
 - a. Installation of new downpipes and stormwater pipes
 - b. Installation of 150,000L water tanks
 - c. Connection of water tanks to pant room and/or Carrington Park sprinklers
 4. New automatic sliding front entry doors.

The stage 2 works are forecast to save Council a minimum of \$49,574 annually in utility expenditure (electricity, gas and potable water).

Council at the March 2022 meeting resolved not to proceed to invite tenders for the operational management of CentrePoint due to extenuating circumstances (COVID 19 public health order impacts and stage 2 roof closure impacts) and to extend the current Management Agreement with YMCA, for a period of 2 years until 30 June 2024.



Sports and Oval Facilities

Council maintains many recreational facilities that allow for the enjoyment of community and sporting associations, with a net Operational budget of \$529,856. The level of service may vary depending on the season and number of sporting events held. In summer months, irrigated sporting fields have increased mowing requirements for example.

There are varying levels of amenities that determine what the facility can cater for as outlined in the following table:

Facility	Service Description	Amenities and Facilities provided	What Council is responsible for	Annual Cost Exc. Depreciation
King George Oval Blayney	Premier	<ul style="list-style-type: none"> - 2 irrigated fields - Turf wicket - 2 Grandstands - Track and Field facilities - Lighting - Scoreboard - Canteen - Toilets - Change Rooms 	<p>Weekly</p> <ul style="list-style-type: none"> - Mowing - Ground preparation - Line marking - Irrigation inspection and maintenance - Toilets/Change rooms cleaning - Grandstand and surrounds <p>Generally serviced weekly, more subject to booked events Annual soil amendments (Fertiliser / Top-dress)</p>	\$115,600
Redmond Oval Millthorpe	Premier	<ul style="list-style-type: none"> - Lights - 1 irrigated field - Synthetic wicket - 2 Practice nets - Lighting - Canteen - Toilets - Change Rooms - BBQ's - Playground - Skate Park - 2 Tennis 	<p>Weekly</p> <ul style="list-style-type: none"> - Mowing - Ground preparation - Line marking - Irrigation inspection and maintenance - Change rooms <p>Daily</p> <ul style="list-style-type: none"> - Toilet cleaning <p>Generally serviced weekly, more subject to booked events Annual soil amendments (Fertilizer / Top-dress)</p>	\$63,000

Facility	Service Description	Amenities and Facilities provided	What Council is responsible for	Annual Cost Exc. Depreciation
Napier Oval Blayney	Main	<ul style="list-style-type: none"> - 2 irrigated fields - Synthetic wicket - Lighting - Toilets/Change Rooms 	<p>Weekly</p> <ul style="list-style-type: none"> - Mowing - Ground preparation - Line marking - Irrigation inspection and maintenance - Toilets / Change rooms cleaning <p>Generally serviced fortnightly, more subject to booked events and season</p>	\$19,000
Dakers Oval Blayney	Main	<ul style="list-style-type: none"> - 1 field - Synthetic Wicket - 3 practice nets - Toilets/Change Rooms 	<p>Monthly</p> <ul style="list-style-type: none"> - Mowing Ground preparation <p>Daily</p> <ul style="list-style-type: none"> - Toilets / Change rooms cleaning <p>Generally serviced fortnightly, more subject to booked events and season</p>	\$42,000
Blayney Showground	Main	<ul style="list-style-type: none"> - 1 irrigated field - Multiple playing fields - Toilets - Showers - Canteen - Kitchen - Harness racing track - Central West Equestrian and Livestock Centre encompassing: <ul style="list-style-type: none"> o Covered equestrian and livestock 	<p>Fortnightly / Monthly</p> <ul style="list-style-type: none"> - Mowing - Ground preparation - Line marking - Irrigation inspection and maintenance <p>Weekly</p> <ul style="list-style-type: none"> - Toilets cleaned - Equestrian arena preparation on an as needs basis <p>Bi monthly</p> <ul style="list-style-type: none"> - Mowing and inspections main surrounds/livestock and equestrian areas <p>Generally serviced monthly, more subject to booked events and season</p>	\$117,100

Facility	Service Description	Amenities and Facilities provided	What Council is responsible for	Annual Cost Exc. Depreciation
Carcoar Sportsground	Local	<ul style="list-style-type: none"> - 1 field - Lighting - Toilets - Change Rooms - Multi-purpose court - Playground - BBQ 	<p>Daily</p> <ul style="list-style-type: none"> - Toilets cleaned <p>Monthly</p> <ul style="list-style-type: none"> - Mowing <p>Generally serviced monthly, more subject to season, line marking dependent upon booked events</p>	\$5,000
Lyndhurst Recreation Ground	Local	<ul style="list-style-type: none"> - 1 field - Synthetic wicket - 2 Practice nets - Multi-purpose court - Playground - Toilets - Canteen - Dump Point - BBQ 	<p>Weekly</p> <ul style="list-style-type: none"> - Toilets cleaned <p>Monthly</p> <ul style="list-style-type: none"> - Mowing - Dump Point emptied when required <p>Generally serviced monthly, more subject to booked events</p>	\$15,000

User Agreements are entered into with individual sporting clubs / associations for each facility identifying the period / time of use and fees paid in accordance with Council's fees and charges.

User fees are determined based upon Council's pricing principal to recover a minimum 8% of the annual operations cost for the individual facility.

Parks and Open Spaces

Council manages a total of 15 Parks and 16 Open Spaces across the Shire. Council's budget allocation excluding depreciation for these works is \$993,954. Council focuses its efforts on parks, with cleaning of amenities, maintenance of play equipment, soft fall, tree pruning, weed management, and mowing.

Carrington Park, Redmond Oval and Heritage Park are inspected weekly. All others are inspected monthly.

Council's secondary focus following its established parks is the maintenance of the various open spaces across the Shire. Council's maintenance of these areas consists of

mowing/slashing, tree pruning, and weed management. Council endeavours to keep these areas tidy, as they are often located towards the entrances of town. Due to the varying growth rates depending on the given season, and the ability to access these during wet periods, areas may go unmaintained for a number of months as Council focuses on its Parks and Sporting facilities.

Cleaning of toilets, BBQs and removal of rubbish is undertaken on a daily or weekly basis on weekdays only. Any weekend or additional cleaning is on an as needed basis subject to special events, where Council has been notified and suitable arrangements put in place.

Environmental plantings and regeneration programs are an important component of many of the town and village parks, along creeks, adjoining native vegetation areas and open reserves including Pound Flat in Carcoar, cemeteries and the open space corridors from Dakers Oval to Heritage Park.

Street verges across the Shire are the responsibility of the property owner to maintain. Depending on the growth rate through the season, and availability of resources, Council may undertake some maintenance of verges throughout the Shire on an ad-hoc basis. This work is specifically excluded in Council's annual plan and is only undertaken as resources allow.

Trees are inspected and audited with pruning undertaken on an annual basis where required. New trees are regularly watered and community support is essential with watering for longevity and survival of new plantings.



Parks and Open Space	Playgrounds	Public Toilets and/or BBQs
Town or Village and Service Regime		
Blayney – Daily (cleaning and maintenance)		
– Heritage Park	– Heritage Park	– Heritage Park
– Carrington Park	– Carrington Park	– Carrington Park
Blayney – Weekly (cleaning and maintenance)		
– Albert Cook		
– Innes Park		
– Gilchrist Street		
– CentrePoint		
– Billy Soo		
– Church Hill		
– Frog Hollow		
– Medway Street		
– Cowra Road		
– Bathurst Road		
– Orange Road		
– Industrial Area		
– Depot		
– Hobbys Yards Road		
– Council office precinct		
– Presidents Walk		
– Goose Park		
– Belubula River Walk		
– Blayney Tennis Court Surrounds		
Millthorpe - Daily (cleaning and maintenance)		
– Redmond Oval	– Redmond Oval	– Redmond Oval
		– Railway Station
Millthorpe - Weekly (cleaning and maintenance)		
– Mill Green		
Neville - Weekly (cleaning and maintenance)		
– Memorial Park	– Memorial Park	– Memorial Park
Newbridge - Weekly (cleaning and maintenance)		
– Showground	– Showground	– Showground
Barry - Weekly (cleaning and maintenance)		
– Community Hall	– Community Hall	– Community Hall
Mandurama		
– Recreation Ground	– Recreation Ground	– Recreation Ground
Carcoar - Daily (cleaning and maintenance)		
– Sportsground	– Sportsground	– Sportsground
– Kurt Fearnley	– RFS Fire Shed	– Kurt Fearnley
– RFS Fire Shed	–	– RFS Fire Shed
– River Park		
– Pound Flat		
Lyndhurst - Daily (cleaning and maintenance)		
– Capital Park	– Capital Park	– Capital Park
– Recreation Ground		– Recreation Ground

Roads

Roads within the shire are maintained by Council subject to the road classification and condition hierarchy and service level.

In 2022/23 Council has forecast funding for roads via the following:

Federal Financial Assistance Grant (FAG's) Roads Component	\$941,591
Federal or State Government Capital Project Grants	\$1,982,914
Transport for NSW (TfNSW)	\$345,000
Mining Special Rate Variation (SRV)	\$1,731,375
TOTAL	\$5,000,880

Council has submitted joint applications with Bathurst and Cabonne to the Independent Panel for the Regional Road Transfer and NSW Road Classification Review, proposing the reclassification of Hobbys Yards Road from Regional Road to State Road status, and Vittoria Road from Local Road to Regional Road status.

Local Roads – Sealed

Blayney Shire Council has full responsibility for maintenance of local roads with funding sourced from the Federal Financial Assistance Grant's (FAG's) Roads Component, Federal Roads to Recovery and Council Rates including the Mining Special Rate Variation (SRV). In addition to these recurrent funding sources, Council also seeks and receives grant funding for specific projects from State and Federal Governments, and industry partners.

There is 337km of sealed Local Roads in Blayney Shire, the major ones being Forest Reefs Road, Vittoria Road, Mandurama Road, Newbridge Road, Barry Road, Moorilda Road, and Browns Creek Road. In 2019/20 Council undertook a condition assessment of the entire local sealed road network. The assessment determined the condition of the underlying pavement and the road seal condition. The next condition assessment is scheduled for September 2022.

The pavement conditions within Council's sealed road network assessed in late 2019 were as follows:

Rating	What does this mean	% of Road Network	Total km
1	As New: New or recently constructed pavement.	28.4	95.5
2	Good: Requires only minor maintenance (pot hole patching) plus planned maintenance (drainage).	65.4	220.4
3	Fair: Requires ongoing significant maintenance (heavy patching / sealing)	5.1	17.1
4	Poor: Significant renewal (structural rehabilitation / extensive heavy patching) required and sealing.	1	3.4
5	Very Poor: Requires full rehabilitation / reconstruction (drainage and seal).	0.2	0.5

The seal conditions within Council’s network were assessed as follows:

Rating	What does this mean	% of Road Network	Total
1	As New: New or recently placed seal.	70.4	236.2
2	Good: Requires only minor maintenance (pot hole patching)	16.1	54
3	Fair: Requires ongoing significant maintenance (pot hole patching) and resealing required in short term.	6.5	21.7
4	Poor: Significant renewal (new seal) required	4.8	16
5	Very Poor: requires full rehabilitation. Likely to require pavement rehabilitation also).	2.4	7.9

The condition assessment is programmed to be undertaken again as part of the 2023/24 Operational Plan, and on a three yearly cycle thereafter.

Between cycles, Council regularly undertakes inspections of the network to review priorities based upon the road segment condition for pavement and seal. This further enables Council to better target renewal/rehabilitation works that may include:

- Rehabilitation/reconstruction
- Resealing
- Heavy patching
- Line marking

The objective of Council’s Operational Plan is to ensure that the condition of the overall network is rated as 3 or better.

In 2022/23, Council will refine the Roads Strategy to improve its identification/prioritisation of capital renewal/rehabilitation works. The Roads Strategy assesses and rates roads according to the following factors:

- Road Hierarchy
- Traffic volume, including Heavy Vehicle usage
- Road width
- Whether it is a bus / school bus route
- Road crash data and risk profile
- Route function (i.e. through road or not)
- Speed environment, and
- Road condition, including maintenance costs

Planned maintenance is used to minimise any decline in the condition ratings across the network. Routine works include:

- Pothole patching
- Tree maintenance
- Slashing
- Guidepost replacement
- Sign maintenance
- Drainage maintenance
- Culvert maintenance
- Shoulder maintenance

In 2022/23, Council has allocated funding for the following works:

- The continued rehabilitation of Carcoar Street Blayney - \$932k (Total project budget is \$2.97 million and commenced in 2020/21)
- Carbine Road - \$1.15 million
- Rehabilitation/heavy patching of 3.7km of Panuara Road at a total budget of \$1.92 million
- 4kms of heavy patching
- Resealing of up to 19km of roads

Local Roads – Unsealed

The next level of road are Local Roads - Unsealed which Blayney Shire Council also has full responsibility of, with funding sources including the Federal FAG's Roads Component, Federal Roads to Recovery funding and Council Rates including the Mining SRV. There is 348km of unsealed Local Roads in Blayney Shire the major ones being Neville-Trunkey Road, Old Lachlan Road, Beneree Road, Gap Road and Village Road.

The capital works program of sealing those unsealed roads which have been determined as strategically significant is funded from the Mining SRV and NSW Government.

The sealing of unsealed urban roads is not considered in the Roads Strategy, but annually by Council on a case by case basis.

Similar to the sealed network, Council regularly undertakes inspections and assesses each roads ride quality, % gravel remaining, and the cross-section profile of the road. These three factors are aggregated to determine the overall condition of the road. Given the sometimes rapidly changing condition of an unsealed road due to factors such as persistent heavy rain, works are determined on an ongoing basis utilising the best information available at that time. To minimise the cost of constantly moving equipment around the Shire, Council crews also conduct maintenance works in the nearby vicinity as a proactive 'stop gap' measure before they reach the intervention level. However, this does not necessarily mean that all roads in an area will receive maintenance at that time.

Council has budgeted this current financial year an allocation of \$600,800 for the maintenance grading of unsealed roads, and \$390,000 for gravel re-sheeting. This money is predominately utilised for the gravel re-sheeting works across the network and Council is able to deliver approximately 22 kilometres of gravel re-sheeting and 390 kilometres of maintenance grading throughout the year. We have one full time Road Maintenance crew, which includes a Grader, Roller, Water Cart and Traffic Control support as required.

Whilst there is no set frequency for grading, generally it would vary from once every 3-4 months for a major route, to potentially up to 3-4 years for some of the minor roads. Council's methodology for maintenance of unsealed roads is to intervene when a road reaches a particular condition level, depending on the classification. To facilitate this, Council undertakes routine inspections of its gravel road network, with inspection times varying from 2 to 6 months.

Specific complaints regarding road conditions prompts a reinspection, so Council encourages property owners to report a hazard or deterioration of a gravel road so that repair works may be scheduled. Road safety is a key priority of Council and staff continually conduct regular maintenance works and look for innovative ways to improve the quality of our roads whilst striving to find efficiencies that add value for money to our rate dollar.

In 2022/23, Council will continue to refine the Roads Strategy to improve its appraisal of upgrade works to the unsealed network.



Regional Roads

There are 44.2 km of Regional Roads of which the maintenance, and repair is funded by the NSW Government and some contribution from Council. These roads are the arterial roads between regional centres, and heavy freight routes. Council's Regional Roads are Hobbys Yards Road, Belubula Way, Marshalls Lane and Gerty Street (serving the intermodal facility).

Council receives contributions for these roads, which cover a large proportion of the required expenditure. An annual allocation of approximately \$345,000 is provided for maintenance on these roads. This money covers pothole patching, slashing, sign and guidepost maintenance, heavy patching, reseals, and contributes to larger reconstruction projects.

There is also an annual competitive funding program for reconstruction projects. Council submits proposals to this program every year, with funding awarded based on a value system. Council has submitted a proposal for \$700,000 in 2022/23 to replace the culvert over Icely Creek on Belubula Way. Council's Roads Strategy includes the appraisal of the Regional Roads network.

In 2022/23, Council has allocated funding for the following works:

- The replacement of the culvert over Icely Creek on Belubula Way.

State Roads

Council does not maintain the State Roads within the Blayney Shire Council area. Both the Mid-western Highway, and Orange Road are managed and maintained by Transport for NSW.

Street Lighting

Council is responsible for the operational costs associated with street lighting within the Blayney Local Government Area. The asset and maintenance of the street lighting network are the responsibility of the electricity network provider, Essential Energy.

The street lighting luminaires are LED and provide a more sustainable and greener solution to traditional luminaires.

The forecast operational budget for 2022/23 is \$78,000.

Footpaths

Council maintains a 37km network of footpaths and shared paths, which increased by 1km over the last year. Minor maintenance repairs include; concrete grinding, minor slab replacements (generally less than 2 metres) and vegetation control. The objective of these maintenance activities is to remove trip and slip hazards, control vegetation encroachment and minimise edge drops within a pathway segment.

The whole footpath network is inspected annually to identify maintenance issues and provide a condition rating for each segment of footpath. The CBD areas of Blayney and Millthorpe are assessed twice yearly. Maintenance issues are assessed and repaired on a risk management basis, in accordance with the Statewide Mutual Best Practice Manual; Footpaths (Nature strips, medians and Shared Paths). Maps of each village and town identifying strategic projects are presented in Council's long term Active Movement Strategy.

The forecast operational budget including depreciation is \$123,700. A capital budget totalling \$2,661,192 is divided into Renewals (\$48,737) and New/Upgrade works (\$2,612,455), including \$471,200 for Stage 4 of the Belubula River Walk, extending from Stage 3 at Charles St to Stillingfleet St and Heritage Park. This will provide an additional 405 metres of new shared pedestrian access within our town and villages.

Sewerage Services

Blayney Shire Council has sewerage networks in both Blayney and Millthorpe with an operational budget of \$1,702,663. These systems currently service a population of approximately 4,000 people.

It is the Council's responsibility to ensure both human health and the environment are protected from wastewater produced through our sewerage system. The NSW Environmental Protection Authority (EPA) require Council to have a license to enable discharge of the sewage to the environment. However, the sewage must go through a treatment process and meet key criteria prior to discharge into the environment. The EPA Licence outlines the criteria the treatment process and the locations for discharge.

The Blayney Sewerage Treatment Plant (STP) is located on the southeastern outskirts of Blayney on Hobby Yards Road. The STP receives sewage from both Blayney and Millthorpe sewerage networks. On an average dry day, the STP treats approximately 800 kilolitres.

The original STP was constructed in 1966 and included a Biological filter (trickling filter) with a capacity of 2,100 equivalent persons (EP). The old system was replaced by an Intermittently Decanted Extended Aeration, activated sludge treatment plant in 1989, with a capacity to extend to 7,000 EP. The STP fully treats all predicted inflows to comply with the EPA licence targets, and has excess capacity based on future design load.

Once treated the sewage is known as treated effluent, and subject to relevant approvals and treatment processes can be reused for a variety of purposes. Council, under an agreement previously supplied treated effluent to Newcrest, however in 2019 this agreement ceased and Council redeveloped the old wetlands to further treat the effluent before discharging to the Belubula River. Council now has a recycled water treatment plant that further processes the treated effluent and provides recycled water for construction purposes and irrigation water to Napier and King George Ovals.

Each year, Council is required to submit an annual report to EPA on performance and compliance of the STP and sewer network, in accordance with its licence conditions. A fee is charged to property owners within the area serviced by the system, to enable Council to deliver this service to the community. Fees are identified in Council's Annual Fees & Charges.

In 2014, Council completed a Strategic Business Plan (SBP) for the sewerage services of the Shire. This plan helps to identify the level of service, management and financial planning to operate and maintain the sewerage network. The SBP identifies a 30 year Capital Works Program to renew ageing infrastructure. The SBP was programmed for review in 2018/19, however is now to be undertaken in 2022/23.

The sewerage infrastructure capital works budget for 2022/23 is \$190,468. The major project for the year is telemetry upgrade budgeted to cost \$75,000. Renewal works are expected to continue to include CCTV of our gravity network to identify suitable locations for pipe relining and manhole repairs.

Blayney Waste Facility

There is one operational waste facility within the Shire, the Blayney Waste Facility, which is located at 4165 Mid-Western Highway, Blayney. The Blayney Waste Facility is open 7 days a week, excluding Christmas Day, New Year's Day, Good Friday and Easter Sunday.

Fees and charges for both domestic and commercial waste collection, tipping fees and waste management levy are presented in the Fees and Charges sections later in this document. The operational management of Blayney Waste Facility is under contract to Hadlow Earthmoving until 30 June 2028.

In July 2018, a Waste Management Levy was introduced to all properties which more equitably shares the operational cost for Waste Management Services across the Blayney Shire to all ratepayers. The levy contributes towards costs of operating the Blayney Waste Facility, processing of materials, disposal of rubbish in public litter bins, Village recycling bins and the cost increase to process recyclable materials, being incurred not only at a local but global level.

The Waste Collection Service (WCS) comprises of a weekly waste collection service and a fortnightly recycling collection service to 2,966 premises (both domestic and commercial) throughout the Shire. An annual Bulky Waste collection is also provided to the properties that have the WCS. The WCS is provided to Blayney and all villages

throughout the Shire and rural premises along the collection runs between each village and is currently contracted to JR Richards until April 2026.

Council must meet all environmental compliance standards and guidelines for all waste facilities and collection services which is licenced and regulated by the NSW Environmental Protection Authority (EPA).

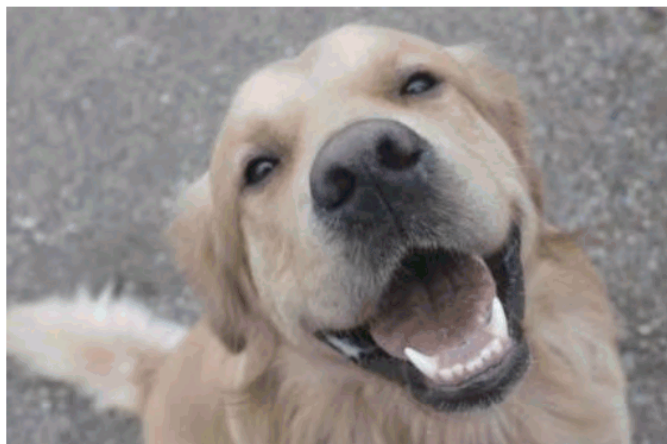
Council is a voluntary member of NetWaste, formed as a voluntary regional waste group in 1995 to provide a collaborative approach to waste and resource management. NetWaste comprises 25 member councils. NetWaste oversees various regional waste related contracts including; landfill monitoring, timber and green waste mulching, e-waste collection, chemical collection, recyclables collection and steel metal collection on an as needs and project basis.

Waste Services operates on a full cost recovery basis from user charges to fund all operating and capital expenditure, in addition to provision for future landfill remediation expenses. The forecast total cost in 2022/23 for Waste Services is \$1,533,042 with an estimated projected income total of \$1,537,634. An externally restricted reserve is held to fund waste related activities, capital projects and landfill remediation and has a current balance of \$992,182.

Animal Control

Council operates an animal pound within the Shire and also maintains a stock impound facility. The Animal Control function is coordinated by Council's Ranger who undertakes a wide range of duties including animal control, daily operation and maintenance of the pound and regulation of companion animals and off-leash areas.

The forecast operational budget for 2022/23 is \$108,054.



Town Planning

Council's Planning & Development team are responsible for leading, planning, delivering and managing development control in the Blayney Shire. The overarching legislation for planning in NSW is the Environmental Planning and Assessment Act. In 2021, Council received, assessed and determined, 186 applications with a combined value of \$39.8m (note: 1 DA was \$18m).

During 2021, Council responded to 535 preplanning enquires and issued 326 planning certificates.

The Planning & Development team are also responsible for strategic planning. Strategic Planning includes preparation of key strategic planning documents including; Planning Proposals, Blayney Cabonne & Orange Subregional Rural and Industrial Lands Strategy, Blayney Settlement Strategy, Local Strategic Planning Statement, Community Participation Plan, Development Control Plan.

The forecast operational budget net of income for 2022/23 is \$183,105.



Cemeteries

Council is responsible for the management of 7 cemeteries, with niche walls located for ashes in 6 sites. Council is also responsible for the maintenance, interments, record keeping and liaison with funeral directors in relation to these cemeteries.

Cemeteries are mown once a month, and increased depending on season and subject to funerals as required with a more flexible approach provided to meet residents and family needs.

Cemeteries cared for and maintained by Council include Blayney, Millthorpe, Carcoar, Lyndhurst, Hobbys Yards, Neville, and Newbridge. Council also maintains Shaw cemetery that is no longer in service.

The forecast operational budget net of income for 2022/23 is a \$15,205.

Health & Food Control

Council employs staff who specialise in environmental health activities to carry out a broad range of inspections from an educational and enforcement perspective.

Council has been a part of the NSW Food Regulation Partnership which was introduced in NSW in 2003. The Partnership defines the responsibilities of the New South Wales

Food Authority and NSW Councils in relation to food safety issues.

Blayney Shire Council, as a Category B Council, is required to conduct inspections of retail food businesses to ensure compliance with the Food Act 2003 and Food Safety Standards 3.2.2 and 3.2.3

The forecast operational budget net of income for 2022/23 is \$9,673.

Priority Weeds

Upper Macquarie County Council are responsible for weed control and management in the Blayney Shire. Upper Macquarie County Council is a single purpose local government authority, established by the under s.387 of the Local Government Act 1993, as the control authority for biosecurity weed threats (formerly known as noxious weeds) that also encompass the areas of Bathurst Regional, Lithgow City and Oberon Councils.

The County Council covers a region of approximately 13,500 square kilometres with a population of over 77,000 people in a very diverse area which includes productive agricultural lands, forests and large areas of national park.

Council pays an annual contribution for this function and the forecast operational budget for 2022/23 is \$99,347.

Contributions to Emergency Services

Blayney Shire Council contributes to the Rural Fire Service (RFS) and the State Emergency Service (SES) for their role within the Local Government Area. This is as part of a partnership with various government agencies in relation to disaster planning and emergency response.

- The forecast 2022/23 annual contribution for RFS is \$315,000.
- The 2022/23 annual contribution for SES is \$44,929.

Council has a Local Emergency Management Committee that is currently chaired by Council's Director Infrastructure Services, who also provides executive support to the Committee as the Local Emergency Management Officer (LEMO). The role of the LEMO is to advise, support and assist the Local Emergency Operations Controller, to monitor, control and coordinate emergency response operations as necessary.

Community Financial Assistance Program – S.356 Donations

Blayney Shire Council has developed the Community Financial Assistance Program to assist the not-for-profit groups that offer a significant contribution to the social, economic and/or environmental well-being of the community. Under s.356 of the Local Government Act, Council may, in accordance with a resolution of Council, contribute money or otherwise grant financial assistance to persons for the purpose of exercising its functions.

Financial assistance to community organisations is provided in 2 categories:

- a) Recurrent Annual Donations. These are donations made to community organisations on an annual basis to assist financially with specified outgoings (such as public liability insurance), the waiver of council rates and charges, a school activity, or the holding of a regular community event or cultural activity.

The amount of these donations for each organisation or event is approved by Council in its annual budget contained in the Operational Plan, as listed later. The General Manager may approve other donations to an organisation or event under delegated authority, provided the donation is consistent with the guidelines, within budget and reported to Council via the next available Financial Assistance Committee meeting.

- b) One-off financial assistance. This assistance is provided for projects involving the construction, maintenance or repair of community facilities, purchase of equipment, or organising and conducting of local events and functions. In each case having demonstrated broad community benefit and support. Under this category community organisations are eligible to receive Council funding via a competitive submission process. Applications are called in November and May via a public notice published in the local newspaper and on Council's website / social media channels.

Council has budgeted \$100,000 towards the Community Financial Assistance Program with funding supplemented from unexpended funds from previous years as required. The prior year unexpended funding component is anticipated to be approximately \$32,000. An amount of \$55,000 is allocated per the following table of financial assistance for 2022/23 while \$45,000 is proposed for distribution in the 2 rounds to be offered in 2022/23.

COMMUNITY FINANCIAL ASSISTANCE PROGRAM - 2022/23

The below legend relates to the types of assistance proposed.

Legend	
D= Waste Service Charges	S= Sewer Connection Charge
W= Waste Levy/Availability charge	S (50%)= 50% Sewer Connection Charge
R= Council Rates	I= Financial Assistance for Public Liability Insurance
E= Events support	O= Other

INSURANCE CONTRIBUTIONS		
Recipient	Type	Contributions
Lyndhurst Soldiers Memorial Hall	I	1,120
Newbridge Progress Association	I	870
Millthorpe School of Arts	I	900
Blayney Shire Arts & Craft Inc.	I	700
Hobbys Yards Community Association	I	1,110
Blayney Shire Community Mens Shed (50% contribution)	I	340
Millthorpe & District Historical Society	I	315
Barry Progress Association	I	700
		\$6,055
SCHOOL AWARDS & SPORTING RELATED ASSISTANCE		
Recipient	Type	Contributions
Millthorpe Primary School	A	100
St Joseph's Primary School Blayney	A	100
Blayney Public School	A	100
Blayney High School	A	100
Carcoar Public School	A	100
Neville Public School	A	100
Lyndhurst Public School	A	100
Mandurama Public School	A	100
Sporting Related Financial Assistance	A	1,000
		\$1,800
RATES AND CHARGES CONTRIBUTIONS		
Recipient	Type	Contributions
Carcoar Dam Sailing Club Incorporated	RW	530
Carcoar Historical Society	RW	845
Hobbys Yards Hall	RW	675
Mandurama CWA	RW	605
Stringybark Craft Cottage/ Gladstone Hall	RW	675
Tallwood Hall	R	722
Orange RSL (Blayney RSL Hall)	RSW	1,905
Millthorpe CWA	R/S	1,890
Carcoar School of Arts	RW	820
Lyndhurst Soldiers Hall	RW	680
Millthorpe & District Historical Society	RSW	4,880
Millthorpe School of Arts	RSW	2,250
Anglican Church Blayney	S (50%)W	385
Anglican Church Millthorpe	S (50%)W	445
Catholic Church Blayney	S (50%)W	385
Catholic Church Blayney (Old Church)	DW	164
Presbyterian Church Blayney	S (50%)W	445
Uniting Church Blayney	S (50%)W	445
Uniting Church Millthorpe	S (50%)W	445
Neville Hall Trust	DW	170
Mandurama Public Hall Reserve	DW	170
St Andrews Prebsyterian Church – Mandurama	W	44
St Davids Prebsyterian Church – Moorilda	W	44
Neville Prebsyterian Church – Neville	W	44

St Pauls Carcoar Community Facility	W	164
Carcoar P&H Society	W	44
Carcoar Historic Reserve Trust (Carcoar Courthouse)	W	940
		\$20,811
COMMUNITY EVENTS/CULTURAL ACTIVITIES		
Recipient	Type	Contributions
Lifeline Central West	O	500
Bathurst Broadcasters (Blayney Sports Awards)	O	1,000
CWA - Central West Group - Schools Public Speaking Competition	O	300
Blayney Shire Community Mens Shed (Licence rental)	O	535
Lyndhurst RSL - Anzac Day (Band)	E	650
Lyndhurst RSL - Remembrance Day (Band)	E	150
Textures of One Acquisitive Prize	E	1,000
Blayney Community Baptist Church (Carols at Carrington)	E	1,000
Newbridge Progress Association (Winter Solstice - Portaroo hire)	E	1,830
Carcoar Village Association (Australia Day Fair)	E	940
Carcoar Hospital Museum (Down to Earth Gardening Expo - Seats)	E	275
Carcoar P&H Association (Mowing & Waste Services - Show)	E	850
Blayney A&P Association (Waste Services)	E	485
Newbridge Swap Meet (Waiver of Council services)	E	285
Newbridge Winter Solstice (Waiver of Council services)	E	1,240
Neville Showground Trust (Mowing services - Show)	E	830
Neville Showground Trust (Mowing services – Horse sports event)	E	1,800
Millthorpe Markets (2 events - Waiver of Council fees)	E	2,000
MillFest (Waiver of Council fees)	E	1,000
Millthorpe Fire Festival (Waiver of Council fees)	E	920
Orange RSL / Lyndhurst RSL (Traffic Management)	E	1,060
Bathurst Old Boys Rugby Union (Carcoar Sportsground)	E	475
St Joseph's Primary School - Grandparents Day (Comm. Centre Hire)	E	183
Can Assist Annual Fundraiser (Community Centre hire)	E	291
Can Assist (Meeting venue hire)	E	561
Blayney Shire Arts & Craft Inc. (Meeting venue hire)	E	561
Probus Club of Blayney (Meeting venue hire)	E	561
Lee Hostel (Community Centre hire)	E	561
Food of Orange District Inc. - Autumn Grazing (Comm. Centre Hire)	E	678
Heritage Schools Art Show (Meeting venue hire)	E	549
Blayney Woolcraft and Hobby Group (Meeting venue hire)	E	1,020
Blayney Red Cross (Meeting venue hire)	E	561
Blayney Local and Family History Group (Meeting venue hire)	E	561
Blayney A&P Association (Meeting venue hire)	E	561
Inner Wheel Club of Blayney (Meeting venue hire)	E	561
		\$26,334
TOTAL		\$55,000

Council also has the following programs that offers assistance in the form of grants:

- Tourism Events Development Fund \$10,000
- Youth Week Grants Program \$ 5,000
- Heritage Assistance Fund \$12,000

Framework – Community Strategic Plan (CSP)

The Community Strategic Plan (CSP) is a community document with priorities and aspirations for the future of the Shire for the next 10 years. Following the extensive community consultation with local residents undertaken in 2017, at various stages with our review of the Village Plans in 2021, recent Millthorpe and Blayney Mainstreet Masterplans in 2022; and the 319 respondents to our Council Services survey in 2021, a review of the Blayney Shire CSP 2018 has been completed.

The vision established for Blayney acknowledges our communities; of the town, villages and settlements as supportive and welcoming to those who live here and also those who visit. With beautiful and productive landscape, a showcase of how agriculture, mining and industry can work together for the greatest good. An area where there is both space and time to make and live your dreams!

Sourced from local level Town and Village Community Plans, Council's Local Strategic Planning Statement, Settlement Strategy, Sports and Recreation Masterplan, Active Movement Strategy and many other strategic planning documents of the Blayney Shire the collective aspirations and objectives are grouped into a number of overarching strategies categorised under the themes of:

1. Maintain and Improve Public Infrastructure and Services
2. Build the Capacity and Capability of Local Governance and Finance
3. Diversify and Grow the Blayney Shire Local and Visitor Economy
4. Enhance facilities and networks that support Health and Wellbeing of the Community, Sport, Heritage and Cultural interests
5. Protect Our Natural Environment

The CSP essentially addresses four key questions for the community:

- Where are we now?
- Where do we want to be in ten years' time?
- How will we get there?
- How will we measure success?

The CSP, belongs to the community and is endorsed by Council to address civic leadership, social, environmental and economic issues.

It is important to note that while Council is the custodian of the CSP, it may not be responsible for the delivery of all of the activities the Plan identifies. To this end, the CSP identifies what role Council plays and how other partners such as State agencies, non-government organisations, business partners and community groups may be included.

Projects which Council has a role in delivering are found in the Delivery Program with specific timeframes, and responsibilities which are actioned by specific projects and delivered services/programs/activities in the Operational Plan. At the end of each Council term a report is prepared by Council to the community which examines what progress has been made towards the achievement of outcomes identified in the CSP.

Our Vision

A busy, vibrant and thriving rural shire – a friendly and open place where people choose to live with a strong sense of community spirit and cohesiveness. With positive population growth, employment opportunities, increased diversity of industry and economic growth, Blayney Shire's township, villages and settlements will be dynamic and prosperous, welcoming those who live here and also those who visit. Our families and homes will continue to be safe within our caring and inclusive communities.

Irrespective of ability we will all enjoy the outdoors and facilities, improving our health and lifestyle whilst participating in a range of sporting and recreational activities. Growth will be achieved in a sustainable manner with industry, coexisting with the productive farming land, open space, protecting the environment and restoring as a feature of our built and natural heritage. As the quintessential rural shire with Indigenous and

European settlers influencing our architecture, agricultural and mining heritage we will celebrate our history, culture and rural lifestyle in style. As a picturesque, conveniently located area of the beautiful central west of NSW we are a significant contributor to the visitor economy of the region; with a creative and artistic culture, food and wine, historic villages and four seasons. Blayney Shire will be engaged, proactive and acknowledged for undertaking major projects and delivering valuable services, collaborating at a regional, state and national level.

Our Values

The people who live in Blayney Shire are friendly, hardworking, loyal and very community focused.

With a generosity of spirit and willingness to welcome visitors and new residents, the residents, business and industry will unite and rally together to assist families in need. We support diversity of interests, backgrounds and access to public amenities and services for all residents on an equitable and shared basis.

We are resourceful; our innovative thinking and competitive spirit supported by the contribution of volunteers working together collaboratively and sharing resources has produced great outcomes.

We back ourselves and look forward positively and strategically with a can do attitude. We ask questions and expect transparency, balance, equity and accountability of our local, state and federal governments.

Most importantly we value honesty and respect for each other, our natural and built heritage and our valuable resources as we strive to achieve our future directions for our local villages and town within the shire and the whole region. We will make informed decisions by consulting and engaging with stakeholders and consider the environment, social and economic impacts. Any future development will be built for the long term and intergenerational benefit.

Blayney Shire Council – Future Directions

Every 4 years following the ordinary election of Councillors, Council is required to develop or review and endorse a Community Strategic Plan (CSP) then prepare and adopt a Resourcing Strategy, a 4 year Delivery Program (DP) and annual Operational Plan (OP) by 30 June the following year.

The CSP is a community document with priorities and aspirations for the future of the Shire covering a period of at least 10 years. The Resourcing Strategy is the means by which Council implements the strategies established in the CSP which Council is responsible for delivering. The Resourcing Strategy includes a 4 year Workforce Management Plan, a 10 year Asset Management Plan and 10 year Long Term Financial Plan. The CSP is developed by the community, endorsed by Council and must address civic leadership, social, environmental and economic issues.

A list of community projects, aspirations and objectives were grouped into an overarching strategy and listed in order of collective priority as determined by the community forums.

The strategies are categorised under the themes of:

-  **Maintain and Improve Public Infrastructure and Services**
-  **Build the Capacity and Capability of Local Governance and Finance**
-  **Promote Blayney Shire to grow the Local and Visitor Economy**
-  **Enhance facilities and networks that supports Community, Sport, Heritage and Culture**
-  **Protect Our Natural Environment**

Introduction – What is the Delivery Program?

The **Delivery Program 2022/23-2025/26** 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 the Future Directions identified by the community in the Community Strategic Plan.

The three tiered planning process ensures that there are clear links between the long term goals of the community and the activities of Council. The Delivery Program is a vital tool for the ongoing planning of services and programs of the Blayney Shire community.

Introduction – What is the Operational Plan?

The **Operational Plan 2022/23** completes the planning documents and details the activities to be undertaken and the financial requirements to deliver the commitments of the Community Strategic Plan and Delivery Program.

This three tiered process ensures that there are clear links between the long term goals of the community and the activities of Council.

The diagram below demonstrates their linkages:





FUTURE DIRECTION 1: MAINTAIN AND IMPROVE PUBLIC INFRASTRUCTURE AND SERVICES



Future Direction 1 – Maintain and Improve Public Infrastructure and Services

Strategic Objectives/Strategies	Actions
<p>1.1 Plan and develop integrated transport networks, providing choices that enable people and freight to move and travel, in a safe, accessible and efficient manner</p>	
<p>Sealed roads and unsealed roads, bridges and culverts will be maintained in accordance with agreed service levels</p> <p>Deliver the Blayney Shire Roads Strategy</p> <p>Lobby and advocate for the re-opening of the Blayney-Demondrille Railway Line</p> <p>Deliver the Active Movement Strategy priorities to provide safe and accessible connecting pathway networks</p> <p>Plan for future transport and road infrastructure to service future needs</p>	<p>Maintain Transport infrastructure in accordance with Road Hierarchy, Renewal and Maintenance Policy and the Pathways in accordance with Councils' Pathway Hierarchy, Standard and Maintenance Policy.</p> <p>Develop and implement a Bridge and Culvert Renewal and Maintenance Policy.</p> <p>Prioritise road rehabilitation and upgrade works in-line with the Blayney Shire Roads Strategy.</p> <p>Deliver heavy patching, culvert renewal, initial sealing, resealing and gravel resheeting programs in accordance with budgetary allocations.</p> <p>Undertake reconstruction and rehabilitation on Forest Reefs and Hobbys Yards Roads in accordance with budgetary allocations.</p> <p>Undertake construction of Belubula River Walk Stages 3 and 4, pathways in Trunkey Street, Newbridge, Coombing Street, Carcoar, Elliott Street, and Glenorie Road, Millthorpe, and pathways within the King George Oval Pedestrian Project</p> <p>Attendance at and involvement in advocacy activities.</p>
<p>1.2 The Blayney health service; medical centres, aged care providers, primary and ancillary support and emergency service agencies provided in the Shire meet the future needs of the community</p>	
<p>Advocate to both NSW and Federal Government Ministers of Health, to ensure that Aged Care Services are maintained in Carcoar (Uralba) and Blayney (Lee Hostel), and the Blayney Health Services Clinical Services Plan is delivered</p> <p>Provide support for emergency management in Blayney Shire in accordance with State Emergency and Rescue Management (SERM) Act</p> <p>Advocate to NSW Police and Emergency Services agencies for appropriate service levels.</p>	<p>Attendance at and involvement in advocacy activities.</p> <p>Provide oversight of construction of new RFS Station Blayney and refurbishment of Blayney Fire and Rescue Station, facilitate meetings with zone commanders and local brigade captains</p> <p>Chair the Local Emergency Management Committee.</p> <p>Participate in the development and implementation of the Blayney Shire Local Emergency Management Plan.</p> <p>Attendance at and involvement in NSW Police Chifley District Command and other emergency services agencies meetings.</p>
<p>1.3 The community is provided with access to quality lifelong education and training</p>	

Strategic Objectives/Strategies	Actions
<p>Advocate on behalf of the community to Government to support accessible quality local education</p> <p>Work with registered training organisations, key business and employment service agencies to support traineeships, trade apprenticeships and skills development</p>	<p>Attendance at and involvement in advocacy activities.</p> <p>Engage with Schools Infrastructure NSW.</p> <p>Appoint Council Delegate to the Skillset Board</p> <p>Work with training organisations as opportunities arise to achieve national recognised training outcomes</p>
<p>1.4 Residents and business have access to reliable utilities, information and communication technologies across the Shire</p>	
<p>Lobby the Federal Government for improved internet and mobile phone access to all our villages to facilitate growth</p> <p>Investigate and support emerging communication technologies that support our community</p> <p>Ensure appropriate utility services (electricity, gas, water) are available in the Blayney Shire</p>	<p>Attendance at and involvement in advocacy activities.</p> <p>Support applications for funding for improved communications infrastructure, as required.</p> <p>Utilise smart technology and expand Council smart hub systems</p>



FUTURE DIRECTION 2: BUILD THE CAPACITY AND CAPABILITY OF LOCAL GOVERNANCE AND FINANCE



Future Direction 2 – Build the Capacity and Capability of Local Governance and Finance

Strategic Objectives/Strategies	Actions
2.1 Council is recognised as a valuable partner with government and private business stakeholders	
<p>Meaningful two-way communication and engagement between NSW and Federal Governments, regional organisations, business, industry, stakeholders and communities of interest</p> <p>Provide for the efficient and effective administration of Council</p>	<p>Attendance at and involvement in advocacy activities.</p> <p>Develop Implementation Plan to deliver recommendations from Financial Sustainability Review.</p> <p>Audit, Risk and Improvement Committee meetings held Implementation of Strategic Internal Audit Plan Development of Service Plans and Service Review Framework</p> <p>Pursue partnerships and Grant funding opportunities to deliver projects identified in Asset Management Plans and Integrated Planning and Reporting documents.</p>
2.2 Responsible management practices, delivery of services and renewal of assets across the Blayney Shire	
<p>Identify and implement improvement opportunities to optimise Council's financial sustainability</p> <p>Review Council's financial performance in the Long Term Financial Plan and report against Office of Local Government Financial Performance Ratios</p> <p>Significant Capital Projects are assessed and reviewed prior to lodgment and/or allocation of funding</p> <p>Council is an employer of choice</p> <p>Effective management of land under Council control</p>	<p>Implement Building and Other Structures Asset Management Plan</p> <p>Finalise Financial Sustainability Review</p> <p>Reporting to Audit Risk and Improvement Committee</p> <p>Annual Financial Statements finalised and audited</p> <p>All proposed projects are considered and assessed in accordance with Capital Projects Operating Guideline and / or Capital Expenditure Review Guideline</p> <p>Implement Workforce Management Plan strategies Finalisation of Crown Lands Plans of Management Program</p> <p>Regular meetings with Crown Land</p>
2.3 Town Associations, Village Committees and local organisations are capable, resilient, and involved in decision making about issues that impact their own community	
<p>Facilitate constructive and timely communication between Council and the Town & Village Committees /Progress Associations</p> <p>Continue to support local community infrastructure projects via the Community Financial Assistance Program and Village Enhancement Plan (VEP) allocations</p> <p>Support the development and implementation of improvement projects</p>	<p>Engagement with town and village communities on priorities for allocation of VEP funding</p> <p>Community Financial Assistance Program funding rounds called biannually</p> <p>Community Financial Assistance Program funding allocated.</p> <p>Attendance at and involvement in Orange360 activities. Increase social media presence and interaction with</p>

Strategic Objectives/Strategies	Actions
for the local Halls, School of Arts and other community facilities Work proactively with community groups to support local events	community Facilitation of Event Management Applications and support of event organisers
2.4 The community and ratepayers have confidence in and are engaged with Blayney Shire Council	
Deliver Councils Community Engagement Strategy utilising various channels and methods to enhance community awareness and participation in Council services and decision making Information is delivered effectively and efficiently Encourage sound governance practice and build the capacity and capability of local leaders within community organisations	Review Community Engagement Strategy Review Community Participation Plan Investigate Online Rates Tool Increase e-newsletter distribution list Promote Online Planning and Customer Request platforms Seek training opportunities to build capacity and capability of local leaders



FUTURE DIRECTION 3: PROMOTE BLAYNEY SHIRE TO GROW THE LOCAL AND VISITOR ECONOMY



Future Direction 3 – Diversify and Grow the Blayney Shire Local and Visitor Economy

Strategic Objectives/Strategies	Actions
3.1 A viable and productive agricultural sector	
<p>Support the growth of the Shire while preserving productive agricultural land and integrate sustainable industries into the future</p> <p>Ensure local planning instruments and strategies support the agricultural sector</p> <p>Maintain the availability and quality of water for use in rural areas</p>	<p>Ensure Land Use conflict is minimised and/or mitigated where on or adjoining agricultural lands and operations.</p> <p>Manage the water supply bores in rural locations to provide a secure 'non-potable' supply of water to the Shire</p> <p>Participate in Central NSW Water Utilities Alliance</p>
3.2 A responsible and prosperous mining industry that is engaged with the community, working towards the improvement of the Shire	
<p>Engage and advocate on behalf of the community on the corporate and environmental responsibilities of the mining sector</p>	<p>Attend Community Consultative Committee meetings</p> <p>Attend Mining and Energy Related Councils meetings</p> <p>Advocate to the NSW Government for continuation of the Resources for Regions funding program.</p>
3.3 Growing and connected tourism networks that add value to the vision and appeal of our heritage villages and tourism product within the Shire	
<p>Implement the Orange Region Destination Management Plan</p> <p>Work with, and support Orange360 and Central NSW Tourism</p> <p>Provide support to local businesses and event organisers</p>	<p>Work with Orange 360 to support Orange Region Destination Marketing activities</p> <p>Review Blayney Visitor Information Centre operations</p> <p>Allocate funding through the Tourism Development Program</p> <p>Implement the Reconnecting Regional NSW Community Events Program</p>
3.4 An attractive shire for employment opportunities with industrial, business, tourism and planned housing residential growth	
<p>Implement the Blayney Mainstreet and Millthorpe Village Centre Masterplans</p> <p>Facilitate the development of new residential housing availability in Blayney and Villages</p> <p>Seek opportunities to build a vibrant local retail and business sector</p> <p>Regularly review and update, planning instruments, strategies and policies</p>	<p>Deliver High Pedestrian Activity Areas in Blayney and Millthorpe.</p> <p>Develop projects and identify funding opportunities for Blayney Mainstreet and Millthorpe Village Centre Masterplan projects</p> <p>Work with stakeholders and partners to identify affordable housing opportunities</p> <p>Support business opportunities</p> <p>Review Infrastructure Contributions Plan</p> <p>Undertake Millthorpe Settlement Strategy Addendum</p>



FUTURE DIRECTION 4: ENHANCE FACILITIES AND NETWORKS THAT SUPPORTS COMMUNITY, SPORT, HERITAGE AND CULTURE



Future Direction 4 – Enhance recreational facilities and networks that support health and wellbeing of the community, sport, heritage and cultural interests

Strategic Objectives/Strategies	Actions
4.1 We are an inclusive, diverse and welcoming community	
<p>Engage with young people to facilitate and progress activities within the Shire</p> <p>Implement the Disability Inclusion Action Plan</p> <p>Facilitate engagement of key stakeholders of the local community services sector</p>	<p>Allocate funding through Youth Week Grants program</p> <p>Six monthly and annual reporting on outcomes from Disability Inclusion Action Plan</p> <p>Engagement of Disability Inclusion Action Plan Working Group</p> <p>Support Blayney Interagency meetings and networks</p>
4.2 Provide facilities that support increased participation in sport and fitness activities	
<p>Sporting events are supported by Council, volunteers and state sporting bodies so that they are coordinated and well resourced</p> <p>Implement Blayney Shire Sports and Recreation Masterplan to enhance and improve sporting facilities</p> <p>CentrePoint Sport and Leisure Centre is managed in a manner to maximise patronage and participation in fitness activities</p>	<p>Implement Councils' Parks and Recreation Asset Management Plan</p> <p>Deliver sports lighting at Stillingfleet netball and King George Oval facilities, Blayney, and the Lyndhurst Recreation Ground tennis court</p> <p>Deliver Redmond Oval, Milthorpe cricket nets upgrade.</p> <p>Install new electronic scoreboard at King George Oval, Blayney.</p> <p>Deliver carpark improvements at King George Oval, Blayney.</p> <p>Review the Blayney Shire Sport and Recreation Masterplan</p> <p>Coordinate User Group meetings for sporting facilities and major projects YMCA to ensure fitness programs and services maximise patronage and participation at CentrePoint</p>
4.3 Heritage and First Nations significant sites in the natural and built environment are protected	
<p>Identify items of natural and built heritage in Blayney Shire</p> <p>Heritage Advisory services continue to be provided to owners of heritage items ensuring heritage is preserved whilst allowing development to occur</p> <p>Ensure the Shire's 8 heritage listed cemeteries are maintained and protected</p>	<p>Ongoing engagement with Orange Local Aboriginal Lands Council</p> <p>Facilitate and provide Heritage Architect Advisory service</p> <p>Allocate funding through Local Heritage Assistance Program</p> <p>Finalisation of the Blayney Shire Cemeteries Vegetation Plan</p>

Strategic Objectives/Strategies	Actions
4.4 The shire is a centre for cultural interest, arts, performance and entertainment	
Encourage the use of the Blayney Shire Community Centre as a facility for events	Number of events that utilise Blayney Shire Community Centre
Provide effective and consumer friendly library services in the Blayney Shire	Music Scholarship program and maintain Council's support of Regional Music Programs
Maintain partnerships with local arts and cultural groups	Maintain and operate Blayney Library via Service Level Agreement in place with Orange City Council Continued support of Arts OutWest, Platform Arts Hub and local museums



FUTURE DIRECTION 5: PROTECT OUR NATURAL ENVIRONMENT



Future Direction 5 – Protect our Natural Environment

Strategic Objectives/Strategies	Actions
5.1 Retain and enhance open spaces; with a focus on regeneration of native vegetation	
<p>Ongoing liaison, support and participation with Local Land Services, Landcare and as a constituent Council Upper Macquarie County Council</p> <p>Maintain and strengthen partnerships with organisations responsible for natural resource management and feral pest control</p> <p>Review the Roadside Vegetation Management Plan to ensure high environmental value vegetation is protected, road safety outcomes maintained and any clearing is undertaken following agreed principles and guidelines</p> <p>Support Council's native tree planting program and community engagement</p>	<p>Attendance at and involvement in advocacy activities.</p> <p>Prepare concept plan for Presidents Walk</p> <p>Implement Native Tree Planting Program</p> <p>Develop a Parkland Tree Planting design, replacement and expansion program</p> <p>Detailed design for Beaufort Street Park</p> <p>Cemeteries Vegetation Management Plan</p>
5.2 The Belubula River, waterways and tributaries that flow into our regional water catchments and water supply sources are clean, healthy and biodiverse	
<p>Prepare a shire wide onsite sewerage waste-water strategy</p> <p>Clean up waterways throughout the Shire including removal of willow trees, other noxious species, creating wildlife habitat</p> <p>Stormwater Management Plans are prepared for Blayney, Millthorpe and Carcoar and projects scoped for funding</p> <p>Ensure provision of Sewerage Treatment and Recycled Water Treatment Plant is adequate for the growth of the Shire and promotes Residential Development</p>	<p>Finalise and implement Blayney Shire Onsite Sewerage Management Policy</p> <p>Sewerage Strategic Business Plan</p> <p>Stormwater Management Plan for Blayney</p> <p>Progress Millthorpe Stormwater Management Plan study</p>
5.3 We are on the path to achieving net zero emissions and adapting to climate change risks and opportunities	
<p>Facilitate new energy sources, sustainable development and farming practices within the Shire</p> <p>Implement the Blayney Shire Renewable Energy Action Plan</p> <p>Continue to investigate and challenge emerging renewable energy sources</p>	<p>Finalise Business Case and Capital Expenditure Review for Blayney Solar Farm</p> <p>Lodge Development Application for Blayney Solar Farm</p> <p>Investigate behind the meter battery/solar solutions</p> <p>Develop Fleet strategy for electric/hybrid vehicle solutions</p>
5.4 Recycling and innovative diversion of waste will reduce the volume deposited in Council's Landfill	

Strategic Objectives/Strategies	Actions
Ensure Waste Management Services are delivered in a financially sustainable manner	Review Village Recycling Station Service
Develop and promote programs with NetWaste that increase recycling and reuse	Support Garage Sale Trail
Review services and introduction of a Green Bin in Waste Collection Services	Review Bulky Waste Collection Service
Investigate establishment of 'return and earn' opportunities within the Shire	Investigate voucher system for Blayney Waste Management Facility Review of Street Cleaning program

Resourcing Strategy

The Resourcing plans should be read in conjunction with the Delivery and Operational Plans.

As part of the Integrated Planning and Reporting Framework councils are also required to develop resourcing plans that support the achievement of activities and tasks within the Delivery and Operational Plan.

These plans include:

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. It is also where Council and the community may decide what resources councils need to influence and work with other parties so that they might deliver on responsibilities.

Asset Management Plans

The Asset Management Policy is a Council endorsed policy which 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 asset management for the council.

Workforce Management Plan

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.

Revenue Policy

Council is required to include in its Operational Plan Council's annual statement of revenue policy.

The Revenue Policy includes details of:

- Estimated income and expenditure (Income statement and capital expenditure)
- Ordinary rates and special rates
- Proposed fees and charges
- The council's proposed pricing methodology
- Proposed borrowings

Income Statement – 4 Years

INCOME STATEMENT - CONSOLIDATED	Projected Years			
	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000
Income from Continuing Operations				
Revenue:				
Rates & Annual Charges	12,382	12,923	13,320	13,713
User Charges & Fees	1,667	1,849	1,909	2,026
Other Revenues	371	398	389	398
Grants & Contributions provided for Operating Purposes	4,255	5,168	4,281	4,364
Grants & Contributions provided for Capital Purposes	5,857	4,285	2,396	7,098
Interest & Investment Revenue	189	215	266	284
Other Income:				
Net gains from the disposal of assets	78	31	64	64
Joint Ventures & Associated Entities	25	25	25	25
Total Income from Continuing Operations	24,824	24,895	22,650	27,972
Expenses from Continuing Operations				
Employee Benefits & On-Costs	7,209	7,457	7,696	8,098
Borrowing Costs	223	195	173	156
Materials & Contracts	4,596	4,965	5,470	5,754
Depreciation & Amortisation	6,774	6,762	6,802	6,828
Other Expenses	944	1,105	1,151	1,239
Net Losses from the Disposal of Assets	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-
Total Expenses from Continuing Operations	19,745	20,484	21,291	22,075
Operating Result from Continuing Operations	5,078	4,410	1,359	5,897
Discontinued Operations - Profit/(Loss)	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-
Net Operating Result for the Year	5,078	4,410	1,359	5,897
Net Operating Result before Grants and Contributions provided for Capital Purposes	(779)	125	(1,037)	(1,200)

INCOME STATEMENT - GENERAL FUND	Projected Years			
	2022/23	2023/24	2024/25	2025/26
	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations				
Revenue:				
Rates & Annual Charges	10,953	11,451	11,804	12,151
User Charges & Fees	1,326	1,330	1,377	1,480
Other Revenues	367	394	385	394
Grants & Contributions provided for Operating Purposes	4,237	5,150	4,262	4,345
Grants & Contributions provided for Capital Purposes	5,698	4,122	2,228	1,129
Interest & Investment Revenue	132	153	163	152
Other Income:				
Net gains from the disposal of assets	78	31	64	64
Joint Ventures & Associated Entities	25	25	25	25
Total Income from Continuing Operations	22,816	22,657	20,308	19,740
Expenses from Continuing Operations				
Employee Benefits & On-Costs	6,967	7,208	7,438	7,832
Borrowing Costs	191	168	151	140
Materials & Contracts	3,756	4,032	4,497	4,760
Depreciation & Amortisation	6,175	6,158	6,192	6,212
Other Expenses	944	1,105	1,151	1,239
Net Losses from the Disposal of Assets	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-
Total Expenses from Continuing Operations	18,033	18,671	19,429	20,183
Operating Result from Continuing Operations	4,783	3,986	880	(443)
Discontinued Operations - Profit/(Loss)	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-
Net Operating Result for the Year	4,783	3,986	880	(443)
Net Operating Result before Grants and Contributions provided for Capital Purposes	(915)	(136)	(1,348)	(1,572)

INCOME STATEMENT - SEWER FUND	Projected Years			
	2022/23	2023/24	2024/25	2025/26
	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations				
Revenue:				
Rates & Annual Charges	1,429	1,472	1,516	1,561
User Charges & Fees	341	519	532	547
Other Revenues	4	4	4	4
Grants & Contributions provided for Operating Purposes	17	18	18	19
Grants & Contributions provided for Capital Purposes	159	163	168	5,969
Interest & Investment Revenue	58	62	103	132
Other Income:				
Net gains from the disposal of assets	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-
Total Income from Continuing Operations	2,007	2,238	2,341	8,232
Expenses from Continuing Operations				
Employee Benefits & On-Costs	242	250	257	265
Borrowing Costs	32	27	21	16
Materials & Contracts	840	933	973	994
Depreciation & Amortisation	598	604	610	616
Other Expenses	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-
Total Expenses from Continuing Operations	1,712	1,814	1,862	1,892
Operating Result from Continuing Operations	295	424	479	6,340
Discontinued Operations - Profit/(Loss)	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-
Net Operating Result for the Year	295	424	479	6,340
Net Operating Result before Grants and Contributions provided for Capital Purposes	136	261	311	371

Capital Expenditure Program – 4 Years Capital Expenditure Program 2022/23

<i>Grant Funding is not Guaranteed</i>		Original Budget '2022/23	Project Funded By			
Buildings			General	Grants & Contributions	Restriction/ Borrowings*	Other
Council Buildings & Public Halls						
Council Facilities - Energy Efficiency Enhancements	30,000		30,000			
Works Depot - Truck Wash	150,000		150,000			
Blayney Community Centre -Exterior Improvements	26,000		26,000			
Parks, Recreation & Sporting Grounds						
R4R8 Carrington Park Amenities	90,000			90,000		
R4R8 Heritage Park Amenities	360,000			360,000		
Total Buildings	656,000		206,000	450,000	-	-
Other Structures			General	Grants & Contributions	Restriction/ Borrowings*	Other
Public Cemeteries						
Infrastructure Works	11,000		11,000			
Parks, Recreation & Sporting Grounds						
Village Enhancement Program	124,490					124,490
CentrePoint - Shade Sail Replacement	40,000				40,000	
SCCF4 KGO Oval Lighting	132,275			132,275		
SCCF4 Blayney Netball Courts Lighting	112,654			112,654		
Total Other Structures	420,419		11,000	244,929	40,000	124,490

Plant & Equipment		General	Grants & Contributions	Restriction/ Borrowings*	Other
Information Technology					
Councillors - iPad Replacement/Accessories	2,500	2,500			
Mobile Device Replacements	4,000	4,000			
Mobile Phone Replacements	4,000	4,000			
UPS Battery Back up	8,000	8,000			
2 x Smartboard- GMOffice and Downstairs	20,000	20,000			
CCTV Cameras	10,000	10,000			
Opmanager network monitoring system	3,500	3,500			
Exchange migration to 2019 and Cloud	4,500	4,500			
Upgrading 2012 Server to 2019	10,000	10,000			
GIS - GDA2020 Mapping Standard Upgrade	11,000	11,000			
Ifferret - Linking to SharePoint and Onedrive	5,000	5,000			
Access control Council Admin Building	12,000	12,000			
Fleet Replacement Program					
Minor Plant & Tools Replacement	33,114	33,114			
Light Vehicle Replacements	512,600	338,144		174,456	
P35 - Watercart	297,250			297,250	
P36 - Watercart	297,250			297,250	
P51 - Grader Cat 140MAWD	538,445			538,445	
P61 - Backhoe JCB 3CX-APC Elite	183,071			183,071	
LC001 - John Deere F1575 mower	59,767			59,767	
LC002 - John Deere F1575 mower	59,767			59,767	
P78 - John Deere F1585 mower	59,767			59,767	
P99 - Flail mower	21,538			21,538	
P168 - VMS message board	23,153			23,153	
Minor Plant & Equipment					
Minor Assets - Administration Office	3,450	3,450			
Minor Assets - Blayney Library	18,906		18,906		
Minor Assets - Community Centre	5,950	5,950			
Blayney Community Centre - Commercial Freezer	5,500	5,500			
Total Plant & Equipment	2,214,028	480,658	18,906	1,714,464	-

Infrastructure		General	Grants & Contributions	Restriction/ Borrowings*	Other
Urban Stormwater					
Renewals	66,100	66,100			
Stabback & Unwin Street - Preliminary Works	100,000		100,000		
Shared Pathways & Footpaths					
Footpath Renewals	48,737	48,737			
BRRF5 Belubula River Walk - SP - Stage 3 - Martin St - Charles St - Boardwalk to Island (AMP 9C)	336,000	89,000	247,000		
SCCF4 Belubula River Walk - SP - Stage 4 - Charles St - Heritage park (Blayney AMP 9B)	471,200		457,190		14,010
R4R8 Trunkey St - SP - Showground - Newbridge Hotel / Toomey St (AMP 1)	167,643		167,643		
R4R8 Coombing St - FP & Footbridge - Showground Entrance - Icely St (Carcoar AMP 2)	118,839		118,839		
R4R8 Coombing St - FP Eulamore St - Showground Entrance (Carcoar AMP 8)	16,638		16,638		
R4R8 Elliot St - FP - Victoria St - Pym St (AMP AD1)	116,529		116,529		
R4R8 Glenorie Road SP / Park St - Stage 1 - Blake St - Rail Overbridge (AMP 10A)	118,816		118,816		
R4R8 Glenorie Road SP / Park St - Stage 2 - Rail Overbridge - Dog Run (AMP 10B)	221,790		221,790		
R4R8 King George Oval Pedestrian Integration Project	1,045,000		1,045,000		
Road Rehabilitation Local Roads					
R4R7 Forest Reefs Road	1,298,040		600,958	697,082	
R4R8 Forest Reefs Road - Tallwood Intersection	561,956		561,956		
R4R8 - Hobbys Yards Road	470,000		470,000		
R4R8 - Initial Sealing Coombing & Mendham Lane Barry	200,000		200,000		
R4R8 - Initial Sealing Prescott & Harrow Street Lyndhurst	150,000		150,000		
Heavy Patching Program	530,000	530,000			
Reseal Program	425,000	425,000			
Gravel Resheeting Program	390,000	390,000			
Bridges & Culverts					
Culvert Renewal Program	512,500	512,500			
Belubula Way over Icely Creek	700,000	340,000	360,000		
Total Infrastructure	8,064,788	2,401,337	4,952,359	697,082	14,010
Sewerage Infrastructure		General	Grants & Contributions	Restriction/ Borrowings*	Other
Network Assets					
Telemetry Upgrade	78,000			78,000	
Potable water booster pump	5,128			5,128	
Lining/Replacement of Sewer Mains	75,000			75,000	
Total Sewerage Infrastructure	158,128	-	-	158,128	-
Total Capital Expenditure	11,513,363	3,098,995	5,666,194	2,609,674	138,500

Capital Expenditure Program 2023/24

Grant Funding is not Guaranteed	Original Budget '2023/24	Project Funded By			
		General	Grants & Contributions	Restriction/ Borrowings*	Other
Buildings					
Council Buildings & Public Halls					
Building Renewal Work	50,000	50,000			
Napier Oval Kiosk	50,000		50,000		
Total Buildings	100,000	50,000	50,000	-	-
Other Structures					
Public Cemeteries					
Infrastructure Works	11,250	11,250			
Parks, Recreation & Sporting Grounds					
Village Enhancement Program	144,500				144,500
Total Other Structures	155,750	11,250	-	-	144,500
Plant & Equipment					
Information Technology					
Councillors - iPad Replacement/Accessories	2,500	2,500			
Mobile Device Replacements	4,100	4,100			
Mobile Phone Replacements	4,100	4,100			
Aerial Imagery	18,500	18,500			
Intramaps Hosting	10,000	10,000			
Fleet Replacement Program					
Minor Plant & Tools Replacement	33,942	33,942			
Light Vehicle Replacements	605,993	536,453		69,540	
P56 - Loader Hyundai HL740-9	264,915			264,915	
P38 - Volvo 12t Tipper	342,182			342,182	
P170 - Dog Trailer	99,343			99,343	
LC005 - Flail mower	36,426			36,426	
LC006 - Flail mower	36,426			36,426	
P98 - Slasher	16,557			16,557	
P149 - VMS message board	23,732			23,732	
Minor Plant & Equipment					
Minor Assets - Administration Office	3,550	3,550			
Minor Assets - Blayney Library	19,379		19,379		
Minor Assets - Community Centre	6,100	6,100			
Blayney Community Centre - Fridges	11,600	11,600			
Total Plant & Equipment	1,539,345	630,845	19,379	889,121	-

Infrastructure		General	Grants & Contributions	Restriction/ Borrowings*	Other
Urban Stormwater					
Renewals	67,750	67,750			
Stabback & Unwin Street	1,111,142	136,540	974,602		
Shared Pathways & Footpaths					
Footpath Renewals	49,955	49,955			
Richards Lane	248,000	248,000			
Road Rehabilitation Local Roads					
Mandurama Road	1,100,000	550,000	550,000		
Browns Creek Road - Safety Upgrade	350,000	350,000			
Village Road	395,816	395,816			
Hobbys Yards Road	690,000	345,000	345,000		
Richards Lane	1,860,700		1,000,000		860,700
Gravel Resheeting Program	403,650	403,650			
Heavy Patching Program	548,550	548,550			
Reseal Program	439,875	439,875			
Bridges & Culverts					
Matthews Road, Cowriga Creek Barrier Renewal	60,920	60,920			
Four Mile Creek Rd - Swallow Creek	2,000,000		2,000,000		
Total Infrastructure	9,326,358	3,596,056	4,869,602	-	860,700
Sewerage Infrastructure					
Network Assets					
Replacement of pumps in SPS (incl Millthorpe)	34,847			34,847	
Odour control blower	19,120			19,120	
Decanter (rubber bellows, wire rope, motor and gear box)	30,000			30,000	
Lining/Replacement of Sewer Mains	225,000			225,000	
Total Sewerage Infrastructure	308,967	-	-	308,967	-
Total Capital Expenditure	11,430,420	4,288,151	4,938,981	1,198,088	1,005,200

Capital Expenditure Program 2024/25

Grant Funding is not Guaranteed	Original Budget '2024/25	Project Funded By			
		General	Grants & Contributions	Restriction/ Borrowings*	Other
Buildings					
Council Buildings & Public Halls					
Building Renewals	51,750	51,750			
Total Buildings	51,750	51,750	-	-	-
Other Structures					
		General	Grants & Contributions	Restriction/ Borrowings*	Other
Public Cemeteries					
Infrastructure Works	11,550	11,550			
Parks, Recreation & Sporting Grounds					
Village Enhancement Program	151,000				151,000
Total Other Structures	162,550	11,550	-	-	151,000
Plant & Equipment					
		General	Grants & Contributions	Restriction/ Borrowings*	Other
Information Technology					
Councillors - IPad Replacement/ Accessories	16,500	16,500			
Mobile Device Replacements	4,203	4,203			
Mobile Phone Replacements	4,203	4,203			
Server Replacement	11,000	11,000			
Corporate Management System upgrade	350,000	350,000			
Asset Management System upgrade	70,000	70,000			
PC Replacements	55,000	55,000			
Supply and Install of Storage Area Network (SAN)	10,000	10,000			
Network Switches	6,000	6,000			
Fleet Replacement Program					
Minor Plant & Tools Replacement	34,790	34,790			
Light Vehicle Replacement	726,364	642,640		83,724	
P661 - Dynapac CA3500	164,054			164,054	
P662 - Dynapac CA3500	164,054			164,054	
P663 - Dynapac CA500PD	214,968			214,968	
P40 - Isuzu NH Rigid Haul Truck	90,513			90,513	
P601 - Hino 500 Series	131,243			131,243	
P602 - Hino 500 Series	131,243			131,243	
P603 - Hino 500 Series	131,243			131,243	
P77 - John Deere 6095MC	84,856			84,856	
P78 - John Deere 6095MC	84,856			84,856	
Minor Plant & Equipment					
Minor Assets - Administration Office	3,650	3,650			
Minor Assets - Community Centre	6,250	6,250			
Minor Assets - Blayney Library	19,863		19,863		
Total Plant & Equipment	2,514,853	1,214,236	19,863	1,280,754	-

Infrastructure		General	Grants & Contributions	Restriction/ Borrowings*	Other
Urban Stormwater					
Renewals	69,400	69,400			
Shared Pathways & Footpaths					
Footpath Renewals	51,204	51,204			
Orange Rd / Millthorpe Rd - SP - Binstead St - Nestle staff entrance (Blayney AMP 3)	280,644		280,644		
Charles St - FP - Adelaide St - Osman St (Blayney AMP 8)	51,142	51,142			
Hawke St - FP - Stirling Pl - Ewin St (Blayney AMP 21)	30,442	30,442			
Ewin St - FP - Existing - Palmer Street (Blayney AMP 18)	18,265	18,265			
Toomey St Kerb Ramps - Toomey St - Trunkey St (Newbridge AMP 2)	1,948	1,948			
Blayney St - FP - Caloola St - Railway Bridge (Newbridge AMP 3)	49,403	49,403			
Kerb & Gutter					
Network Renewals	66,000	66,000			
Road Rehabilitation Local Roads					
Mandurama Road	1,138,500	569,250	569,250		
Village Road	563,212	563,212			
Newbridge Road - realignment Liscombe Creek	200,000	200,000			
Hobbys Yards Road	690,000	345,000	345,000		
Gravel Resheeting Program	417,778	417,778			
Heavy Patching Program	567,749	567,749			
Reseal Program	455,271	455,271			
Bridges & Culverts					
Culvert Renewal Program	250,000	250,000			
Liscombes Creek Replacement & Realignment	850,000		850,000		
Total Infrastructure	5,750,958	3,706,064	2,044,894	-	-
Sewerage Infrastructure					
Network Assets					
Step Screen - Replacement	90,456			90,456	
Lining/Replacement of Sewer Mains	230,000			230,000	
Total Sewerage Infrastructure	320,456	-	-	320,456	-
Total Capital Expenditure	8,800,567	4,983,600	2,064,757	1,601,210	151,000

Capital Expenditure Program 2025/26

Grant Funding is not Guaranteed	Original Budget 2025/26	Project Funded By			
		General	Grants & Contributions	Restriction/ Borrowings*	Other
Buildings					
Council Buildings & Public Halls					
Building Renewal Works	53,561	53,561			
Total Buildings	53,561	53,561	-	-	-
Other Structures					
Public Cemeteries					
Infrastructure Works	11,850	11,850			
Parks, Recreation & Sporting Grounds					
Village Enhancement Program	157,500				157,500
Total Other Structures	169,350	11,850	-	-	157,500
Plant & Equipment					
Information Technology					
Councillors - iPad Replacement/Accessories	2,500	2,500			
Mobile Device Replacements	4,308	4,308			
Mobile Phone Replacements	4,308	4,308			
UPS Battery Back up	8,500	8,500			
CCTV Cameras	12,000	12,000			
Fleet Replacement Program					
Minor Plant & Tools Replacement	35,661	35,661			
Light Vehicle Replacements	647,109	521,862		125,247	
P43 - Isuzu NPR55-155 MWB	107,851			107,851	
P52 - Grader Cat 12M	535,000			535,000	
P630 - Isuzu watercart	318,916			318,916	
P631 - Isuzu Watercart	318,916			318,916	
P72 - John Deere 5725 awd bucket	98,574			98,574	
LC001 - John Deere F1575 mower	64,363			64,363	
LC002 - John Deere F1575 mower	64,363			64,363	
LC007 - Flail mower	23,194			23,194	
LC008 - Flail mower	23,194			23,194	
Sewer jetting trailer	98,574			98,574	
Minor Plant & Equipment					
Minor Assets - Administration Office	3,750	3,750			
Minor Assets - Community Centre	6,400	6,400			
Minor Assets - Blayney Library	20,360		20,360		
Total Plant & Equipment	2,397,841	599,289	20,360	1,778,192	-

Infrastructure		General	Grants & Contributions	Restriction/ Borrowings*	Other
Urban Stormwater					
Renewals	71,000	71,000			
Shared Pathways & Footpaths					
Footpath Renewals	52,484	52,484			
Medway St - Kerb Blisters - Somers Pl - Highway (Blayney AMP 7)	8,915	8,915			
Carcoar St - FP - Ogilvy St - Carcoar St (Blayney AMP 15)	8,737	8,737			
Plumb & Palmer St - FP - Piggott Pl - 19A Palmer St (Blayney AMP 11B)	14,977	14,977			
Osman St FP - Existing - Martha St (Blayney AMP AD8)	13,729	13,729			
Kurt Fumley Park - Flood Plain Access (Carcoar AMP AD1)	14,264	14,264			
Carcoar St/Crouch St - FP - Public Hall - Park (Neville AMP 1)	93,000	93,000			
Road Rehabilitation Local Roads					
Mandurama Road	1,178,348	589,174	589,174		
Forest Reefs Road	781,042			781,042	
Hobbys Yards Road	700,000	350,000	350,000		
Dakers Oval Carpark	38,800	38,800			
Gravel Resheeting Program	432,400	432,400			
Heavy Patching Program	587,620	587,620			
Reseal Program	471,205	471,205			
Total Infrastructure	4,466,522	2,746,306	939,174	781,042	-
Sewerage Infrastructure					
		General	Grants & Contributions	Restriction/ Borrowings*	Other
Network Assets					
Blayney STP Capacity Upgrade	8,917,500		5,796,375	3,121,125	
Odour Control Blower	28,275			28,275	
Electrical Replacements	217,532			217,532	
Lining/Replacement of Sewer Mains	235,000			235,000	
Total Sewerage Infrastructure	9,398,307	-	5,796,375	3,601,932	-
Total Capital Expenditure	16,485,581	3,411,006	6,755,909	6,161,166	157,500

How Council Raises its Revenue from Ratepayers

There are two types of revenue raised from ratepayers. The general approach adopted by Council in its revenue policy for each type of revenue is as follows:

Fees and Charges

These are the fees for particular services provided where the use of the service is discretionary or the charge only applies to the individual ratepayers who use the service. In these cases Council's policy is:

- where possible, to set the charges to recover the full attributed cost of providing the service; or
- where not possible, and therefore the cost of the service is subsidised by all ratepayers, to clearly show the extent of the subsidy. Some subsidies are unavoidable because of regulatory caps on the fee that can be charged.

Council has embarked on a program aimed at thoroughly investigating the roles and functions undertaken by Council and how these functions are funded. This will include a detailed review of service levels and the setting of fees and charges.

Rates

Rates are levied annually on each registered property owner in the Shire. Council's policy is to set rates at a level that will ensure Council's long term financial sustainability, taking into account:

- the services which the community expects Council to provide;
- the cost of maintaining and replacing assets;
- the expected level of income from grants;
- the servicing of a prudent level of borrowings, to preserve intergenerational equity; and
- the need to cover subsidies in the cost of providing services not fully recouped from fees and charges.

They are tempered by the community's ability to pay as ascertained through formal consultation.

Allocation of rate burden between ratepayers

Council recognises that rates are a tax and should therefore:

- comply with the principles of taxation including equity, efficiency, simplicity and sustainability; and
- be applied for the overall public benefit of all ratepayers.

In considering the rating structure for the Shire, Council seeks to achieve a reasonable and equitable distribution of the rate burden across all categories of ratepayers. It does this by structuring the rate by:

- a) dividing rateable land into sub-categories having similar characteristics;
- b) dividing the ordinary rate into:
 - i. a base rate; and

- ii. an ad valorem rate; and
- c) using special rates where appropriate for specific projects or well defined purposes.

Categories of rateable land

Under the Local Government Act there are 4 permissible categories of rateable land: residential, farmland, business and mining.

Councils have discretion to divide these categories into sub-categories for the purpose of making the ordinary rates applicable to each of them. Residential sub-categories must be rural residential or based on centres of population and business sub-categories must be based on centres of activity.

Ordinary rates

Ordinary rates must be levied by Council each year. Each Council may structure its ordinary rate:

- entirely as an ad valorem rate (i.e. cents in the dollar on the Valuer-General's unimproved capital valuation), which may be subject to a minimum amount; or
- as a base amount plus an ad valorem amount, in which case the base amount for a category or sub-category cannot raise more than 50% of the rates for that category or sub-category.

Council has adopted a policy of using the second or two-part rating structure by levying a base amount plus an ad valorem amount, for the reasons explained below.

Ordinary Rates are applied to properties on the basis of independent valuations supplied to Council on all rateable properties within the Shire boundaries by Land and Property Information NSW. All of the valuations used in the 2022/23 rating period have a base date of 1 July 2019.

In accordance with s497 of the Local Government Act 1993 the structure of the Ordinary Rate comprises:

- i) a base amount; plus
- ii) an ad valorem component (i.e. a rate levied on the unimproved land value).

Each property is categorised into one of four rating categories. The property is then sub-categorised which determines the base amount and the ad valorem rate that is levied on that property.

Base amounts

The base amount, which is a component of the ordinary rate, is a set dollar amount for each sub-category. Council uses a base amount in recognition of the fact that there are basic services provided by Council and general administrative and overhead costs that benefit all properties regardless of rateable value, which in equity should be borne equally by all ratepayers. It also avoids the uneven distribution of the rate burden that would result from a wholly ad valorem rate structure. Base amounts tend to eliminate highs and lows in the total rate burden within each sub-category.

Base rates are used by Councils to reflect the costs of service provision and operational requirements of the organisation. In principle, the base rates should reflect the required costs that need to be met by a Council and its community before other works or services are provided. This includes costs associated with insurance, contributions to the NSW Rural Fire Service and Town Fire Brigades, libraries, museums, electricity and gas and some wages. In setting the base amount for each sub-category Council has sought to achieve a fair and equitable balance between the ratepayers in each sub-category and between sub-categories.

Under Local Government legislation Council is allowed to raise up to 50% of its rates income from base rates and the remainder from ad valorem rates based on the Valuer General's assessment of a property's Unimproved Capital Value (UCV). In past years Council has set its base rates well below the 50% mark. As the costs of living have increased and government subsidies to Council have reduced, the cost of common services of Council to operate have increased.

Ad valorem rates

Once the base amount is set, the balance of the ordinary rates is calculated as a percentage of the Valuer-General's valuation for each parcel of land. It is a principle of local government rating in NSW that the majority of the rate burden is imposed based on the value of rateable property, so this must remain the primary and predominant determinant of overall rates.

The current base date for all valuations in the Shire is 1 July 2019 and was effective from 1 July 2020.

Special rate variations

Special rate variations have been levied by Council for specific projects. They may be levied on all rateable land in the Shire or only part of it. Council currently has in effect for the 2022/23 Operational Plan the Mining Special Rate variation for funding roads, bridges, land acquisitions, community infrastructure works and community contributions.

Council also has in place a Special Rate Variation for funding the program of infrastructure renewal for roads, bridges, footpaths and buildings within the Blayney Shire.

Pensioner rates concessions

In accordance with NSW State government policy, as embodied in s.575 of the Local Government Act 1993, Council allows eligible pensioners a concession of \$250 on their assessments for rates and domestic waste management charges. Some part of this is recouped from government, but a substantial part of this concession falls to be borne by

Council or, effectively, non-concessional ratepayers. For the 2022/23 year pensioner concessions were allowed on 581 rate assessments. The rates yield in the tables above is gross revenue before allowing for these concessions.

Hardship policy

Ratepayers who are suffering genuine hardship in payment of their rates may apply to Council for special consideration. This may include agreement to a periodical payment arrangement or in some cases reduction or waiver of interest on overdue rates. Full details are set out in the Pensioner and Rates Hardship Policy (policy 5E) available on Council's website.

Rates and Annual Charges

Rating Structure for the 2022/23 Rating Year

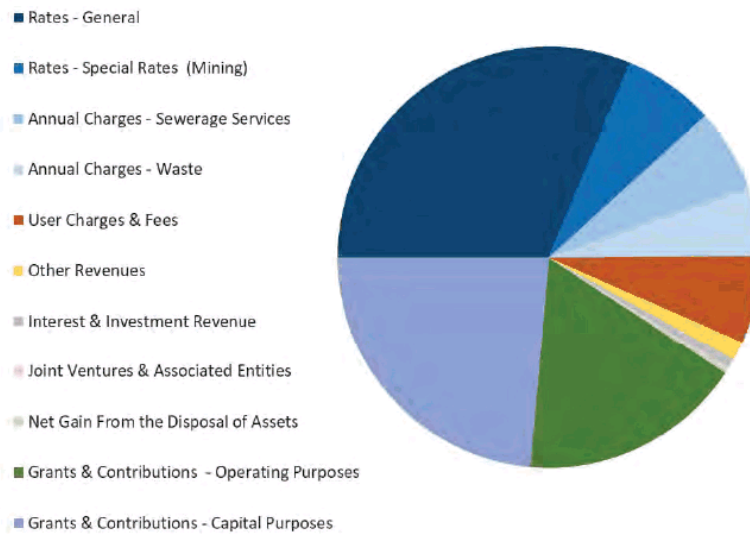
As an organisation, Council is committed to providing revenue-raising policies, which are simple, fair, uniform and more importantly acceptable to the wider community.

Council, at all times, strives to make more effective, efficient and economic use of all available resources by fostering a co-operative approach within the organisation specifically and the broader community generally.

The Local Government Act 1993 prescribes that Council may raise revenue in a number of different ways. These include rates, charges, fees, grants, borrowings and investments.

2022/23 Source of Funds	Amount (\$'000)
Rates - General	7,766
Rates - Special Rates (Mining)	1,731
Annual Charges - Sewerage Services	1,583
Annual Charges - Waste	1,302
User Charges & Fees	1,667
Other Revenues	371
Interest & Investment Revenue	189
Joint Ventures & Associated Entities	25
Net Gain From the Disposal of Assets	78
Grants & Contributions - Operating Purposes	4,255
Grants & Contributions - Capital Purposes	5,857
Total Income from Continuing Operations	24,824

Income from Continuing Operations



Included in this Revenue Policy is Council's pricing policy, proposed borrowings and a schedule of Fees and Charges. Following are the forms of charges that Council will be levying on properties in the 2022/23 Financial Year.

Rate structure 2022/23

Pursuant to s.405 of the Local Government Act, Council must have for inspection at its office a map¹ that shows the parts of its area to which each category, and sub-category, of the ordinary rate and each special rate included in the draft operational plan applied during a period of public exhibition.

Council has proposed 2 rate structures following the announcement of the Rate Peg of 0.7%. Following correspondence from the Minister for Local Government and as resolved by Council at the March 2022 Council meeting, an application was lodged for an Additional Special Variation of 1.8% - for a total increase to rates income of 2.5%. This percentage increase had been provided for in Council's prior year 2020/21 – 2023/24 Delivery Plan and updated Long Term Financial Plan. Exhibition of 2 rate structures is a prudent approach by Council in the event that Council's Additional Special Variation (ASV) is declined by IPART. The following rating structures for 2022/23 are proposed:

¹ These maps are available for inspection at Council's Administration Office at 91 Adelaide Street, Blayney. They may also be accessed from Council website on:
<https://maps.blayney.nsw.gov.au/intramaps90public/default.htm?project=BSCExternal&module=Rates> option under Rates in the Module Menu.

Rate structure with increase of 0.70% (Rate Peg)

Rating Structure for the 2022/2023 Rating Year							
Name of Category/Sub Category	No. of Assessments	Base Rate	Ad Valorem	Land Value	Total Yield	Average Rate	% Yield from Base Amount
Residential							
Ordinary Rate	1,196	\$350	0.00188280	\$225,748,057	\$843,638	\$705.38	49.62%
Blayney & Carcoar	1,373	\$350	0.00422710	\$121,393,400	\$993,691	\$723.74	48.36%
Millthorpe	328	\$350	0.00172445	\$71,380,560	\$237,892	\$725.28	48.26%
Business							
Ordinary Rate	93	\$455	0.00404506	\$14,819,620	\$102,261	\$1,099.58	41.38%
Business Blayney	170	\$455	0.00815398	\$17,011,600	\$216,062	\$1,270.95	35.80%
Business Millthorpe & Carcoar	57	\$455	0.00550790	\$8,693,600	\$73,818	\$1,295.06	35.13%
Farmland							
Ordinary Rate	727	\$570	0.00221070	\$838,668,120	\$2,268,434	\$3,120.27	18.27%
Mining							
Ordinary Rate	1	\$1,120	0.03862545	\$426,000	\$17,574	\$17,574.44	6.37%
Mining Gold		\$1,120	0.04202500				
Mining Gold / Copper Combined	1	\$1,120	0.04197760	\$110,000,000	\$4,618,656	\$4,618,656	0.02%
Total Yield				\$1,408,140,597	\$9,372,027		

Rate Structure with ASV 2.5% increase (ASV)

Rating Structure for the 2022/2023 Rating Year							
Name of Category/Sub Category	No. of Assessments	Base Rate	Ad Valorem	Land Value	Total Yield	Average Rate	% Yield from Base Amount
Residential							
Ordinary Rate	1,196	\$355	0.00192328	\$225,748,057	\$858,757	\$718.02	49.44%
Blayney & Carcoar	1,373	\$355	0.00430972	\$121,393,400	\$1,010,585	\$736.04	48.23%
Millthorpe	328	\$355	0.00175950	\$71,380,560	\$242,034	\$737.91	48.11%
Business							
Ordinary Rate	93	\$455	0.00416860	\$14,819,620	\$104,092	\$1,119.27	40.65%
Business Blayney	170	\$455	0.00838138	\$17,011,600	\$219,931	\$1,293.71	35.17%
Business Millthorpe & Carcoar	57	\$455	0.00565993	\$8,693,600	\$75,140	\$1,318.25	34.52%
Farmland							
Ordinary Rate	727	\$575	0.00225476	\$838,668,120	\$2,309,019	\$3,176.09	18.10%
Mining							
Ordinary Rate	1	\$1,120	0.03936400	\$426,000	\$17,889	\$17,889.06	6.26%
Mining Gold		\$1,120	0.04202500				
Mining Gold / Copper Combined	1	\$1,120	0.04272937	\$110,000,000	\$4,701,351	\$4,701,351	0.02%
Total Yield				\$1,408,140,597	\$9,538,797		

Annual Charges Sewer Services for Blayney and Millthorpe

For Residential Properties

A uniform sewerage charge is applied to all residential customers in accordance with the Department of Environment, Climate Change and Water Best Practice sewer pricing guidelines.

Sewerage Charges have been set to meet the requirements of the State Government Best-Practice Management of Water and Sewerage guidelines that requires prices to be set based on long term strategic business planning and full cost recovery. The following wastewater (sewerage) service charges for 2022/23 are proposed:

Residential			
	Access Charge	No. of Properties	Total Yield
Connected	\$736	1,534	\$1,129,024
Vacant / Unmetered	\$380	100	\$38,000
Estimated Total Yield			\$1,167,024

For Non-residential Properties

A two-part tariff, being a Connection Charge and a Usage Charge will be applied. Non-Residential properties include multiple occupancies, such as non-strata flats and units, and those properties which are categorised as “Business” for rating purposes.

The **Connection Charge** is determined by multiplying the access charge applicable to the water service connection size, by the Sewerage Discharge Factor (SDF).

The **Usage Charge** is the estimated % of a customer’s water consumption that is discharged into the sewer. It is determined by multiplying the number of kilolitres of water consumed, by the SDF, and then by the scheduled per kilolitre usage charge determined by Council.

Council issues sewer usage charges every three months in arrears and are included on the rates instalment notice.

The SDF is a customer’s estimated volume discharged into the sewerage system to the customer’s total water consumption. For non-residential properties the SDF varies based on the usage requirements of a customer’s enterprise.



Proposed Non-Res Sewer Charges for 2022/23

	Annual Charge (Prior to SDF Factor)	No. of Properties	Quarter Charge before SDF applied	Min. quarterly amount charged
20mm Water Service	\$616	161	\$154	\$184
25mm Water Service	\$940	21	\$235	\$184
32mm Water Service	\$1,532	18	\$383	\$184
40mm Water Service	\$2,400	11	\$600	\$184
50mm Water Service	\$3,744	24	\$936	\$184
80mm Water Service	\$9,568	1	\$2,392	
100mm Water Service	\$15,000	6	\$3,750	
150mm Water Service	\$33,752	2	\$8,438	
Vacant/Unmetered	\$380	54		
Usage Charge (per kl)	\$1.58			
Estimated Total Yield				\$416,850

Future Sewerage Infrastructure Subsidy Charge

Council has prepared a Sewerage Development Servicing Plan which informs Council of the Developer Charges to be applied to new development. The Developer Charges are levied under s.64 of the Local Government Act and contribute to funding Council's future expansion of the sewerage infrastructure as a result of the new development.

The Development Servicing Plan is prepared in accordance with the 2016 Developer Charges Guidelines for Water Supply, Sewerage and Stormwater issued by the Minister for Lands and Water, pursuant to s.306(3) of the Water Management Act.

Council has elected to levy Developer Charges lower than the calculated Developer Charges for the 2 service areas, Blayney and Millthorpe. The Developer Charges have been set in consideration of financial, social and environmental factors to determine a Developer Charge which is balanced, fair and meets Council's objectives. The cross-subsidy, resulting from capping of Developer Charges, must be disclosed in Council's DSP, annual Operational Plan and Annual Report.

The amount determined per Typical Residential Bill (TRB) is disclosed below and will apply to all properties as follows:

Future Sewerage Infrastructure Subsidy Charge			
	Access Charge	No. of Properties	Total Yield
Connected - Residential	\$57	1,445	\$82,365
Connected - Business	\$57	240	\$13,680
Vacant (Unconnected)	\$57	154	\$8,778
Estimated Total Yield			\$104,823

Liquid Trade Waste Charges for 2022/23

Commercial (Non-Residential)		
	Annual Fee	No. of Properties
Annual Trade Waste Fee	\$114	65
Annual Trade Waste Fee (Large Dischargers Category 3)	\$420	1
Liquid Trade Waste User Charges with Trade Waste Agreement (Category 1, Category 2/2s)	\$2.28	23
Liquid Trade Waste User Charges with No Trade Waste Agreement	\$22.10	12
Excess Mass Chargers for Category (3 Dischargers)	\$Per the table	
Water Testing Charges (if required)	\$294.00 per quarter	1
Estimated Total Yield		\$66,692

Annual Charges - Waste Management

Domestic Waste Management services are provided to the residents of Blayney, Millthorpe, Carcoar, Lyndhurst, Neville, Panuara, Newbridge, Hobbys Yards, Barry, Forest Reefs and specific rural areas. The service includes a weekly garbage collection service and a fortnightly recycling collection service.

Domestic Waste Management Charge and the Non-Domestic Waste Management Charge reflect the cost to provide this service.

A Waste Management Levy is applied to all properties in the Blayney Shire to create an equitable contribution by all residents towards the operation of the Blayney Waste Facility, in particular management and processing of recycling and green waste, which will incur a significant increase in costs.



Charge Category and Description	Annual Charge	No. of Properties
Waste Management Levy		2022/23 Proposed
Waste Management Levy <i>This is waste management charge is applied to all properties funding waste disposal services for the Blayney Shire</i>	\$44	4,060
Domestic Waste Management		
Domestic Waste Management Service Charge <i>This is applied to properties that have a residence within the waste collection area.</i>	\$348	2,630
Domestic Waste Management Availability Charge <i>This charge is applied to properties within the waste collection area that do not have a service but it is available i.e. vacant land</i>	\$60	285
Commercial (Non-Domestic) Waste Management		
Non-Domestic Waste Management Service Charge <i>This is applied to properties for non-domestic properties within the waste collection area</i>	\$448	336
Non-Domestic Waste Management Availability Charge <i>This charge is applied to properties within the waste collection area that do not have a service but it is available i.e. vacant land</i>	\$60	92
Non-Domestic Waste Service Management Charge for Charity and Not Profit Organisations <i>This is applied to the above properties for non-domestic properties within the waste collection area</i>	\$120	11
Extra Services		
Additional Garbage Charge – per red bin	\$318	94
Additional Recycling Charge – per yellow bin	\$130	31
Total Yield		\$1,302,270

Proposed Borrowings

Council Borrowings

Council determines borrowing requirements in conjunction with the review of its 10-year Long Term Financial Plan (LTFP). The borrowing of funds, if required, will be in accordance with Part 12 - Loans (sections 621,622,623 and 624) of the Local Government Act and the Minister of Local Government Borrowing Order.

The 2022/23 Operational Plan does not allow for any borrowings

Pricing Policy

The delivery of goods and services within available resources provides the frame work behind the determination of Council pricing structure. The recovery of costs in the provision of goods and services is considered central to the efficient operation of the organisation. Adherence to Council's pricing obligations under the Local Government Act 1993, the Local Government Regulations and other legislation may dilute Council's attempt to recover costs in the provision of some goods and services.

Council reserves the right to discount fees and charges below the cost of providing the product where it considers the benefits of this action represent the best interests of the community. Council has specifically identified that the use of the Community Centre and Sporting Facilities will be subsidised.

Council remains responsive to, but not bound by, the recommendations of other government authorities and other interested parties in relation to setting fees and charges. When determining costs Council recognises that the true costs include costs associated with the product such as administrative or supervisory costs. The true cost may also involve the recovery from current customers for future costs. Generally, Council endeavours to recover the cost of providing the goods and services, recognising its community service obligations and the ability to pay.

The delivery of goods and services within available resources provides the framework behind the determination of Council pricing structure. The recovery of costs in the provision of goods and services is considered central to the efficient operation of the organisation. Adherence to Council's pricing obligations under the Local Government Act 1993, the Local Government Regulations and other legislation may dilute Council's attempt to recover costs in the provision of some goods and services.

Council reserves the right to discount fees and charges below the cost of providing the product where it considers the benefits of this action represent the best interests of the community. Council has specifically identified that the use of the Community Centre and Sporting Facilities will be subsidised which is aligned to the priorities of the Community Strategic Future Direction 4: Enhance facilities and networks that support Community, Sport, Heritage and Culture.

Council remains responsive to, but not bound by, the recommendations of other government authorities and other interested parties in relation to setting fees and charges. When determining costs Council recognises that, the true costs include costs associated with the product such as administrative or supervisory costs. The true cost may also involve the recovery from current customers for future costs.

Generally, Council endeavours to recover the cost of providing the goods and services, recognising its community service obligations and the ability to pay.

In accordance with s.608 of the *Local Government Act 1993* and other applicable legislation, Council charges and recovers approved fees for any services it provides as contained within its schedule of fees and charges.

All of Council's fees and charges are reviewed on an annual basis prior to the finalisation of Council's Annual Operational Plan. From time to time, other state agencies may alter statutory fees and these will be automatically updated on the Council's website. Council is authorised pursuant to s.608 to charge and recover an approved fee for any service it provides other than a service provided on an annual basis for which it makes an annual charge under s.501.

In determining its fees under s.608, Council has taken into consideration the following factors as prescribed:

The cost to Council of providing the service

- The price suggested for that service by an relevant industry body or in any schedule of charges published from time to time by the department
- The importance of the service to the community
- Any factors specified in the regulations

Also in accordance with s.404(5) of the Local Government Act, Council is not required to and does not provide any information in its Schedule of Fees of its pricing policy, which could confer a commercial advantage on a competition in respect to Council's business enterprises.

The Fees and Charges are provided as attachment to this document. The following are a summary of Council's pricing policy applied to its Fees and Charges:

Pricing Policy	Description
Statutory	This is the amount required to be charged by statute. Where this principle applies, Council has no discretionary power to alter the amount.
User Pay	<p>The pricing for these services is set below the financial cost of providing the service. The fees received are expected to make a contribution towards the cost provision, with the balance being met from general revenues. The principles associated with this pricing category may include the following:</p> <ul style="list-style-type: none"> • Expected benefit to the community as a whole; • Benefit of service may be spread across a large number of users including unrelated third parties; • Objective is to enable maximum access to the service, particularly keeping lower income users in mind.
Regulatory	This is the amount determined by Council pursuant to powers under statute. Where this principle applies fee received covers up to amount legally recoverable.

Goods and Services Tax

Goods and Services Tax (GST) of 10% is payable on several services provided by the Council. In general, GST will not be payable on regulated fees and charges, unless contestable. Fees and Charges regulated under the Local Government Act include planning and development fees, zoning, development application fees and dog registration fees. GST will be generally payable on non-regulated fees unless a specific exemption applies. This document identifies where GST is applicable or is not applicable.



Blayney Shire Council

91 Adelaide Street,
Blayney NSW 2799

P.O. Box 62
Blayney NSW 2799

Phone: 02 6368 21 04
Email: council@blayney.nsw.gov.au
Web: www.blayney.nsw.gov.au

2022/23 Schedule of Fees & Charges



Function/ Activity	Fee Name	Pricing Principle	Total Fee 2022/23	GST Incl
Administration	Dishonoured Payments			
Administration	- Fee for returned payments (each instance) in addition to bank charge.	User Pay	\$ 20.50	±
Administration	Black & White Photocopying			
Administration	- A4 Copies (each)	User Pay	\$ 4.00	±
Administration	- A3 Copies (each)	User Pay	\$ 4.50	±
Administration	- A2 Copies (each)	User Pay	\$ 23.00	±
Administration	- A1 Copies (each)	User Pay	\$ 27.00	±
Administration	- Double Sided - Above fee PLUS 50%	User Pay		
Administration	Colour Photocopying			
Administration	- A4 Copies (each)	User Pay	\$ 4.00	±
Administration	- A3 Copies (each)	User Pay	\$ 4.50	±
Administration	- A2 Copies (each)	User Pay	\$ 35.50	±
Administration	- A1 Copies (each)	User Pay	\$ 57.00	±
Administration	- Double Sided – Above fee PLUS 50%	User Pay		
Administration	GIS Search and Retrieve Information			
Administration	- A4 Sheet	User Pay	\$ 68.50	±
Administration	- A3 Sheet	User Pay	\$ 81.50	±
Administration	- A2 Sheet	User Pay	\$ 111.00	±
Administration	- A1 Sheet	User Pay	\$ 155.00	±
Administration	- A0 Sheet	User Pay	\$ 172.00	±
Administration	PA System Hire (Community Groups and Agencies Only)			
Administration	- PA System (per day)	User Pay	\$ 128.00	±
Administration	- Security Deposit (Refundable)	User Pay	\$ 100.00	±
Administration	Computer Projector Hire (Community Groups and Agencies Only)			
Administration	- Projector (per day)	User Pay	\$ 205.00	±
Administration	- Security Deposit (Refundable)	User Pay	\$ 100.00	±
Administration	Section 603 Certificates			
Administration	- Certificate Fee	Statutory**	\$ 90.00	
Administration	- Additional Urgent Fee (within 48hrs)	User Pay	\$ 70.50	±
Administration	- Refund / Cancellation Fee	User Pay	\$ 32.00	±
Administration	- Duplicate Certificate Fee	User Pay	\$ 63.50	±
Administration	Subpoena Charges			
Administration	- Ordinary Hours (per hour)	User Pay	\$ 321.50	±
Administration	- Overtime Hours (per hour)	User Pay	\$ 430.50	±
Administration	- Urgency Fee (<5 working days notice)	User Pay	\$ 113.50	±
Administration	*This fee includes the supply of information under the Workplace Injury Management and Workers Compensation Act 1998**			
Administration	Rate enquiry / Property enquiry / Valuation enquiry (fee per property)			
Administration	- Written (per hour)	User Pay	\$ 120.50	±
Administration	- Per 15 mins	User Pay	\$ 77.00	±
Administration	Staff Costs			
Administration	- General Manager/Directors per hour	User Pay	\$ 333.00	±
Administration	- Managers per hour	User Pay	\$ 265.00	±
Administration	- Clerical/Admin Staff per hour	User Pay	\$ 197.50	±
Administration	- Works Staff per hour	User Pay		±
Administration	- Scanning and Emailing of Documents	User Pay		±
Administration	Access to Information – Government Information (Public Access) Act			
Administration	Formal Application			
Administration	- Processing Fee	Statutory**	\$ 30.00	
Administration	- Processing Charge (per hour)	Statutory**	\$ 30.00	
Administration	Internal Review			
Administration	- Processing Fee	Statutory**	\$ 40.00	
Administration	*Note: Applicants are entitled to a 50% reduction of processing charges on financial hardship grounds or if the information required is of special benefit to the public generally.			
Administration	Business Paper Supply			
Administration	- Supply of Business Paper per month (other than current month's Council meeting)	Regulatory	\$ 39.50	±
Administration	- Additional Postage & Handling Charge	Regulatory	\$ 31.00	±
Administration	Corporate Plan Supply			
Administration	- Supply of either Community Strategic Plan, Delivery Program or Operational Plan	Regulatory	\$ 62.50	±
Administration	Rates			
Administration	Hardship provisions apply per Council policy (s.566 Local Government Act)			
Administration	- Copy of rates/instalment notice	User Pay	\$ 25.00	
Administration	- Processing fee - refund overpayment of rates	User Pay	\$ 35.50	
Administration	- Accrual of Interest on Overdue Rates and Charges	Statutory**	6%	
Administration	- Debt Recovery charges on Overdue Rates and Charges (s.712) including prior legal action, legal action and late stage intervention	User Pay	Full Cost	

Function/ Activity	Fee Name	Pricing Principle	Total Fee 2022/23	GST Incl
Administration	Sundry Debtors			
Administration	- Debt Recovery charges on Sundry Debtors including late stage intervention and service fee.	User Pay	Full Cost	
Engineering	Application for Change of Street Number and Address			
Engineering	- Application Fee	User Pay	\$ 441.00	±
Engineering	- Administration Fee (if approved)	User Pay	\$ 206.00	±
Engineering	Permanent Road Closure <i>Applicant to pay all fees to external parties</i>			
Engineering	- Application for Closing of Public Road	Regulatory	\$ 358.00	±
Engineering	Temporary Road Closure			
Engineering	- Advertising fee for temporary closures for festivals etc.	Regulatory		
Engineering	Driveway Access Levels			
Engineering	- Inspection Fee	User Pay	\$ 156.00	±
Engineering	- Design Fee	User Pay	\$ 260.00	±
Engineering	- Rural Address Numbers	User Pay	\$ 33.50	±
Engineering	Kerb and Gutter Security Deposit •Where a concrete kerb and gutter or footpath exists outside a development site (per lineal metre). •Where remediation is to be undertaken by Council, works will be charged at the applicable Private Works rate. Private Works is <i>not exempt</i> . •Works charge under section 247 of the Roads Act may recover the cost of paving, kerb, gutter and footpath. Contribution is 50% and is GST exempt and not allocated to trust.			
Engineering	- Kerb and Gutter (per lineal metre)	User Pay	\$ 135.00	±
Engineering	- Minimum Charge	User Pay	\$ 540.00	±
Engineering	- Footpaths (per square metre)	User Pay	\$ 150.00	±
Engineering	- Minimum Charge	User Pay	\$ 540.00	±
Engineering	Inspections – Road Construction <i>Charge for inspections in respect of road construction by private developers.</i>			
Engineering	- Inspection of Construction Site (per lineal metre)	User Pay	\$ 15.50	±
Engineering	Bond – Civil Construction			
Engineering	Bond for civil construction works to be included in Councils Asset Register, to be held per time frame specified in Development Application.	User Pay	5% of total Construction Cost OR \$520 per additional lot, whichever is >	
Engineering	Street Signs			
Engineering	- Provision and installation of each sign	User Pay	\$ 501.50	±
Engineering	Street Trees			
Engineering	- Provision and installation of street trees per lot	User Pay	\$ 266.00	±
Emergency Services & Fire Protection	Receive Annual Fire Safety Statement	User Pay	\$ 57.00	±
Emergency Services & Fire Protection	Follow-up/Reminder Overdue Fire Safety Certificate	User Pay	\$ 57.00	±
Animal Control	Companion Animal Registration <i>Fees set by legislation for lifetime of animal</i>			
Animal Control	- Dog - Desexed	Statutory**	\$ 66.00	
Animal Control	- Dog - Desexed (eligible pensioner)	Statutory**	\$ 27.00	
Animal Control	- Dog - Desexed (sold by pound)	Statutory**		
Animal Control	- Dog - Not Desexed or Desexed (after relevant age)	Statutory**	\$ 224.00	
Animal Control	- Dog - Not Desexed (not recommended)	Statutory**	\$ 66.00	
Animal Control	- Dog - Not Desexed (recognised breeder)	Statutory**	\$ 66.00	
Animal Control	- Dog - working	Statutory**		
Animal Control	- Dog - Assistance Animal	Statutory**		
Animal Control	- Cat - Desexed ot Not Desexed	Statutory**	\$ 56.00	
Animal Control	- Cat - Eligible pensioner	Statutory**	\$ 27.00	
Animal Control	- Cat - Desexed (sold by pound/shelter)	Statutory**		
Animal Control	- Cat - Not desexed (not recommended)	Statutory**	\$ 56.00	
Animal Control	- Cat - Not desexed (recognised breeder)	Statutory**	\$ 56.00	
Animal Control	- Registration late fee	Statutory**	\$ 18.00	
Animal Control	Annual Permit Fees			
Animal Control	- Undesexed cat by four months of age	Statutory**	\$ 81.00	
Animal Control	- Dog declared to be dangerous	Statutory**	\$ 197.00	
Animal Control	- Dog declared to be restricted breed or restricted by birth	Statutory**	\$ 197.00	
Animal Control	- Permit late fee	Statutory**	\$ 18.00	
Animal Control	Impounding of Dogs			
Animal Control	- per dog for first impounding	User Pay	\$ 65.00	±
Animal Control	- for any subsequent impounding	User Pay	\$ 129.00	±
Animal Control	- Sustenance of Dogs whilst impounded (per day or part thereof)	User Pay	\$ 19.00	±

Function/ Activity	Fee Name	Pricing Principle	Total Fee 2022/23	GST Incl
Animal Control	- Surrender Animal	User Pay	\$ 220.00	±
Animal Control	Sale of Impounded Dogs			
Animal Control	- Desexed Animal PLUS microchipping & registration	User Pay	\$ 23.00	±
Animal Control	- Non Desexed Animal PLUS microchipping & registration	User Pay	\$ 44.00	±
Animal Control	- Council Microchipping Fee	User Pay	\$ 30.00	±
Animal Control	Cat Trap / Dog Trap			
Animal Control	- Weekly Hire	User Pay	\$ 31.00	±
Animal Control	- Deposit (Refundable)	User Pay	\$ 109.00	±
Animal Control	- Trap Replacement – in the event that the trap is lost or needs to be replaced	User Pay	\$ 557.00	±
Animal Control	Straying Livestock			
Animal Control	- Per incident of impounding PLUS transport fee below	User Pay	\$ 200.00	±
Animal Control	- Per incident of impounding without transport	User Pay	\$ 77.00	±
Animal Control	Livestock Impounding			
Animal Control	- Horses & Cattle - Sustenance whilst impounded per head per day	User Pay	Full Cost + 30%	
Animal Control	- Sheep - Sustenance whilst impounded per head per day	User Pay	Full Cost + 30%	
Animal Control	- All Other Animals - Sustenance whilst impounded per head per day	User Pay	Full Cost + 30%	
Animal Control	- Veterinary Costs whilst impounded	User Pay	Full Cost + 30%	
Animal Control	- Loss or Damage caused by straying stock including repairs	User Pay	Full Cost + 30%	
Animal Control	Impounding Articles			
Animal Control	- Per incident of impounding PLUS transport fee	User Pay	\$ 330.00	±
Animal Control	- Storage fee – per article per day	User Pay	\$ 31.00	±
Animal Control	- Notification / incident	User Pay	\$ 109.00	±
Animal Control	Transport Fee			
Animal Control	- Transport of any article or animal	User Pay	Full Cost + 30%	
Animal Control	Ranger / Staff Duties			
Animal Control	- Per Hour (incl. vehicle cost)	User Pay	\$ 197.50	±
Environmental Health	Health Act			
Environmental Health	- Registration under the Public Health Act & Regulation		Nil	
Environmental Health	- Inspection of Barber/Hairdressers, Beauty Salon & Skin Penetration Premises	User Pay	\$ 140.00	
Environmental Health	- Inspection of Cooling Tower	User Pay	\$ 150.00	
Environmental Health	- Reinspection Fee	User Pay	\$ 75.00	
Environmental Health	Food Act			
Environmental Health	- Annual Administration Charge	Regulatory	\$ 185.00	
Environmental Health	- Inspection fee - Low Risk Food Premises	User Pay	\$ 90.00	
Environmental Health	- Inspection fee - Medium & High Risk Food Premises	User Pay	\$ 185.00	
Environmental Health	- Reinspection fee - high, medium and low risk food premises	User Pay	\$ 90.00	
Environmental Health	- Improvement Notice	Regulatory	\$ 343.00	
Environmental Health	Events (markets, shows etc.)			
Environmental Health	Annual registration of a single individual food stall for 12 months (1 Jan - 31 Dec) operating at multiple events within Blayney Shire under the Local Government Act	User Pay	\$ 30.00	
Environmental Health	- Inspection of temporary food premises (whole event, multiple premises) maximum of 20 stalls	User Pay	\$ 60.00	
Environmental Health	- Inspection of temporary food premises (whole event, multiple premises) 21 or more stalls	User Pay	\$ 462.00	
Environmental Health	Giving Effect to an Order			
Environmental Health	- Administration Fee	User Pay	\$ 572.00	
Environmental Health	Amusement Devices			
Environmental Health	- Inspection fee - Major Ride	User Pay	\$ 40.00	
Environmental Health	- Inspection fee - Minor Ride	User Pay	\$ 27.00	

Function/ Activity	Fee Name	Pricing Principle	Total Fee 2022/23	GST Incl
Environmental Health	- Additional Late Application Fee (Less than 72 hours notice)	User Pay	\$ 233.00	
Environmental Health	Protection of Environment Operations Act 1997			
Environmental Health	- Registration Inspection Fee - Underground Petroleum Storage System	User Pay	\$ 150.00	
Environmental Health	- Registration Reinspection Fee - Underground Petroleum Storage Systems	User Pay	\$ 75.00	
Local Government Act	Activities Requiring Approval under S.68 Local Government Act			
Local Government Act	Part A – Structures or places of public entertainment			
Local Government Act	- Install a manufactured home on an allotment (includes certificate of completion)	User Pay	\$ 940.00	
Local Government Act	Part B – Water supply, sewerage & stormwater drainage work			
Local Government Act	- General	User Pay	\$ 370.00	
Local Government Act	- Drainage works for new dwellings and dwelling alterations in a area serviced by sewer mains	User Pay	\$ 370.00	
Local Government Act	- Drainage works for new dwellings and dwelling alterations not in an area serviced by sewer mains including new geotech system	User Pay	\$ 600.00	
Local Government Act	- Drainage works for new dwellings and dwelling alterations not in an area serviced by sewer mains (no new geotech system required)	User Pay	\$ 370.00	
Local Government Act	- Drainage works for commercial and/or industrial development	User Pay	\$ 370.00	
Local Government Act	PLUS fee for additional drainage works charged per item i.e. closet, urinal, sanitary fitting, kitchen/laundry sink, shower	User Pay	\$ 30.00	
Local Government Act	Part C – Management of waste			
Local Government Act	- General	User Pay	\$ 300.00	
Local Government Act	Part D – Community Land	User Pay		
Local Government Act	- General	User Pay	\$ 300.00	
Local Government Act	Part E – Public Roads	User Pay		
Local Government Act	- General	User Pay	\$ 300.00	
Local Government Act	Part F – Other			
Local Government Act	- General	User Pay	\$ 300.00	
Local Government Act	- Approval to operate Caravan Park, camping ground or manufactured home estate (does not include State Govt. levy of \$2.70 per site)	User Pay	\$ 600.00	
Local Government Act	PLUS per site	User Pay	\$6 per site	
Local Government Act	- Approval to operate primitive camping ground (does not include State Govt. Levy of \$2.70 per site)	User Pay	\$ 600.00	
Local Government Act	PLUS per site	User Pay	\$6 per site	
Local Government Act	- Manufactured Homes Estates	User Pay	\$ 600.00	
Local Government Act	PLUS per site	User Pay	\$6 per site	
Local Government Act	- Application for renewal of an approval or for annual inspection of Caravan Park, camping ground or manufactured home estate	User Pay	\$ 600.00	
Local Government Act	PLUS per site	User Pay	\$6 per site	
Local Government Act	- S68 Modification after approval - minor	User Pay	\$ 110.00	
Local Government Act	- S68 Modification after approval - major	User Pay	50% of original fee	
Local Government Act	Permanent Structure within Footpaths - Local Government Act			
Local Government Act	- Per square metre per annum	User Pay	\$ 100.00	

Function/ Activity	Fee Name	Pricing Principle	Total Fee 2022/23	GST Incl
Local Government Act	Local Government Act Section 68 Part F			
Local Government Act	- Inspection - Caravan Parks	User Pay	\$ 190.00	±
Local Government Act	- Reinspection - Caravan park	User Pay	\$ 90.00	±
Local Government Act	On Site Management System & Approval to Operate			
Local Government Act	- Inspection Fee	User Pay	\$ 190.00	
Local Government Act	- Reinspection fee	User Pay	\$ 190.00	
Local Government Act	- Issuing an approval to operate - Transfer of Ownership (upon inspection and approval or within 3 months <90 days> of inspection and approval for change of owner)	User Pay	\$ 90.00	
Development	Hard copy consent (Administration, Printing and Postage)	User Pay	\$ 62.50	
Development	Section 10.7 Planning Certificates (clause 259 reg)			
Development	- Standard Certificate	Statutory**	\$ 53.00	
Development	- Certificate requiring additional information	Statutory**	\$ 80.00	
Development	- Additional Urgent Fee (within 48hrs)	User Pay	\$ 180.00	
Development	Planning Proposal			
Development	- Consistent with strategy	User Pay	\$ 10,000.00	
Development	- Inconsistent with strategy	User Pay	\$ 20,000.00	
Development	General			
Development	- Records Search of Building Records (per hour or part thereof)	User Pay	\$ 198.00	±
Development	- Written confirmation Development Consent has commenced	User Pay	\$ 550.00	±
Development	- Building Entitlement (Existing Holding Search)	User Pay	\$ 550.00	±
Development	Planning Advice for a property for sale (or about to be sold)	User Pay		
Development	- By owner prior to being placed on the market	User Pay		
Development	- Minor Advice	User Pay	\$ 114.50	±
Development	- Major Advice	User Pay	\$ 550.00	±
Development	Clause 4.6 variation			
Development	- Less than 10%	User Pay	\$ 2,000.00	
Development	- Greater than 10%	User Pay	\$ 4,000.00	
Development	Application under Section 8.2 EPA Act			
Development	- Review of Council Decision	Regulatory	As prescribed in the EP&A Regulation (s.257)	
Development	Erection of a building or carrying out work (based on cost of development) (Cl.246B REG)			
Development	(a) Development up to \$5,000 estimated cost	Statutory**	\$ 100.00	
Development	(b) Development \$5,001 to \$50,000	Statutory**	\$170.00 + \$3.00 per \$1,000 (or part thereof) of the estimated cost	
Development	(c) Between \$50,001 to \$250,000	Statutory**	\$352.00 + \$3.64 per \$1,000 (or part thereof) over \$50,001	
Development	(d)**Between \$250,001 to \$500,000	Statutory**	\$1,160.00 + \$2.34 per \$1,000 (or part thereof) over \$250,001	
Development	(e)**Between \$500,001 to \$1,000,000	Statutory**	\$1,745.00 + \$1.64 per \$1,000 (or part thereof) over \$500,001	
Development	(f) **Between \$1,000,001 to \$10,000,000	Statutory**	\$2,615.00 + \$1.44 per \$1,000 (or part thereof) over \$1,000,001	
Development	(g) **Over \$10,000,000	Statutory**	\$15,875.00 + \$1.19 per \$1,000 (or part thereof) over \$10,000,001	
Development	** INCLUDES an additional DA fee imposed by the State Government of 0.064 cents in the dollar (or \$64.00 per \$100,000) on developments valued at over \$50,000 (for implementation of Planning NSW 'PLAN FIRST' scheme).			
Development	Dwelling House and not exceeding \$100,000 (Cl.247 REG)	Statutory**	\$ 455.00	
Development	Development not involving building work or subdivision (Cl.250 REG)	Statutory**	\$ 285.00	

Function/ Activity	Fee Name	Pricing Principle	Total Fee 2022/23	GST Incl
Development	Referral to Heritage Advisor (outside monthly visit) <i>Construction Certificate File Maintenance and Compliance Inspection Fees Apply</i>	User Pay	\$ 310.00	±
Development	Subdivision of Land (EP & A Reg. 249)			
Development	(a)(i) Subdivision (opening of public road) PLUS per additional lot	Statutory**	\$ 665.00	
Development	(ii) Subdivision (not involving opening of public road) PLUS per additional lot	Statutory**	\$ 330.00	
Development	(b) Strata- State Significant PLUS per additional lot	Statutory**	\$ 330.00	
Development	(c) Registration & Release fee	User Pay	\$ 157.00	
Development	(d) Subdivision and or strata certificate PLUS per lot numbered on the plan	User Pay	\$ 260.00	
Development	Designated Development (EP & A Reg. 251)	Statutory**	\$ 952.00	
Development	Integrated Development Referral fee (Per Agency) (EP & A Reg. 253(4))	Statutory**	\$ 331.00	
Development	Concurrence Fee (Additional) (EP & A Reg. 252A) (5)	Statutory**	\$ 331.00	
Development	Processing Fee (Integrated 353 (1)) B Concurrence (252A (1))	User Pay	\$ 151.00	
Development	Development requiring advertising or notification (EP & A Reg. 252)			
Development	(a) Designated Development	Statutory**	\$ 2,220.00	
Development	(b) Prohibited & Other Advertised Development	Statutory**	\$ 1,105.00	
Development	(c) Development Requiring Notice	Statutory**	\$ 1,105.00	
Development	(d) Community Participation Plan Notified Development	User Pay	\$ 190.00	
Development	(e) Community Participation Plan Advertised Development	User Pay	\$ 801.00	
Development	Section 4.55 Modification (EP & A Reg. 258) Application Fee			
Development	(a) Section 4.55(1) of the Act (Cl.258 EPA REG) - Minor	Statutory**	\$ 71.00	
Development	(b) Section 4.55(1A) of the Act (Cl. 258(1A) EPA REG) - involving minimal environmental impact	Statutory**	Lesser of 50% of the original fee OR \$645.00	
Development	(c) Section 4.55(2) or Section 4.56 of the Act (Cl.258(2) EPA REG) - Major:			
Development	(d) If original fee less than \$100.00	Statutory**	50% of original fee	
Development	(e) If original fee was \$100.00 or more and the DA does not involve the erection of a building, the carrying out of work, or demolition	Statutory**	50% of original fee	
Development	(f) If original fee was \$100.00 or more and the DA is for the erection of dwelling with a cost of \$100,000 or less	Statutory**	\$ 190.00	
Development	PLUS an additional amount if notice of the application is required to be given under Section 4.55(2) or 4.56 of the Act	Statutory**	\$ 665.00	
Development	Refund of Fees: DA, CC, CDC, s68			
Development	(a) After issue of consent or approval	User Pay	Nil	
Development	(b) After lodgement, but prior to issue of consent or approval	User Pay	Lesser of 50% or \$250	
Development	(c) Compliance Certificate fees where inspections are not carried out	User Pay	100%	
Development	(d) Construction Certificate fee after lodgement, but prior to issue of construction certificate	User Pay	Lesser of 50% or \$250	
Development	(e) Septic Tank/Sewer after Approval	User Pay	Nil	
Development	(f) Septic Tank/Sewer prior to Approval	User Pay	50%	
Development	(g) Compliance Certificate fees where inspections are not carried out	User Pay	100%	
Construction	Long Service Leave Levy			
Construction	Construction Certificates (includes engineering construction certificates) <i>Note: The General Manager can authorise reduced fees for construction certificates and complying development on an individual basis where the value of development exceeds \$1,000,000</i>			
Construction	(a) Less than \$12,000	User Pay	\$ 150.00	±
Construction	(b) Between \$12,001 and \$100,000 PLUS \$5.00 per \$1,000 over \$12,000	User Pay	\$ 200.00	±
Construction	(c) Between \$100,001 and \$500,000 PLUS \$20.00 per \$5,000 over \$100,000	User Pay	\$ 650.00	±
Construction	(d) Between \$500,001 and \$1,000,000 PLUS \$15.00 per \$5,000 over \$500,000	User Pay	\$ 2,600.00	±
Construction	(e) Greater than \$1,000,000 PLUS \$75.00 per \$50,000 over \$1,000,000	User Pay	\$ 5,200.00	±
Construction	(f) Subdivision Works Certificate (minimum charge)	User Pay	\$ 400.00	±
Construction	(g) Alternate Solution	User Pay	By Assessment	
Construction	(h) Construction Certificate Modification after approval - minor change minimum charge	User Pay	\$ 110.00	±

Function/ Activity	Fee Name	Pricing Principle	Total Fee 2022/23	GST Incl
Construction	(i) Construction Certificate Modification after approval- major change	User Pay	\$500 or 50% of original fee whichever is the greater	±
Construction	Complying Development Certificate			
Construction	(a) Less than \$12,000	User Pay	\$ 385.00	±
Construction	(b) Between \$12,001 and \$50,000	User Pay	\$ 655.00	±
Construction	(c) Between \$50,001 and \$100,000	User Pay	\$ 1,300.00	±
Construction	(d) Between \$100,001 and \$500,000	User Pay	\$ 2,000.00	±
Construction	(e) Between \$500,001 and \$1,000,000	User Pay	\$ 3,300.00	±
Construction	(f) Greater than \$1,000,001 and \$2,000,000	User Pay	\$ 5,000.00	±
Construction	(g) Greater than \$2,000,000	User Pay	By Assessment	
Construction	PLUS Compliance Certificate Fees		\$ -	
Construction	(h) Modification after certificate issued - updated documents supplied (no reassessment)	User Pay	Nil	
Construction	(i) Modification after certificate issued - minor change	User Pay	\$ 150.00	±
Construction	(j) Modification after certificate issued - major change	User Pay	\$500 or 50% of original fee whichever is the greater	±
Construction	Construction Inspections			
Construction	(a) Per inspection - Council PCA	User Pay	\$ 200.00	±
Construction	(b) Package of 4 inspections	User Pay	\$ 660.00	±
Construction	(c) Re-Inspection	User Pay	\$ 200.00	±
Construction	(d) Per Inspection - Private PCA	User Pay	\$ 400.00	±
Construction	(e) Inspection of a building to be relocated	User Pay	By Assessment - hourly rate	±
Construction	Accredited Certifiers			
Construction	- Engagement of accredited certifiers from private sector or other councils to undertake Council Certification Functions	User Pay	Full Cost + 30%	
Construction	- Private Certifier Fee (EP & A Reg. 263)	Statutory**	\$ 36.00	
Construction	Building Information Certificate			
Construction	(a) Floor area of building or part < 200m ²	Statutory**	\$ 250.00	
Construction	(b) Floor area of building > 200m ² and < 2,000m ²	Statutory**	\$ 250.00	
Construction	PLUS: if > 200m ² (per m ²)	Statutory**	\$ 0.50	
Construction	(c) Floor area > 2,000m ²	Statutory**	\$ 1,165.00	
Construction	PLUS: if > 2,000m ² (per m ²)	Statutory**	\$ 0.75	
Construction	(d) Unauthorised building works	User Pay	Fee calculated using Construction Certificate fee, using estimated value of construction works	
Construction	Swimming Pools			
Construction	- Swimming Pool Compliance Certificate Application	User Pay	\$ 150.00	
Construction	- Registering Pool on Behalf of Owner	Statutory**	\$ 10.00	
Construction	- Initial Inspection Fee	Statutory**	\$ 150.00	
Construction	- Reinspection fee resulting from initial inspection	Statutory**	\$ 100.00	
Waste Management	Residential and Small Business waste			
Waste Management	- 20L Drum	User Pay	\$ 2.00	±
Waste Management	- Bag of Waste - per bag	User Pay	\$ 5.00	±
Waste Management	- 240L wheelie bin	User Pay	\$ 8.00	±
Waste Management	- Timber Waste (processed timber inc. builders timber and furniture (per m ³)	User Pay	\$ 20.00	±
Waste Management	- Timber Waste (processed timber inc. builders timber and furniture (per ½m ³)	User Pay	\$ 10.00	±
Waste Management	- Timber Waste (processed timber inc. builders timber and furniture (per 250L/Kg)	User Pay	\$ 5.00	±
Waste Management	- Unsorted waste (per m ³)	User Pay	\$ 60.00	±
Waste Management	- Sorted waste (per m ³)	User Pay	\$ 30.00	±
Waste Management	- Bricks & Concrete (sorted no other waste)(per m ³)	User Pay	\$ 30.00	±
Waste Management	- Skip Bin unsorted waste (per m ³)	User Pay	\$ 40.00	
Waste Management	- Resource Recovery Items (provided they are not contaminated; already separated; and do not go into landfill.)	User Pay	Nil	
Waste Management	- Residential Green Waste (organic material including grass clippings and branches etc.)	User Pay	Nil	
Waste Management	- Clean Fill	User Pay	Nil	
Waste Management	- Light and Heavy Steel	User Pay	Nil	
Waste Management	- Motor Vehicles	User Pay	Nil	
Waste Management	- Glass containers	User Pay	Nil	

Function/ Activity	Fee Name	Pricing Principle	Total Fee 2022/23	GST Incl
Waste Management	- Aluminium Cans	User Pay	Nil	
Waste Management	- Plastic Bottles	User Pay	Nil	
Waste Management	- Cardboard and Paper	User Pay	Nil	
Waste Management	- E-Waste Items (all computer, ancillary computer items and televisions)	User Pay	Nil	
Waste Management	Commercial Waste			
Waste Management	- Commercial green/timber waste requiring mulching (per m ³)	User Pay	\$ 30.00	±
Waste Management	- Commercial waste per tonne (weighbridge receipt provided)	User Pay	\$ 180.00	±
Waste Management	- Commercial waste (per m ³)	User Pay	\$ 250.00	±
Waste Management	- Commercial construction & demolition waste (per m ³)	User Pay	\$ 68.00	±
Waste Management	Tyres (Residential)			
Waste Management	- Car	User Pay	\$ 15.00	±
Waste Management	- Truck/small tractor	User Pay	\$ 30.00	±
Waste Management	- Tractor (large greater than 1m diameter)	User Pay	\$ 180.00	±
Waste Management	- Tyre components (cut up tyres per m ³)	User Pay	\$ 90.00	±
Waste Management	Lounges & mattresses			
Waste Management	- Single lounge or mattress	User Pay	\$ 10.00	±
Waste Management	- Double lounge or mattress	User Pay	\$ 15.00	±
Waste Management	Animals			
Waste Management	- Small carcasses (cats, dogs, sheep, goats)	User Pay	\$ 15.00	±
Waste Management	- Large carcasses (cattle and horses)	User Pay	\$ 70.00	±
Waste Management	Asbestos (must be triple wrapped in black plastic and sealed)			
Waste Management	- Minimal (no more than a wheel-barrow)	User Pay	\$ 50.00	±
Waste Management	- Within the local government area (per m ³)	User Pay	\$ 400.00	±
Waste Management	Waste generated from outside the Local Government Area	User Pay	Subject to assessment	±
Waste Management	- Contaminated Material	User Pay	Subject to assessment	±
Cemeteries	Monumental Works			
Cemeteries	Supply of plaques / interments are performed by Funeral Directors. Council only provides for allocation of plots / niches & keeps records of reservations / interments.			
Cemeteries	Cemetery Fees			
Cemeteries	- Reservation Fee (Fee deducted from final plot fee)	User Pay	\$ 593.00	±
Cemeteries	- Monument Burial Plot Permit and Grave Fee	User Pay	\$ 3,016.00	±
Cemeteries	- Lawn Cemetery Burial Plot	User Pay	\$ 3,016.00	±
Cemeteries	- Re-Opening Fee	User Pay	\$ 728.00	±
Cemeteries	- Inspection Fee	User Pay	\$ 343.00	±
Cemeteries	- Interment of Child (under 16 years)	User Pay	\$ 1,508.00	±
Cemeteries	- Exhumation Administration Fees	User Pay	\$ 7,280.00	±
Cemeteries	- Niche Walls (Blayney, Carcoar, Hobbys Yards, Lyndhurst, Neville and Millthorpe)	User Pay	\$ 593.00	±
Cemeteries	- Internment of ashes into existing grave fee (max 4 per lot)	User Pay	\$ 593.00	±
Cemeteries	Search Fees			
Cemeteries	<i>Cemetery Information required for Family Trees, locating graves, etc.</i>			
Cemeteries	- Per hour	User Pay	\$ 222.00	±
Cemeteries	- Per 15 min (or part thereof)	User Pay	\$ 55.00	±
Sewerage Services	Liquid Trade Waste			
Sewerage Services	<i>Council will issue Category 1 and 2/25 trade waste usage every three months in arrears.</i>			
Sewerage Services	- Application Fee	User Pay	\$ 263.00	±
Sewerage Services	- Application Fee (Large Dischargers - Category 3)	User Pay	\$ 442.50	±
Sewerage Services	- Re-Inspection Fee	User Pay	\$ 98.50	±
Sewerage Services	- Trade Waste Usage Charges for Category 1 with Prescribed Pre-Treatment (per KL)	User Pay	Nil	
Sewerage Services	Total mass charges as calculated using individual parameter charges (U):			
Sewerage Services	- Aluminium	User Pay	\$ 1.00	
Sewerage Services	- Ammonia (as Nitrogen)	User Pay	\$ 3.00	
Sewerage Services	- Arsenic	User Pay	\$ 98.50	
Sewerage Services	- Barium	User Pay	\$ 49.50	
Sewerage Services	- Biochemical Oxygen Demand (BOD)	User Pay	\$ 1.00	
Sewerage Services	- Boron	User Pay	\$ 1.00	
Sewerage Services	- Bromine	User Pay	\$ 20.00	
Sewerage Services	- Cadmium	User Pay	\$ 455.50	
Sewerage Services	- Chloride	User Pay	Nil	
Sewerage Services	- Chlorinated Hydrocarbons	User Pay	\$ 49.50	
Sewerage Services	- Chlorinated phenolic	User Pay	\$ 1,966.50	
Sewerage Services	- Chlorine	User Pay	\$ 2.00	
Sewerage Services	- Chromium	User Pay	\$ 33.00	
Sewerage Services	- Cobalt	User Pay	\$ 20.50	

Function/ Activity	Fee Name	Pricing Principle	Total Fee 2022/23	GST Incl
Sewerage Services	- Copper	User Pay	\$ 20.50	
Sewerage Services	- Cyanide	User Pay	\$ 99.00	
Sewerage Services	- Fluoride	User Pay	\$ 5.00	
Sewerage Services	- Formaldehyde	User Pay	\$ 2.00	
Sewerage Services	- Oil and Grease (Total O & G)	User Pay	\$ 2.00	
Sewerage Services	- Herbicides/defoliants	User Pay	\$ 984.00	
Sewerage Services	- Iron	User Pay	\$ 2.00	
Sewerage Services	- Lead	User Pay	\$ 49.50	
Sewerage Services	- Lithium	User Pay	\$ 10.00	
Sewerage Services	- Manganese	User Pay	\$ 10.00	
Sewerage Services	- Mercaptans	User Pay	\$ 99.00	
Sewerage Services	- Mercury	User Pay	\$ 3,277.50	
Sewerage Services	- Methylene Blue Active Substances	User Pay	\$ 1.00	
Sewerage Services	- Molybdenum	User Pay	\$ 1.00	
Sewerage Services	- Nickel	User Pay	\$ 33.00	
Sewerage Services	- Nitrogen (as TKN – Total Kjeldahl Nitrogen)	User Pay	\$ 0.50	
Sewerage Services	- Organ arsenic Compounds	User Pay	\$ 986.00	
Sewerage Services	- Pesticides General (excludes organochlorines and organophosphates)	User Pay	\$ 983.00	
Sewerage Services	- Petroleum Hydrocarbons (non-flammable)	User Pay	\$ 3.00	
Sewerage Services	- Phenolic Compounds (non-chlorinated)	User Pay	\$ 10.00	
Sewerage Services	- Phosphorous (Total Phosphorous)	User Pay	\$ 2.00	
Sewerage Services	- Polynuclear aromatic hydrocarbons	User Pay	\$ 20.50	
Sewerage Services	- Selenium	User Pay	\$ 69.50	
Sewerage Services	- Silver	User Pay	\$ 1.50	
Sewerage Services	- Sulphate (SO4)	User Pay	\$ 0.50	
Sewerage Services	- Sulphide	User Pay	\$ 2.00	
Sewerage Services	- Sulphite	User Pay	\$ 2.00	
Sewerage Services	- Suspended Solids (SS)	User Pay	\$ 1.00	
Sewerage Services	- Thiosulphate	User Pay	\$ 0.50	
Sewerage Services	- Tin	User Pay	\$ 10.00	
Sewerage Services	- Total Dissolved Solids (TDS)	User Pay	\$ 0.05	
Sewerage Services	- Uranium	User Pay	\$ 10.00	
Sewerage Services	- Zinc	User Pay	\$ 20.00	
Sewerage Services	Liquid Trade Waste Excess Mass Charge (\$) $= \frac{(S - D) \times Q \times U}{1000}$ Where: S = Concentration (mg/L) of substance in sample. D = Concentration (mg/L) of substance deemed to be present in domestic sewerage. Q = Volume (kl) of liquid trade waste discharged to the sewerage system. U = Unit prices (\$/kg) for disposal of substance to the sewerage system.			
Sewerage Services	Non Compliance			
Sewerage Services	Non compliance PH charge (K = pH coefficient)	User Pay	K = 0.5	
Sewerage Services	Food Waste Disposal Charge			
Sewerage Services	Where Blayney Shire Council has approved installation of a food waste disposal unit for an existing hospital, nursing home or other eligible facility. The following additional food waste disposal charge will be payable annually. Food Waste Disposal Charge (\$) = B x UF Where: B = Number of beds in hospital or nursing home. UF = Annual unit price (\$/bed) for a food waste disposal unit at a hospital or nursing home. Where: UF = \$21.00/bed			
Sewerage Services	Treated Recycled Water			
Sewerage Services	- per kilolitre	User Pay	\$2.95	
Sewerage Services	Supply of Drainage Diagram			
Sewerage Services	- Domestic/Commercial Premises (Solicitor Enquiry Per Property)	User Pay	\$ 83.00	±
Sewerage Services	- Sewer Diagram (new)	User Pay	\$ 156.00	±
Sewerage Services	- Septic Tank (if required)	User Pay	\$ 156.00	±
Sewerage Services	- Amendment to Drainage Diagram	User Pay	\$ 156.00	±
Village Bore	Village Bore Access			
Village Bore	- Village bore user access charge - Paid upfront for 12 months (not pro-rata if key returned within 12 months)	User Pay	\$ 129.00	
Village Bore	- Village bore Key deposit – refundable on return of the key	User Pay	\$ 156.00	

Function/ Activity	Fee Name	Pricing Principle	Total Fee 2022/23	GST Incl
Public Halls	Community Centre Hire for Local entertainment, concerts, public meetings, trade exhibitions, school functions (other than dinners), religious services, etc. where NO door charge is made (does not incl. use of kitchen or bar). <i>Hire of facility is subject to terms and conditions. Community Centre furniture is not available for external hire. Community Centre furniture is not available for external hire.</i>			
Public Halls	- Evening Hire (between 5.00pm & 1.00am)	User Pay	\$ 334.00	±
Public Halls	- Day Hire (between 9.00am & 5.00pm)	User Pay	\$ 183.00	±
Public Halls	- School & Sporting Presentations	User Pay	Nil	
Public Halls	Community Centre Hire for balls, weddings, luncheons, dinners etc. where food and beverages are served (includes use of the kitchen, bar & stage & a maximum of 48 hours hire). <i>Hire of facility is subject to terms and conditions. Community Centre furniture is not available for external hire. Community Centre furniture is not available for external hire.</i>			
Public Halls	- Hire	User Pay	\$ 678.00	±
Public Halls	- School Age Dances / Disco's	User Pay	\$ 183.00	±
Public Halls	Community Centre Meeting Room Hire (per day)			
Public Halls	- Meeting room (Chambers or Cadia Room)	User Pay	\$ 124.00	±
Public Halls	- Shire charitable organisations and Service Clubs (Chambers or Cadia Room)	User Pay	\$ 51.00	±
Public Halls	- Hire of both Cadia Room and Chambers	User Pay	\$ 174.50	±
Public Halls	- Blayney Shire charitable organisations and Service Clubs	User Pay	\$ 102.00	±
Public Halls	Community Centre Meeting Room Hire (per annum)			
Public Halls	- Meeting room (Chambers or Cadia Room) - School terms only	User Pay	\$ 2,040.00	±
Public Halls	- Shire charitable organisations and Service Clubs	User Pay	\$ 561.00	±
Public Halls	Community Centre Hire of Other Areas (per day)			
Public Halls	- Kitchen Hire	User Pay	\$ 108.00	±
Public Halls	- Bar Hire	User Pay	\$ 54.00	±
Public Halls	Rehearsals & Prior Entry			
Public Halls	- Up to 4 hours	User Pay	\$ 43.50	±
Public Halls	- 4 to 8 hours	User Pay	\$ 54.00	±
Public Halls	Cleaning			
Public Halls	- Cleaning Cost chargeable if facility is not left in a clean state by the Hirer.	User Pay	\$ 474.00	±
Public Halls	Security Deposit - Refundable			
Public Halls	- Security Deposit (Excl. Shire Charitable Organisations/ Pensioner Groups/Schools)	User Pay	\$ 500.00	
Public Halls	- Security Deposit (Shire Charitable Organisations/ Pensioner Groups/Schools)	User Pay	\$ 100.00	
Public Libraries	Blayney Library <i>Fees as recommended by Central West Libraries</i>			
Public Libraries	- Photocopies B&W (per copy)	User Pay	\$ 0.20	
Public Libraries	- Lost Borrower Card	User Pay	\$ 2.00	±
Public Libraries	- Lost or damaged material – replacement cost and processing fee	User Pay	\$ 32.00	±
Public Libraries	- Inter Library Loans: Search fee	User Pay	\$ 7.00	±
CentrePoint	Casual Admission Fees			
CentrePoint	Casual Swim			
CentrePoint	- Adult	User Pay	\$ 6.50	±
CentrePoint	- Child	User Pay	\$ 4.50	±
CentrePoint	- Child (under 3 with a paying adult)	User Pay	No charge	
CentrePoint	- Family (Up to 2 adults and all children at one address)	User Pay	\$ 16.00	±
CentrePoint	Gym & Classes Casual Entry			
CentrePoint	- Adult	User Pay	\$ 13.50	±
CentrePoint	- Concession (Student & Senior)	User Pay	\$ 10.00	±
CentrePoint	- Healthy Life for Life & Gentle Tai Chi	User Pay	\$ 7.00	±
CentrePoint	Dry Courts Casual Entry			
CentrePoint	- All Ages per person	User Pay	\$ 4.00	±
CentrePoint	Gym Induction/Fitness Assessment			
CentrePoint	Complimentary when signing up - includes one 30 minute induction	User Pay		
CentrePoint	Gym Program & or PT (One Hour)			
CentrePoint	- All Ages	User Pay	\$ 60.00	±
CentrePoint	Group Training Rate - 60 Mins (max 4 clients)			
CentrePoint	- 2 Client (per person)	User Pay	\$ 30.00	±
CentrePoint	- 3 Client (per person)	User Pay	\$ 25.00	±
CentrePoint	- 4 Client (per person)	User Pay	\$ 20.00	±
CentrePoint	Crèche (per session)			
CentrePoint	- Per Child	User Pay	\$ 4.00	±
CentrePoint	Short Term Options (Valid to 30 June 2022)			
CentrePoint	Pool Access - Includes Aqua Aerobics			
CentrePoint	- Adult - 10 Visit Pass	User Pay	\$ 63.00	±
CentrePoint	- Concession (Child, Student & Senior)	User Pay	\$ 43.00	±

Function/ Activity	Fee Name	Pricing Principle	Total Fee 2022/23	GST Incl
CentrePoint	Full Centre Access (Gym, Classes, Pool and Dry Courts)			
CentrePoint	- Adult - 10 Visit Pass	User Pay	\$ 145.00	±
CentrePoint	- Concession (Child, Student & Senior)	User Pay	\$ 105.00	±
CentrePoint	- FIFO	User Pay	\$ 105.00	±
CentrePoint	Gym & Class Access			
CentrePoint	- Adult - 10 Visit Pass	User Pay	\$ 105.00	±
CentrePoint	- Concession (Child, Student & Senior)	User Pay	\$ 85.00	±
CentrePoint	Concession - Class only membership			
CentrePoint	- Concession - 3 months	User Pay	\$ 130.00	±
CentrePoint	Memberships			
CentrePoint	Aquatic Membership - Includes Aqua Aerobics			
CentrePoint	- Concession (Child, Student & Senior) Upfront p.a	User Pay	\$ 520.00	±
CentrePoint	- Concession (Child, Student & Senior) FN Direct Debit	User Pay	\$ 20.00	±
CentrePoint	- Adult - Upfront	User Pay	\$ 620.00	±
CentrePoint	- Adult - FN Direct Debit	User Pay	\$ 24.00	±
CentrePoint	- Family (2 adults and 3 children) Upfront p.a	User Pay	\$ 1,302.00	±
CentrePoint	- Family (2 adults and 3 children) FN Direct Debit	User Pay	\$ 50.00	±
CentrePoint	Fitness Membership (Gym and classes)			
CentrePoint	- Concession (Child, Student & Senior) Upfront p.a	User Pay	\$ 580.00	±
CentrePoint	- Concession (Child, Student & Senior) Direct Debit		\$ 22.00	±
CentrePoint	- Adult - Upfront p.a	User Pay	\$ 720.00	±
CentrePoint	- Adult - FN Direct Debit		\$ 28.00	±
CentrePoint	- Family (2 adults and 3 children) Upfront p.a	User Pay	\$ 1,450.00	±
CentrePoint	- Family (2 adults and 3 children) FN Direct Debit	User Pay	\$ 56.00	±
CentrePoint	CentrePoint Membership (Gym, Pool, Classes, Dry Courts)			
CentrePoint	- Concession (Child, Student & Senior) Upfront p.a	User Pay	\$ 750.00	±
CentrePoint	- Concession (Child, Student & Senior) FN Direct Debit	User Pay	\$ 28.00	±
CentrePoint	- Adult - Upfront p.a	User Pay	\$ 1,050.00	±
CentrePoint	- Adult - FN Direct Debit	User Pay	\$ 40.00	±
CentrePoint	- Family (2 adults and 3 children) Upfront p.a	User Pay	\$ 1,800.00	±
CentrePoint	- Family (2 adults and 3 children) FN Direct Debit	User Pay	\$ 70.00	±
CentrePoint	Joining Fee			
CentrePoint	- Fitness & CentrePoint Memberships	User Pay	\$ 20.00	±
CentrePoint	Fob fee & replacement Fob		\$ 10.00	±
CentrePoint	Fitness Passport			
CentrePoint	- Swim/Gym/Class per visit per holder	User Pay	TBC	
CentrePoint	Swimming Lessons			
CentrePoint	Swimming Lessons (includes entry fee for child)			
CentrePoint	- Swimming Lessons - Per Child for 12 week block - Upfront	User Pay	\$ 192.00	
CentrePoint	- Swimming Lessons - Per Child for 12 week block - FN Direct Debit	User Pay	\$ 32.00	±
CentrePoint	Swim Squad - School Term (12 weeks)			
CentrePoint	- 1 Session per week - Upfront	User Pay	\$ 96.00	±
CentrePoint	- 1 Session per week - FN Direct Debit		\$ 16.00	±
CentrePoint	- 2 Sessions per week - Upfront	User Pay	\$ 192.00	±
CentrePoint	- 2 Sessions per week - FN Direct Debit	User Pay	\$ 32.00	±
CentrePoint	Private Lessons 1:1 (12 weeks)			
CentrePoint	- Learn to swim per half hour - Upfront	User Pay	\$ 540.00	±
CentrePoint	- Learn to swim per half hour - FN Direct Debit	User Pay	\$ 90.00	±
CentrePoint	Miscellaneous			
CentrePoint	Instructors			
CentrePoint	- LTS instructor per hour	User Pay	\$ 50.00	±
CentrePoint	Venue Hire			
CentrePoint	Scout Hall and Aerobic Room Venue Hire			
CentrePoint	- Per Hour	User Pay	\$ 30.00	±
CentrePoint	- Half Day (3-5hours)	User Pay	\$ 100.00	±
CentrePoint	- Full Day	User Pay	\$ 200.00	±
CentrePoint	Dry Courts Hire			
CentrePoint	- Per 1/2 Court per hour	User Pay	\$ 25.00	±
CentrePoint	- Per Court per hour	User Pay	\$ 50.00	±
CentrePoint	- Per Court per 1/2 day	User Pay	\$ 120.00	±
CentrePoint	- Per Court per full day	User Pay	\$ 200.00	±
CentrePoint	Lane Hire			
CentrePoint	- 1 Lane per hour	User Pay	\$20 + Pool Entry	±
CentrePoint	CentrePoint Birthday Parties			
CentrePoint	<i>Minimum 15 Children per Booking</i>			
CentrePoint	- Catered per child	User Pay	\$ 22.00	±
CentrePoint	- Non catered per child	User Pay	\$ 16.00	±
CentrePoint	NSW Companion Card Entry			
CentrePoint	- Entry for person who shows NSW Companion Card	User Pay	No charge	
CentrePoint	NDIS Fees			
CentrePoint	- Services and prices as per NDIS support catalogue	User Pay	No charge	
CentrePoint	Definitions			

Function/ Activity	Fee Name	Pricing Principle	Total Fee 2022/23	GST Incl
CentrePoint	Family: Members must reside at the same address, must be immediate family, children must be under 18 years of age	User Pay		
CentrePoint	Concession: Must hold and present a valid concession card	User Pay		
CentrePoint	Student: A full time high school, tertiary/uni or TAFE student. Valid student card must be presented.	User Pay		
Sporting Grounds	All Schools			
Sporting Grounds	- St Joseph's Primary School	User Pay	\$ 249.50	±
Sporting Grounds	- Heritage Schools Group	User Pay	\$ 249.50	±
Sporting Grounds	- Blayney High School	User Pay	\$ 936.50	±
Sporting Grounds	- Millthorpe Public School (Redmond Oval)	User Pay	\$ 501.00	±
Sporting Grounds	King George Oval Seasonal Hire			
Sporting Grounds	- Cricket	User Pay	\$ 699.00	±
Sporting Grounds	- Junior Rugby League	User Pay	\$ 1,665.00	±
Sporting Grounds	- Rugby League	User Pay	\$ 2,611.50	±
Sporting Grounds	- Rugby Union	User Pay	\$ 2,539.50	±
Sporting Grounds	- Little Athletics	User Pay	\$ 699.00	±
Sporting Grounds	Redmond Oval Seasonal Hire			
Sporting Grounds	- Senior Cricket	User Pay	\$ 677.00	±
Sporting Grounds	- Junior Cricket	User Pay	\$ 677.00	±
Sporting Grounds	- Junior Soccer	User Pay	\$ 942.00	±
Sporting Grounds	- Senior Soccer	User Pay	\$ 1,012.00	±
Sporting Grounds	- Millthorpe Junior Rugby Union (inc. Blayney based-Gala Day)	User Pay	\$ 622.00	±
Sporting Grounds	Dakers/Napier Oval Seasonal Hire <i>Per facility (Dakers Oval or Napier Oval)</i>			
Sporting Grounds	- Cricket	User Pay	\$ 475.50	±
Sporting Grounds	- Junior Soccer	User Pay	\$ 597.00	±
Sporting Grounds	- Senior Soccer	User Pay	\$ 597.00	±
Sporting Grounds	Stillingfleet Courts Seasonal Hire			
Sporting Grounds	- Blayney Netball Association	User Pay	\$ 998.50	±
Sporting Grounds	Blayney Shire Recreation Grounds <i>(Excludes Blayney and Millthorpe Grounds)</i>			
Sporting Grounds	- Annual Fee per Ground	User Pay	\$ 475.50	±
Sporting Grounds	Specific Event - Redmond Oval			
Sporting Grounds	- Millthorpe Markets Ind. cleaning of amenities, line marking etc.	User Pay	\$ 2,373.50	±
Sporting Grounds	Casual Hire (per day or part thereof) Redmond Oval			
Sporting Grounds	- Casual Hire (incl. Toilets/Change rooms/Canteen)	User Pay	\$ 626.00	±
Sporting Grounds	PLUS Cleaning Deposit	User Pay	\$ 104.00	
Sporting Grounds	PLUS Key Deposit	User Pay	\$ 104.00	
Sporting Grounds	PLUS Power & Lighting (as requested)	User Pay	\$ 214.00	±
Sporting Grounds	King George Oval Casual Hire (per day or part thereof)			
Sporting Grounds	- Casual Hire (inc Toilets/Change rooms/Canteen)	User Pay	\$ 627.00	±
Sporting Grounds	PLUS Cleaning Deposit	User Pay	\$ 104.00	
Sporting Grounds	PLUS Key Deposit	User Pay	\$ 104.00	
Sporting Grounds	PLUS Power & Lighting (as requested)	User Pay	\$ 214.00	±
Sporting Grounds	Napier Oval Casual Hire (per day or part thereof)			
Sporting Grounds	- Casual Hire (incl. Toilets/Change rooms)	User Pay	\$ 581.50	±
Sporting Grounds	PLUS Cleaning Deposit	User Pay	\$ 104.00	
Sporting Grounds	PLUS Key Deposit	User Pay	\$ 104.00	
Sporting Grounds	PLUS Power & Lighting (as requested)	User Pay	\$ 214.00	±
Sporting Grounds	Dakers Oval Casual Hire (per day or part thereof)			
Sporting Grounds	- Casual Hire	User Pay	\$ 463.00	±
Sporting Grounds	PLUS Cleaning Deposit	User Pay	\$ 104.00	
Sporting Grounds	PLUS Key Deposit	User Pay	\$ 104.00	
Sporting Grounds	Blayney Shire Recreation Grounds Casual Hire (per day or part thereof) <i>Excludes Blayney and Millthorpe Grounds</i>			
Sporting Grounds	- Casual Hire (inc Toilets)	User Pay	\$ 463.00	±
Sporting Grounds	PLUS Cleaning Deposit	User Pay	\$ 104.00	
Sporting Grounds	PLUS Key Deposit	User Pay	\$ 104.00	
Sporting Grounds	All Recreational Facilities / Open Space e.g. Heritage Park			
Sporting Grounds	- Booking Cancellation Fee (all facilities)	User Pay	\$ 104.00	±
Sporting Grounds	- Personal Training Facility Access Charge for all Parks, Gardens & Outdoor Facilities (excluding King George Oval & Redmond Oval)	User Pay	\$ 144.50	±
Sporting Grounds	PLUS Key Deposit	User Pay	\$ 104.00	
Sporting Grounds	- Not for profit Community Service events (at GM discretion)	User Pay	Contract Price	
Blayney Showground	Blayney Showground Seasonal Hire (includes Pavilion) <i>*Security Deposit is refundable as per Conditions of Hire.</i>			
Blayney Showground	- Blayney Junior Soccer (excluding equestrian facility)	User Pay	\$ 657.50	±
Blayney Showground	- Blayney Senior Soccer (excluding equestrian facility)	User Pay	\$ 1,022.50	±
Blayney Showground	- Seasonal Hire Fee: Junior groups (includes Gator & Rake Fee)	User Pay	\$ 1,066.00	±

Function/ Activity	Fee Name	Pricing Principle	Total Fee 2022/23	GST Incl
Blayney Showground	- Seasonal Hire Fee: Senior Groups (includes Gator & Rake Fee)	User Pay	\$ 1,752.50	±
Blayney Showground	- Blayney Harness Racing Trainers	User Pay	\$ 280.00	±
Blayney Showground	- Individual/Group Horse Riders (per hour minimum 2 hours) for up to 5 Horse Riders	User Pay	\$ 104.00	±
Blayney Showground	PLUS Security Deposit (Keys/Cleaning or Damages)*	User Pay	\$ 600.00	
Blayney Showground	PLUS Additional Gator and Rake Fee	User Pay	\$ 416.00	±
Blayney Showground	PLUS Additional Gator and Rake Fee	User Pay	\$ 260.00	±
Blayney Showground	- Ground Levy (\$5 per rider/per event) paid in arrears every 6 months	User Pay	\$ 5.00	±
Blayney Showground	Casual Hire (per day of part thereof)			
Blayney Showground	Central West Equestrian and Livestock Centre			
Blayney Showground	- Livestock/Equestrian Sales and Shows	User Pay	\$ 2,368.00	±
Blayney Showground	- Individual Accredited Coaching Clinics	User Pay	\$ 270.50	±
Blayney Showground	- Individual/Group Horse Riders (Outdoor Arena's only)	User Pay	Contract Price	
Blayney Showground	- Surface Preparation (Watering and Raking Only)	User Pay	\$ 541.00	±
Blayney Showground	- Surface (Fill, Refill, Spreading and Removal)	User Pay	Contract Price	
Blayney Showground	- Hire of Gator (per hour)	User Pay	\$ 145.50	±
Blayney Showground	- Hire of Rake (per hour)	User Pay	\$ 31.00	±
Blayney Showground	- Lights (per hour)	User Pay	\$ 41.50	±
Blayney Showground	- Pavilion Hire	User Pay	\$ 437.00	±
Blayney Showground	PLUS Security Deposit (Keys/Cleaning or Damages)*	User Pay	\$ 600.00	
Blayney Showground	Special Events			
Blayney Showground	- Blayney A & P Association Show	User Pay	\$ 1,945.00	±
Blayney Showground	- Blayney Harness Racing	User Pay	\$ 884.00	±
Blayney Showground	- Special Events hosted by Seasonal Hire User Groups (Regional)	User Pay	\$ 1,945.00	±
Blayney Showground	PLUS Security Deposit (Keys/Cleaning or Damages)	User Pay	\$ 600.00	
Blayney Showground	- Other Events (National, State and Regional)		Contract Price	
Blayney Showground	- Other Event (at GM Discretion)	User Pay	Contract Price	
Mining, Manufacturing & Construction	Outstanding Notice 735A Certificate			
Mining, Manufacturing & Construction	- Outstanding Notices Certificate	Statutory**	\$ 120.00	
Transport & Communication	Contributions to Works – Council Programmed Works			
Transport & Communication	- Kerb & Guttering (per lineal metre)	Regulatory	50% of cost	
Transport & Communication	- Foot paving (per square metre)	Regulatory	50% of cost	
Transport & Communication	Recovery of Costs from adjacent owners in accordance with S.217 of the Roads Act, 1993.			
Transport & Communication	Road Opening Permit			
Transport & Communication	- Minor works (Standard Design & TGS)	User Pay	\$ 78.00	
Transport & Communication	- When Council is PCA and applied for in conjunction other approval (plus 1 inspection)	User Pay	\$ 78.00	

Function/ Activity	Fee Name	Pricing Principle	Total Fee 2022/23	GST Incl
Transport & Communication	- When applied for when Council is not PCA or not in conjunction with other approval (plus 1 inspection)	User Pay	\$ 156.00	
Transport & Communication	- Non-standard works (Design and TGS by others) plus 1 inspection	User Pay	\$ 150.00	
Transport & Communication	- Per Inspection / Re Inspection	User Pay	\$ 125.00	±
Transport & Communication	Restoration Charge - Minimum Charge 5m²			
Transport & Communication	- Concrete Road Pavements (per m ²)	User Pay	\$ 446.00	
Transport & Communication	- Concrete Footpaths (per m ²)	User Pay	\$ 179.00	
Transport & Communication	- Residential Driveways (per m ²)	User Pay	\$ 241.50	
Transport & Communication	- Bitumen surface on all bases (per m ²)	User Pay	\$ 197.00	
Transport & Communication	- Gravel Roads / Footpaths (per m ²)	User Pay	\$ 127.00	
Transport & Communication	- Kerb & Gutter (per m)	User Pay	\$ 197.00	
Transport & Communication	- Turfed Footpaths (per m ²)	User Pay	\$ 120.00	
Transport & Communication	- Block paved Footpaths (per m ²)	User Pay	\$ 291.50	
Economic Affairs	Visitor Information Centre Café (Per Lease Agreement)	User Pay	Market Rental	±
Economic Affairs	Private Works			
Economic Affairs	- Direct Costs including labour on-costs + 30% surcharge	User Pay	Full Cost + 30%	±
Economic Affairs	Gravel Sales			
Economic Affairs	- Uncrushed material (All Quarries)			
Economic Affairs	- Ex Pit (per tonne)	User Pay	\$ 13.00	±
Economic Affairs	- 0-9km (per tonne)	User Pay	\$ 18.00	±
Economic Affairs	- 10-19km (per tonne)	User Pay	\$ 24.50	±
Economic Affairs	- 20-29km (per tonne)	User Pay	\$ 30.00	±
Economic Affairs	Crushed material inc. Rubble (Whites and Cadia)			
Economic Affairs	- Ex Pit (per tonne)	User Pay	\$ 26.00	±
Economic Affairs	- 0-9km (per tonne)	User Pay	\$ 31.00	±
Economic Affairs	- 10-19km (per tonne)	User Pay	\$ 36.50	±
Economic Affairs	- 20-29km (per tonne)	User Pay	\$ 43.00	±
Economic Affairs	Wet Plant Hire Rates for Private Works (per hour during normal hours)			
Economic Affairs	- Water Cart	User Pay	\$ 160.00	±
Economic Affairs	- Grader Cat 12 Series	User Pay	\$ 204.00	±
Economic Affairs	- Loader	User Pay	\$ 197.50	±
Economic Affairs	- Backhoe	User Pay	\$ 160.00	±
Economic Affairs	- Roller Dynapac	User Pay	\$ 154.50	±
Economic Affairs	- Roller Multi Tyred	User Pay	\$ 235.00	±
Economic Affairs	- Tractor/Mower/Slasher	User Pay	\$ 154.50	±
Economic Affairs	- Skid Steer Loader	User Pay	\$ 225.00	±
Economic Affairs	- Front Deck Mower	User Pay	\$ 127.00	±
Economic Affairs	- Street Sweeper	User Pay	\$ 160.00	±
Economic Affairs	- Sewer Jetta (2 x Works Operators)	User Pay	\$ 298.50	±
Economic Affairs	- Pipe CTV Crawler	User Pay	\$ 266.00	±
Economic Affairs	Truck Hire Rates			
Economic Affairs	- 12 Tonne Tipper	User Pay	\$ 212.00	±
Economic Affairs	- 2.7 Tonne Excavator	User Pay	\$ 118.50	±
Developer Contributions	Section 7.11 Contributions			
Developer Contributions	- Residential accommodation development resulting in additional dwelling or lot (per new dwelling or allotment)	User Pay	\$ 6,880.00	
Developer Contributions	Heavy haulage developments			
Developer Contributions	- Regional Sealed Road (per ESA per km)	User Pay	\$ 0.22	
Developer Contributions	- Local Sealed Road (per ESA per km)	User Pay	\$ 0.50	
Developer Contributions	- Local Gravel Road (per ESA per km)	User Pay	\$ 0.25	
Developer Contributions	Section 7.12 Levies			
Developer Contributions	- Development that is not type A or B and where the proposed cost of carrying out the development is more than \$100,000 and up to and including \$200,000	User Pay	0.5% of that cost	
Developer Contributions	- Development that is not type A or B and where the proposed cost of carrying out the development is more than \$200,000	User Pay	1% of that cost	

Function/ Activity	Fee Name	Pricing Principle	Total Fee 2022/23	GST Incl
Developer Contributions	LGA Sect. 64 - Water Management Act 2000 - s305 - Contributions for water supply Infrastructure			
Developer Contributions	- Developer Charges for Millthorpe Sewerage Scheme (per new dwelling or lot)	User Pay	\$ 7,862.50	
Developer Contributions	- Developer Charges for Blayney Sewerage Scheme (per new dwelling or lot)	User Pay	\$ 4,717.50	
Developer Contributions	<p>Notes to Developer Contributions</p> <p>1. The development and implementation of a new Contribution Plan for Blayney Shire, under the provision of s.7.11 and s.7.12 of the Environmental Planning and Assessment Act 1979 was undertaken by Council in 2013. The Blayney Local Infrastructure Contribution Plan 2012 was adopted by Council on 12 September 2013.</p> <p>2. Refer to development exclusions identified in clause 2.8 of Blayney Local Infrastructure Contributions Plan 2013.</p> <p>3. ESA means Equivalent Standard Axle.</p>			



2022
STRATEGIC ASSEST
MANAGEMENT PLAN

REVISION 1.1



CONTENTS

EXECUTIVE SUMMARY4

INTRODUCTION5

 Why do we provide assets?5

 What is Asset Management?5

 Who is responsible for asset management in the Shire?5

 Asset Management Example – we all practice it!.....5

 Integrated Asset Management Framework.....6

 How is Asset Management practiced within Council?.....7

 Translating the Community’s Vision into Asset Management Objectives.....8

 Community Vision for Blayney Shire.....9

 Strategic Objectives and Future Directions9

WHAT SERVICES DO WE PROVIDE WITH THE SHIRE’S ASSETS?13

 What are the assets we manage?.....14

 What are our assets worth?.....15

HOW ARE OUR ASSETS PERFORMING?16

 Levels of Service and the Cost to Satisfactory18

 How do we manage an asset through its life cycle?.....19

 What do we need to spend on our assets?21

 Transportation and Urban Stormwater22

 Parks and Recreation23

 Buildings24

 Sewer25

HOW FUTURE DEMAND MAY IMPACT ON OUR ASSETS AND SERVICES?26

 Demographic and workforce Trends26

WHERE TO FROM HERE?28

 Asset Management Maturity.....28

 Asset management Improvement Plan29

 Data Improvement Plan30

 Completing the circle – Evaluation31

GLOSSARY32

REFERENCES32

Tables

Table 1 - Councils' Strategic Planning Elements 6
 Table 2 - Asset Management Objectives..... 10
 Table 3: Assets used for providing Services..... 14
 Table 4: Financial Status of the Assets (30 June 2021)..... 15
 Table 5 - Condition Rating Definitions 16
 Table 6: Life Cycle Gap and Lifecycle Indicator for Council Services (\$'000) 20
 Table 7 - Employment by Industry sector (Percent of Total Employed – 2011 to 2016) 26
 Table 8 –Demand Management Plan Summary 27
 Table 9 – BSC Asset Management Improvement Plan..... 29
 Table 10 – BSC Data Improvement Plan 30

Figures

Figure 1 - Integrated Asset Management Framework..... 7
 Figure 2 - Asset Replacement Cost (30 June 2021) 15
 Figure 3 - Condition of Assets by Asset Sub Class (30 June 2021) 17
 Figure 4 – BSC Infrastructure Backlog Ratio (30 June 2021) 18
 Figure 5 – Lifecycle Summary – All Infrastructure Assets 20
 Figure 7 - National Asset Management Assessment Framework 28
 Figure 8 – BSC Asset Management Cycle..... 31



EXECUTIVE SUMMARY

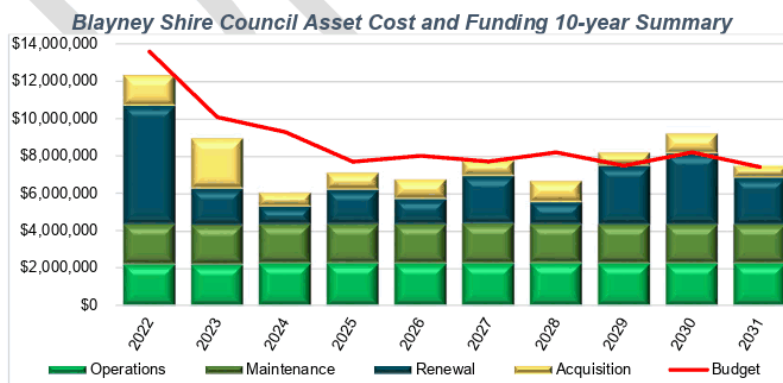
This *Strategic Asset Management Plan* (SAMP) embodies Blayney Shire Council's Asset Management Strategy and defines asset management in the context of Council's broader strategic framework, including the NSW Government's *Integrated Planning and Reporting* (IP&R) Framework. It outlines why Council owns, operates, and maintains infrastructure assets, and provides an overview of the extent, value, and performance of these assets in terms of their proficiency to provide the services that the community desires.

The SAMP combines the output from the individual *Asset Management Plans* (AMPs) covering Transportation and Urban Stormwater, Buildings and Other Structures, Parks and Recreation and Sewer assets, which together represent just under 92% of all of Council's assets, with a combined value of \$352,855.

A key driver of the SAMP is the vision and strategic objectives (Future Directions) identified by the Blayney community in the *Community Strategic Plan* (CSP). This SAMP incorporates these objectives, stakeholder and legislative requirements, and individual Council Strategies and summarises the actions to achieve these that are contained in the individual AMPs. The SAMP considers the impact of future demand trends in the provision of services from assets, which are then incorporated into the individual AMPs.

Critically, the SAMP analyses the sustainability of Council's funding for the maintenance and operations of all infrastructure assets, and the renewal, and acquisition (including upgrading) of individual assets within each asset sub-class (e.g., Roads, Bridges, Buildings, Play Equipment etc.). The available data indicates that Council is budgeting sufficient funds over the medium (10 year) period to maintain assets at, or slightly above their current Condition levels, with an overall life-cycle ratio of 110%, ranging from 108% to 111%.

It should be noted that this does not ensure all assets will be able to be maintained in Condition 3 or better, as some assets are renewed before they reach Condition 4 (e.g., Heritage Park Toilets), asset renewals will generally involve an upgrade component, and the historically high levels of Grant funding may not continue.



The SAMP also includes an overview of Council's asset management maturity and an improvement plan to aid Council to achieve higher levels of maturity.

INTRODUCTION

Why do we provide assets?

Through consultation, Council has defined a vision for the Shire of Blayney that describes the future desires for the community. Fundamental to realising this vision is the provision of services that are delivered through physical assets.

The sole purpose of a physical asset is to facilitate the provision of a service. A service may be critical such as transportation through roads or to provide amenity through parks and playgrounds.

What is Asset Management?

Asset Management is the process of understanding what services the community require the Shire to provide and delivering the physical assets that will facilitate the delivery of the service and planning to ensure that they are sustainable.

Who is responsible for asset management in the Shire?

Asset Management is everybody's responsibility. It is an organisational activity that is undertaken daily on every level from the elected Council, Executive, Assets, Operations, Fleet, Design, Finance, Revenue and Accounts, Customer Service, Information Technology, Records Management, Building Surveying and Planning Sections. All functions of Council are involved, and each is just as important.



Asset Management Example – we all practice it!

Asset Management is inherently part of our day to day lives. Owning a family car to provide transportation will require decisions to be made as to what type of car will be needed to satisfactorily provide the service, how many seats must it have, will it be a sedan or wagon, a manual or automatic, what price range?

Throughout its life the vehicle will be serviced periodically to ensure it is safe, reliable and will not break down, requiring costly repair works and unable to provide its intended service.

Ultimately a decision will be made to dispose of the vehicle if it is no longer suitable for the family's current requirements or is no longer reliable or affordable.

In the same way, the Shire is responsible for providing and managing assets that deliver important services such as transport, recreation, and community facilities on behalf of the community.



Integrated Asset Management Framework

Councils' Asset Management Framework comprises a set of four components that enable effective asset management activities to occur, within the context of the NSW Government Integrated Planning and Reporting Framework (IP&R).

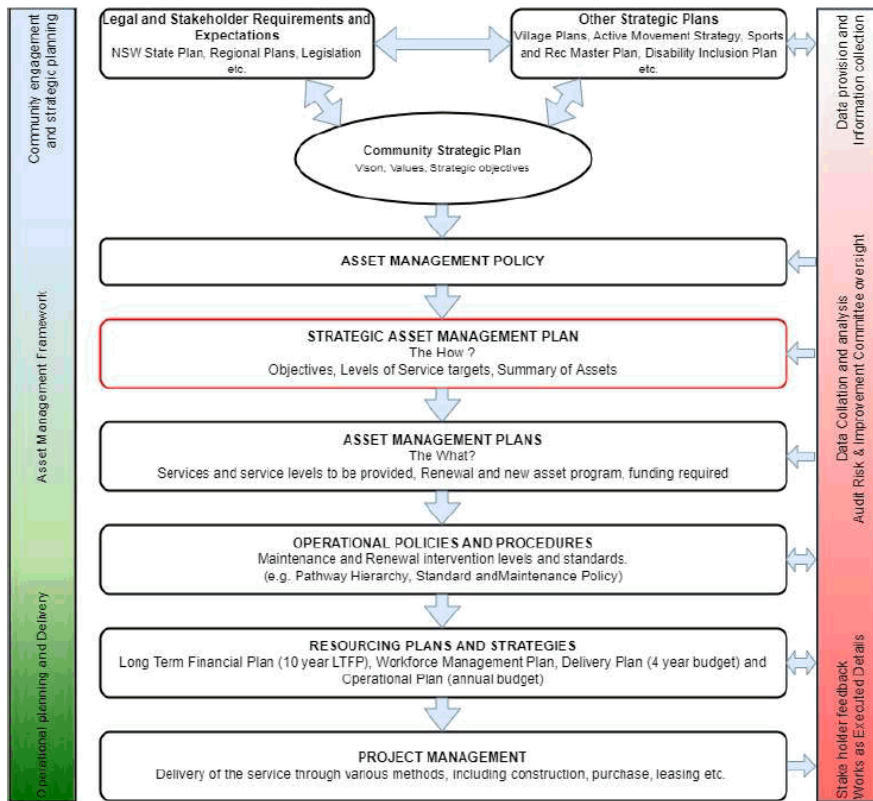
The four elements are integral to Council's overall strategic planning and delivery framework and highlighted in Table 1, below.

Table 1 - Councils' Strategic Planning Elements

Component	Description
Individual Strategic Plans	Individual Village and specific Service area plans (e.g. Active Movement Strategy)
Legal & Stakeholder Requirements & Expectations	State and Regional planning initiatives, Legislative requirements, including Governance.
Community Strategic Plan (CSP)	Community vision, values, and strategic objectives. Medium to long-term priorities. Underpinned by the Community Engagement Strategy, which involves informing, consulting, collaborating, and empowering the community
Asset Management Policy	High level statement of Councils principles and approach to asset management.
Strategic Asset Management Plan (SAMP) <i>This Document</i>	Implements the AM Policy and gives direction to the preparation of AMPs. Documents how organisational objectives are converted to asset management objectives and actions in the AMPs. High level summary of individual asset classes in terms of how they are performing and how they are projected to perform over the next 10 years.
Asset Management Plans (AMPs)	Documented information that specifies the activities, resources and timescales required for an individual asset class to achieve Council's asset management objectives.
Long Term Financial Plan (LTFP)	A 10-year financial forecast for council, updated annually as part of the development of the Operational Plan. It must be used by council to inform its decision-making during the finalisation of the CSP and the development of the Delivery Program.
Delivery Program (DP)	Four-year delivery program that turns the goals in the Strategic Community Plan into strategies, supported by actions. It aligns with the four-year term of the council and is reviewed annually.
Operational Plan (OP)	A one-year plan that spells out the detail of the Delivery Program, identifying individual projects and activities. It also contains the annual budget.
Workforce Management Strategy / Workforce Plan	A four-year plan to address the human resources required to achieve the activities identified in the DP.
Annual Report	Reports on progress being made on the implementation of the DP and progress towards achievement of the CSP outcomes. Includes the financial performance against the annual budget (OP) and the longer-term budgets.
Resourcing Strategy	A critical link to translate the CSPs strategic objectives into the actions in the DP and OP, which clearly defines the elements of the CSP that council will take responsibility for. It consists of three inter-related elements; the LTFP, Asset Management Planning (Policy, SAMP and individual AMPs, and the Workforce Management Strategy / Workforce Plan.
Evaluation	Measurement of performance reaching asset management objectives.

Asset management is an iterative process, requiring continual monitoring, evaluation, and improvement. It is informed by the community's vision and objectives and conveys strategic and financial information to Council to enable those objectives to be delivered in the most cost effective and financial sustainable way over the medium to long term. The interrelationship between the four asset management elements and the broader strategic framework that Council operates in is shown in Figure 1, below.

Figure 1 - Integrated Asset Management Framework



This SAMP summarises how the community’s vision and objectives are translated into asset management objectives, which are detailed in individual Asset Management Plans (AMPs). The SAMP details the state of the Shires assets at a strategic level and how it will inform the development of the AMPs for each asset class.

How is Asset Management practiced within Council?

To assist Council in delivering the asset management objectives identified in this Strategy it is important to understand the governance and management framework employed by Council to ensure these objectives are met. A ‘whole of organisation’ approach to asset management is required to ensure that the objectives can be met in a long-term financially sustainable way, without exposing Council to unacceptable financial and reputational risk.

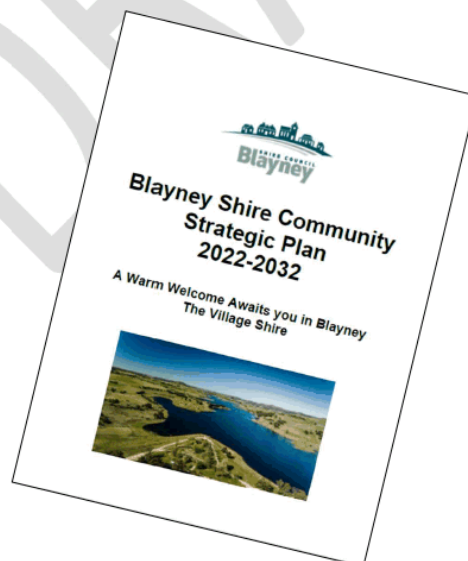
It is critical that a sound life-cycle decision making process is employed when asset management investment decisions are being made that are designed to meet asset management objectives. This includes the application of a ‘whole-of life’ cost approach, and calculation of the cumulative impact of increasing the asset portfolio into Councils AMPs and LTFF.

The key management structures and their asset management responsibilities can be summarised as:

- Elected Council – The Mayor and Councilors are responsible for providing clear direction to Council on the needs of the wider community and ensuring the financial sustainability of Council.
- Senior Management Team (Manex) – This consists of the General Manager and Directors and is responsible for ensuring community engagement is undertaken in accordance with the IP&R framework, that asset management activities and objectives are resourced, and affordable service levels are clearly communicated to the elected Council.
- Audit, Risk and Improvement Committee (ARIC) – This body consists of a Councilor and two independent external members. They are responsible for providing assurance around the integrity of Council's financial reporting and internal controls and Council's risk management plans and systems.
- Assets Section – Together with the Director Infrastructure Services they have a key role in defining levels of service that meet the needs of the community, while ensuring compliance with external stakeholder requirements, including Council's Insurers (Statewide) systems and processes, and Australian and NSW government legislation.
- Council Officers – All Council staff have a role in ensuring actions within the AMPs are delivered, and defined levels of service are met.

Translating the Community's Vision into Asset Management Objectives

Blayney shires community vision is defined within the Community Strategic Plan (CSP). The objectives and strategies that are defined in the CSP have been interpreted into asset management objectives that will achieve the community's vision.



Community Vision for Blayney Shire

A busy, vibrant, and thriving rural shire – a friendly and open place where people choose to live with a strong sense of community spirit and cohesiveness.

With positive population growth, employment opportunities, increased diversity of industry and economic growth, Blayney Shire's township, villages and settlements will be dynamic and prosperous.

Our families and homes will continue to be safe within our caring and inclusive communities.

Through inclusive design all residents will all have access to, and be able to enjoy the outdoors and facilities, improving our health and lifestyle whilst participating in a range of sporting and recreational activities.

Growth will be achieved in a planned and sustainable manner with industry, coexisting with our productive farming land, and open space, protecting and restoring the natural environment and restoring our built heritage as a feature.

As a picturesque, centrally located shire in the beautiful central west of NSW, we will be a significant contributor to the regional visitor economy, with a creative and artistic culture, food and wine and historic villages.

Blayney Shire will be engaged, proactive and acknowledged for undertaking major projects and delivering valuable services, collaborating at a regional, state and national level.

Strategic Objectives and Future Directions

The Blayney CSP and the Town and Village Community Plans were reviewed to develop a set of Strategic Objectives, which have been compiled into five headings under the Future Directions for Blayney Shire.

Maintain and Improve Public Infrastructure and Services

Build the Capacity and Capability of Local Governance and Finance

Diversify and Grow the Blayney Shire Local and Visitor Economy

Enhance recreational facilities and networks that support health and wellbeing of the community, sport, heritage, and cultural interests

Protect Our Natural Environment

Were relevant to infrastructure assets, the Strategic Objectives defined in the CSP under the Future Directions for the Blayney Shire have been translated into asset management objectives. The SAMP details how Council will deliver the infrastructure assets necessary to meet the community's desired services, based on the principles of the AM Policy, including a whole-of-life planning approach to ensure the services supported by assets are provided in a sustainable manner over the long-term.

Fun Fact: *A sound Asset Management Framework assisted Council in obtaining over \$35m in Australian and NSW Government funding over the last 4 years.*

The links between the objectives in the AMPs are detailed in Table 1 below.

Table 2 - Asset Management Objectives

Strategic Objective	Strategy	Asset Management Objective
Future Direction 1: Maintain and Improve Public Infrastructure and Services		
1.1 Plan and develop integrated transport networks, providing choices that enable people and freight to move and travel, in a safe, accessible, and efficient manner.	1.1.1 Sealed roads and unsealed roads, bridges and culverts are maintained in accordance with agreed service levels.	Implement Councils TAMP. Maintain Transport infrastructure in accordance with Road Hierarchy, Renewal and Maintenance Policy. Develop and implement a Bridge and Culvert Renewal and Maintenance Policy.
	1.1.2 Deliver the Shire Roads Strategic Plan.	Prioritise road rehabilitation and upgrade works in-line with the Blayney Shire Roads Strategy. Deliver works identified in the TAMP and LTFP.
	1.1.4 Plan for future transport and road infrastructure to service future needs.	Continue to develop and deliver projects identified in the Blayney Shire Roads Strategy.
1.2 The Blayney health service; medical centres, aged care providers, primary and ancillary support and emergency service agencies provided in the Shire meet the future needs of the community.	1.2.1 Advocate to both NSW and Federal Government Ministers of Health, to ensure that Aged Care Services are maintained in Carcoar (Uralba) and Blayney (Lee Hostel), and the Blayney Health Services Clinical Services Plan is delivered.	Maintain Pathways in accordance with Councils' Pathway Hierarchy, Standard and Maintenance Policy. Deliver pathway projects providing access to medical and aged care facilities identified in the Active Movement Strategy.
Future Direction – Build the Capacity and Capability of Local Governance and Finance		
2.1 Council is recognised as a valuable partner with government and private business stakeholders.	2.1.1 Meaningful two-way communication and engagement between NSW and Federal Governments, regional organisations, business, industry, stakeholders, and communities of interest.	Pursue partnerships and Grant funding opportunities to deliver projects identified in all AMPs, particularly for rail crossings identified in the Roads Strategy.
	2.1.2 Provide for the efficient and effective administration of Council.	Ensure services are delivered in accordance with adopted policies and that they are reviewed regularly.
2.2 Responsible management practices, delivery of services and renewal of assets across the Blayney Shire.	2.2.1 Continue to support local community infrastructure projects via the Financial Assistance Program and Village Enhancement Plan allocations.	Implement Councils' PRAMP and BOSAMP. Develop and deliver projects identified in various Village plans.
	2.2.2 Review and report on Council's performance against the Long-Term Financial Plan and ensure OLG Financial Performance Ratios are met.	Deliver works and services identified in Councils' AMPs in accordance with Councils' Asset Management Policy and Strategic Asset Management Plan (SAMP).
	2.2.3 Effective management of land under Council control.	Implement Councils' PRAMP and BOSAMP.
2.3 Town Associations, Village Committees and	2.3.1 Facilitate constructive and timely communication between Council and the Town & Village Committees /Progress Associations.	Ensure Community consultation in the delivery of all of Councils' AMPs.

Strategic Objective		Strategy		Asset Management Objective
	local organisations are capable, resilient, and involved in decision making about issues that impact their own community	2.3.2	Support the development and implementation of improvement projects for the local Halls, School of Arts and other community facilities.	Deliver Councils' BOSAMP.
2.4	The community has confidence in and are engaged with Blayney Shire Council.	2.4.1	Councillors to exhibit leadership on Council, delivering on the Local Community Participation Plan and Community Engagement Strategy.	Seek Councillor input into the development and delivery of all Council AMPs.
		2.4.2	Customer services and information are delivered effectively and efficiently.	Ensure defined Levels of Service in all AMPs are delivered in accordance with relevant Council policies.
Future Direction 3: Diversify and Grow the Blayney Shire Local and Visitor Economy				
3.1	Our local planning instruments supports a viable and productive agricultural sector	3.1.1	Support the growth of the Shire while reserving productive agricultural land and integrate sustainable industries into the future.	Prioritise road rehabilitation and upgrade works in-line with the Blayney Shire Roads Strategy. Deliver works identified in the TAMP and LTFP.
3.4	An attractive shire for employment opportunities with industrial, business, tourism and planned housing residential growth.	3.4.1	Implement Blayney and Millthorpe Mainstreet Masterplans.	Develop projects from the Blayney and Millthorpe Mainstreet Masterplans for inclusion in the AMS, TAMP, and PRAMP.
		3.4.4	Regularly review and update planning instruments, strategies, and policies.	Ensure annual reviews of AMS and Roads Strategy are undertaken. Review policies in line with nominated time-lines.
Future Direction 4: Enhance recreational facilities and networks that support the health and wellbeing of the community, sport, heritage and cultural interests				
4.1	We are an inclusive, diverse and welcoming community.	4.1.2	Deliver the Active Movement Strategy priorities to provide safe and accessible connecting pathway networks.	Ensure AMS projects are included in the TAMP and LTFP.
		4.1.3	Implement the Disability Inclusion Action Plan.	Ensure identified actions are included in relevant Strategies and AMPs. Ensure accessible kerb ramps and Disabled parking are included in AMS projects. Ensure accessibility upgrades are incorporated in any BOSAMP and PRAMP projects.
4.2	There is capacity and facilities to host regional and state sporting events and competition that will increase participation in sport.	4.2.2	Implement Blayney Shire Sports and Recreation Masterplan to enhance and improve sporting facilities.	Continue to develop projects from the Blayney Shire Sports and Recreation Masterplan and include in the BOSAMP and PRAMP.

Strategic Objective	Strategy	Asset Management Objective
4.3 Heritage and First Nations significant sites in the natural and built environment are protected.	4.3.1 Identify items of natural and built heritage in Blayney Shire.	Ensure natural and built heritage are incorporated in the development of projects for all AMPs.
	4.3.2 Heritage Advisory services continue to be provided to owners of heritage items ensuring heritage is preserved whilst allowing development to occur.	Consider heritage in the design of projects arising from the Millthorpe Mainstreet Masterplan.
	4.3.3 Ensure the Shire's 8 heritage listed cemeteries are maintained and protected.	Ensure infrastructure projects from the Cemeteries Management Plan are captured in the PRAMP.
	4.3.4 Prepare a Cemeteries Management Plan.	
4.4 The shire is a centre for cultural interest, arts, performance and entertainment.	4.4.2 Encourage the use of the Blayney Shire Community Centre as a facility for arts and culture.	Ensure maintenance, and renewal works identified in the BOSAMP are delivered for key public facilities.
	4.4.3 Provide effective and consumer friendly library services in the Blayney Shire.	
Future Direction – Protect Our Natural Environment		
5.1 Retain and enhance public open spaces; with a focus on regeneration of native vegetation.	5.1.4 Review the Roadside Vegetation Management Plan to ensure high environmental value vegetation is protected, road safety outcomes maintained, and any clearing is undertaken following agreed principles and guidelines.	Ensure the Roadside Management Plan is considered in any safety works (particularly in relation to roadside hazards) in projects identified in the Blayney Shire Roads Strategy.
5.2 The Belubula River, waterways and tributaries that flow into our regional water catchments and water supply sources, are clean, healthy and biodiverse.	5.2.3 Stormwater Management Plans are prepared for Blayney, Millthorpe and Carcoar and projects scoped for funding.	Ensure Stormwater projects are identified and developed for inclusion in the TAMP. Complete an identification and Condition assessment project for all Stormwater assets in-line with the 2025 revaluation of Transportation assets.
	5.2.4 Ensure provision of Sewerage Treatment and Recycled Water Treatment Plant is adequate for the growth of the Shire and promotes Residential Development.	Ensure projects identified in the Sewer Strategic Business Plan are costed and included in the SSAMP. Ensure maintenance and renewal costs for the Recycled Water Treatment Plant are fully costed in the SSAMP.
5.3 We are on the path to achieving net zero emissions and adapting to climate change risks and opportunities.	5.3.2 Implement the Blayney Shire Renewable Energy Action Plan.	Ensure projects identified in the Blayney Shire Renewable Energy Action Plan are costed and included in the BOSAMP.
	5.3.3 Continue to investigate and challenge emerging renewable energy sources.	
	5.3.4 Support Council's native tree planting program and community engagement.	Budgets for native tree planting are included in the PRAMP.



Fun Fact: Council maintains 76 bridges, with a combined length of almost one kilometre.

WHAT SERVICES DO WE PROVIDE WITH THE SHIRE'S ASSETS?

Blayney Shire Council is responsible for the day-to-day management of an extensive portfolio of transport, recreation, community facilities, sewer. These assets support the delivery of services and the community's day to day activities, such as:

Footpaths:

Footpaths and shared paths along roads and in parks provide safe access and exercise options.



Parks, Playgrounds and Sporting facilities:

Provide opportunities for play, sport, and relaxation for all ages.



Fun Fact: The Learn to Swim program has doubled to over 530 participants, since the CentrePoint Sport and Leisure Centre upgrade.

Roads:

Sealed and unsealed roads provide a transport network that connects people, places, and communities.



Buildings:

Allow for social interaction and learning in halls and the Library. They also support council's service's planning and delivery.



Sewer:

Transfer and treatment of wastewater effluent in Blayney and Millthorpe.



What are the assets we manage?

Council manages a wide range of assets, either to provide a direct service, or to support the delivery of services (non-infrastructure assets). Table 3 below summarises Council's assets and the services they provide.

Table 3: Assets used for providing Services

Asset Class	Description	Services Provided
Infrastructure Assets		
Transport	Roads, bridges, culverts, footpaths, shared paths, kerb & gutter, urban stormwater, rural drainage, and signage.	Transportation of goods and services from production to market and to consumers. Movement of people around the Shire for business, education, tourism, recreation, and leisure. Management of stormwater drainage runoff in urban areas.
Parks and Recreation	Active and passive recreation areas, sports facilities, playgrounds, surfaces, fencing and memorial assets, including Cemeteries.	Open space, sporting and playground areas provided for community recreation and leisure.
Sewer	Reticulation network, pumping stations, rising mains, trunk mains, and treatment plant, excluding Buildings.	Collection of domestic, business, and industrial wastewater, conversion to reusable quality and return to the environment.
Buildings and other structures	Community, cultural, commercial, council operational and leisure facilities.	Community interaction and development. Support for Councils delivery of services.

Fun Fact: Sealed Roads account for almost 38% of the value of all Council assets.

Asset Class	Description	Services Provided
Non – Infrastructure Assets¹		
Plant and Equipment	Heavy and light vehicle fleet, construction and maintenance vehicles and associated accessories.	Road and street maintenance and construction, town maintenance, parks, and recreation maintenance.
Office Equipment	Information technology hardware, software, and accessories.	IT infrastructure to provide information, finance, technical, environmental and administration services to the community.
Furniture and fittings	Office furniture and fittings	Office fit out to provide information, finance, technical, environmental and administration services to the community.
Land and improvements	Carparks, roadworks and fencing not related to Parks and Gardens or council owned buildings.	Improvements to land to provide parking facilities, and other earthworks to provide services.
Quarries	Gravel Pits	Provision of gravel for use in road construction and maintenance.
Waste Management	Waste transfer station (excluding Buildings)	Waste disposal facilities for domestic, bulk, industrial waste.

¹ Non-infrastructure assets are not considered in this SAMP.

What are our assets worth?

The total value of all of Council's assets is \$382m, of which \$361m are considered to be infrastructure assets. Non-infrastructure assets include, Furniture and Fittings, Office Equipment, Plant and Equipment, Tip and Quarries and other remediation assets and have a value of \$21m. (See Table 4).

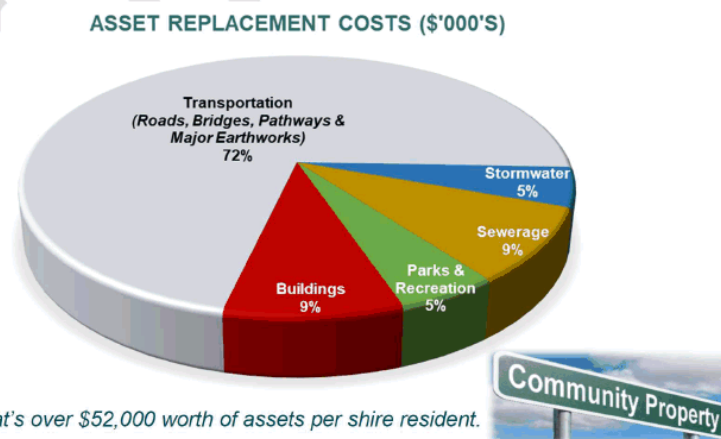
This plan only considers infrastructure assets, with other non-infrastructure assets managed on an operational basis to assist council to deliver services.

Table 4: Financial Status of the Assets (30 June 2021)

Asset Class	Replacement Cost (\$'000)	Depreciated Replacement Cost (\$'000)	Annual Depreciation (\$'000)
Infrastructure Assets			
Transportation	\$254,050	\$209,299	\$3,492
- Urban Stormwater	\$17,279	\$13,417	\$173
Sewer	\$32,488	\$19,355	\$518
Buildings & other structures	\$31,252	\$19,372	\$753
Parks & recreation	\$17,786	\$14,875	\$565
Non – Infrastructure Assets			
Capital works in progress	\$5,366	\$5,366	\$0
Remediation assets (Quarries, Waste etc.)	\$636	\$339	\$32
Plant & equipment	\$13,516	\$6,286	\$1,029
Land	\$7,996	\$7,996	\$0
Furniture & fittings	\$480	\$128	\$13
Office equipment	\$962	\$341	\$84
Total	\$381,811	\$296,774	\$6,659

The importance and value of infrastructure assets is clear, accounting for just over 92% of all of Council's assets. The Transportation asset class accounts for 77% of infrastructure assets as shown in Figure 2, below.

Figure 2 - Asset Replacement Cost (30 June 2021)



Fun Fact: That's over \$52,000 worth of assets per shire resident.

HOW ARE OUR ASSETS PERFORMING?

Asset performance is measured utilising a range of information sources from staff and technical assessments to community feedback. They are broadly categorised under the following three headings:

- **Condition:** *does the Condition of the asset impede its ability to provide the intended service or limit its capacity?*
- **Capacity:** *is the asset able to cope with the demand?*
- **Fit for purpose (Function):** *is the asset appropriate to deliver its intended service in a safe and satisfactory way?*

The key indicator of performance is the physical condition of the asset, as repairs, maintenance and timely replacement of assets helps mitigate safety risks, provide service continuity, and minimise ongoing risk. Council continuously monitors and updates the Condition rating of all infrastructure assets.

Council has yet to fully quantify the performance of its assets in terms of capacity and fitness for purpose. The progressive capture of this data for the various asset classes and sub-classes is included in the Improvement Plan within this strategy.

The assessment of Condition varies with the type and complexity of the asset. More complex assets, like the Blayney Shire Community Centre are assessed using multiple Condition ratings for different components, whereas a bus shelter is rated using a single overall rating.

A key reason for Council to understand the Condition rating of each asset is to enable forward planning for the renewal and the replacement of assets in a timely and cost-effective way, without compromising ongoing service delivery.

Council uses a standardised Condition rating of 1 to 5, allowing for comparison across all asset types. The definition of each rating is detailed in Table 5 below.

Table 5 - Condition Rating Definitions

Condition Rating	Condition Description
1	Excellent – as new with no defects
2	Very Good – only minor defects
3	Good – significant maintenance required
4	Fair – significant renewal works required
5	Poor – Unserviceable, with replacement required

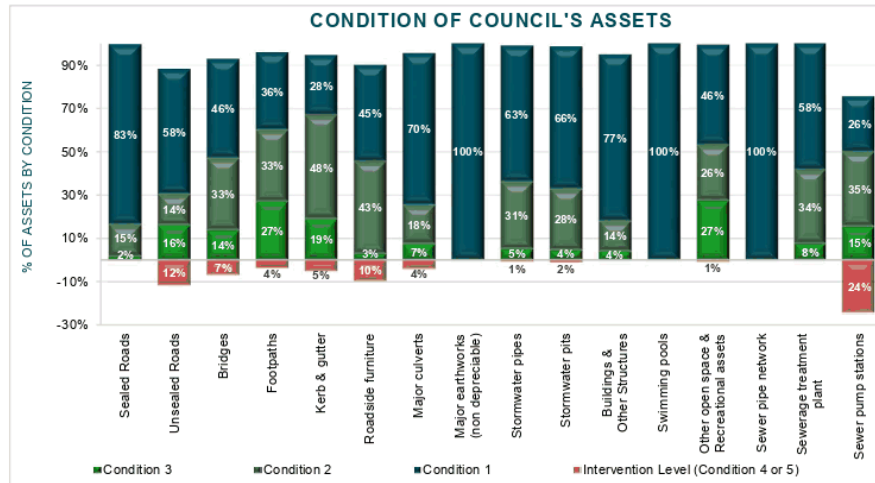
Intervening at a specific Condition level may allow a less expensive treatment to be applied to maintain the desired service level, whereas not acting at this point may result in the need to completely replace the asset at much greater expense.

A simple example being the resurfacing of a sealed road at a certain Condition rating to ensure the sealed surface continues to provide protection from water ingress, and which if not done, may result in the need for a costly pavement rehabilitation.

Asset Condition reflects the amount of the assets useful life that has been consumed. The annual depreciation expense reflects the rate at which assets are being consumed. For Blayney, this means that 21.7% of the value of our infrastructure assets has been consumed, at an annual rate of 1.6%, or \$5.5m.

Most of Council's assets (96.8%) are rated as Condition 3 or better (see Figure 3, below). Assets in Condition 4 or 5 are considered to have reached their intervention level and need to be renewed or replaced, depending on the nature of the defects. The current Condition data for the shire indicates that 3.2%, or \$11.1m (see Figure 3 below) of assets have reached their intervention level and require major renewal works or replacement.

Figure 3 - Condition of Assets by Asset Sub Class (30 June 2021)



Some assets are considered to have an infinite useful life, as they deteriorate over an extremely long period, such as earthworks. These assets are therefore considered to be in Condition 1 and are not assigned any depreciation.

As assets are consumed, they require increasing levels of maintenance, before eventually reaching a point where they need to be fully renewed, replaced, or disposed. This is reflected in the lifecycle cost of an asset.



Condition 1 Footpath



Condition 5 Footpath

Levels of Service and the Cost to Satisfactory

Council measures asset performance against both community and technical levels of service. The community level of service measures provide information on our service delivery performance. They can indicate areas of possible over and under servicing and potential for reallocation of resources to maximise community value.

Supporting the community levels of service are technical measures of performance. These measures relate to the allocation of resources to ensure the continued operation, maintenance, and renewal of assets to maintain the expected community service levels. Both levels of service are defined for each asset class in the relevant AMPs.

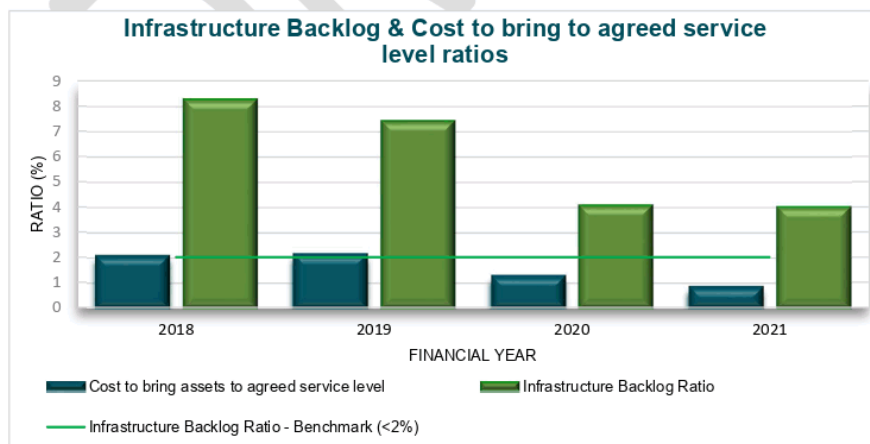
As part of Councils financial reporting, Council must report on several indicators relating to its infrastructure assets in Special Schedule 7 (SS7) of Councils annual financial statements. These indicators can be used by Council and the community to get an understanding of the Condition of Councils infrastructure assets, as shown in Figure 4 above.

Two of these indicators relate directly to the Condition of Councils infrastructure, namely the cost to bring assets to a satisfactory Condition (*Infrastructure backlog ratio*) and the *Cost to bring assets to an agreed service level*.

The cost to satisfactory is the cost to bring assets to a satisfactory Condition (Condition 3). It calculates the full replacement cost of assets for assets in Condition 4 or 5 against the written down (depreciated) value of assets. This is a theoretical number as renewal costs can be less than the 'new' construction cost (e.g., Heavy patching of road pavement) (Figure 4 below).

The cost to an agreed service level is the (more likely) reinstatement cost of the assets below Council's target service level of Condition 4 (Figure 4 below). This is a more realistic indicator of the challenges Council faces in meeting its community expectations.

Figure 4 – BSC Infrastructure Backlog Ratio (30 June 2021)



Other asset performance measures in SS7 include the *Buildings and Infrastructure Renewals Ratio* comparing renewal expenditure against the written down value of assets, which for Blayney was 113.4% in 2021, well over the 100% target; and the *Asset Maintenance Ratio* comparing actual versus required maintenance expenditure. A ratio above 100% indicates council is investing sufficient funds to stop the infrastructure backlog from growing. For Blayney this ratio was 113.8% in 2021.

These results are in part due to Council being highly successful in receiving Grant funding for renewal and upgrade works over recent years, which is discussed further in following section on funding renewals over the life cycle of assets.



Fun Fact: The Central West Equestrian and Livestock Centre facilitates horse and livestock events and was also used as a Covid 19 pop-up testing clinic.

How do we manage an asset through its life cycle?

It is essential that Council applies asset management principles to manage and operate assets to provide continuity of service from the assets, while minimising life cycle costs and managing risks.

Life cycle costs can be compared to life cycle expenditure to give an indicator of the sustainability of providing the service. Life cycle expenditure includes operational, maintenance and capital renewal expenditure and it will vary depending on the timing of asset renewals.

The life cycle costs, and life cycle expenditure comparison highlights any difference between present outlays and the average cost of providing the service over the long

term (10 years). This is referred to as the life-cycle gap and if the life cycle expenditure is less than the life cycle cost, it is most likely that outlays will need to be increased or cuts in the levels of service will need to be made.

As shown in Table 6 below, overall council infrastructure assets are funded at 110% of the life cycle cost which would indicate that council funding levels are sustainable over a ten-year period. For individual assets classes the level of funding varies from 108% for Sewer to 111% for Transportation and Urban Stormwater.

Table 6: Life Cycle Gap and Lifecycle Indicator for Council Services (\$'000)

Service Area	2020/21 Expenditure (\$'000)			Life Cycle Cost (\$/yr)	Cap Renewal Exp (\$/yr)	Life Cycle Exp (\$/yr)	Life Cycle Gap ¹ (\$/yr)	Life Cycle Indicator (%)
	Ops	Mtce	Depreciation					
Transportation & Stormwater	253	1,592	3,665	3,853	2,436	4,287	434	111%
Sewer	646	546	518	1,367	143	1,475	108	108%
Buildings	339	0	847	673	395	734	61	109%
Parks & Recreation ²	992	0	471	1,030	166	1,126	96	109%
TOTAL	2,230	2,138	5,501	6,923	3,140	7,622	699	110%

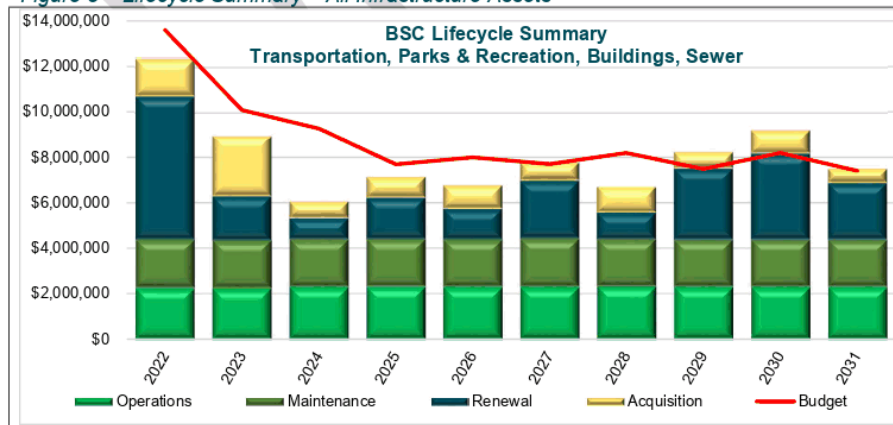
¹ A life cycle gap is reported as a negative value.

² Operations & maintenance costs are not currently split in Councils General Ledger.

The individual AMPs for each asset class include renewal plans, based on asset Condition, or predicted from the assets age. New asset plans are developed from individual strategies (e.g., Active Movement Strategy) and other plans (e.g., individual Village plans). These are incorporated into the CSP and funded in the LTFP. Some new assets and renewal projects are included in the LTFP, with the proviso that they will only proceed if Council is able to obtain external Grant funding.

Knowing the extent and timing of any required increase in outlays and the service consequences if funding is not available assists Council to provide services in a financially sustainable manner. This is the purpose of the AMPs and the LTFP.

Figure 5 – Lifecycle Summary – All Infrastructure Assets



What do we need to spend on our assets?

The financial projections for Council's four main asset classes are detailed in their individual AMPs. The following Asset Summary Profiles provide a snapshot of the detail within each asset class which is used to support and inform the LTFP.

Based on the current available data it is projected that Council is funding the Operations, Maintenance, Depreciation and Renewal works for its assets over the next 10 years. This indicates that Council does not have an asset funding gap, which represents the difference between what Council has budgeted to spend on renewing its assets versus what it needs to spend to maintain the current average Condition and required levels of service for its asset portfolio.

The projected renewal funding gap is calculated based on available data for each asset sub class and combined to provide an overall figure for the individual asset class. The calculation is based on the assets expected service life, the current Condition rating of individual assets, or components and the nominated intervention level being below Condition 3.

It should be noted that particularly in the early years of the plan, Council appears to be allocating more funding than required to maintain its assets. There are some important reasons why this is the case, including:

- Some assets are renewed before they reach Condition 4, such as replacing Heritage Park Toilets as they are deemed to not meet their required function,
 - Future iterations of AMPs will include consideration of Function and Capacity, in addition to Condition to determine expected Useful Lives.
- Asset renewals will generally involve an upgrade component, which is not captured in the acquisition data, for example a road is rarely rehabilitated at its existing width, and
- The historically high levels of Grant funding currently available is allowing Council to bring forward renewal and upgrade works.



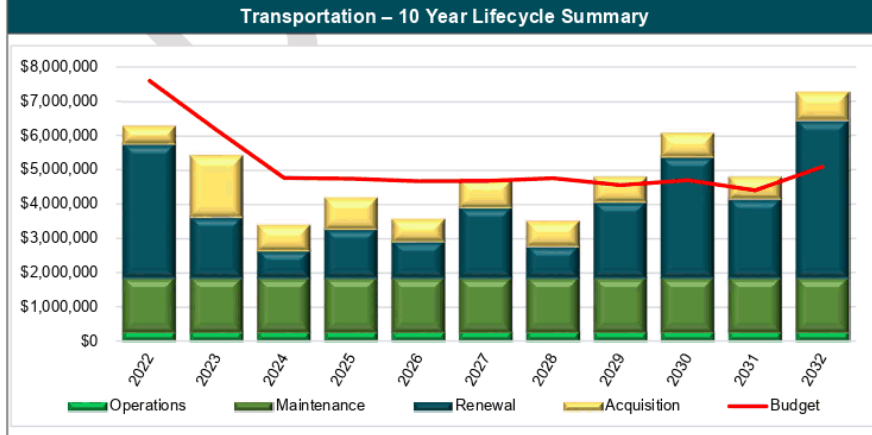
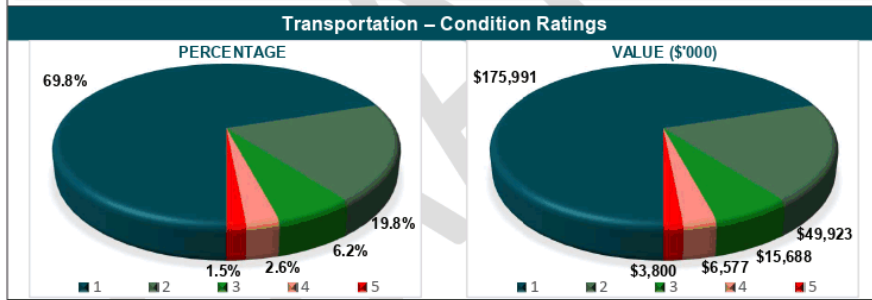
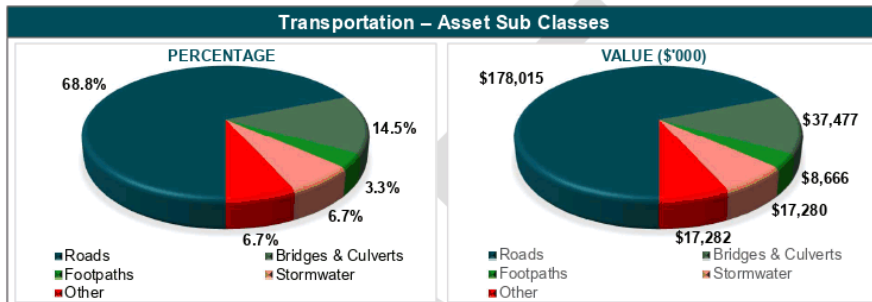
Fun Fact: Council won the prestigious Bluett Award 2021 for Excellence in Local Government

Transportation and Urban Stormwater



* Expenditure in 2022 dollars

** A Funding Gap is a Negative number

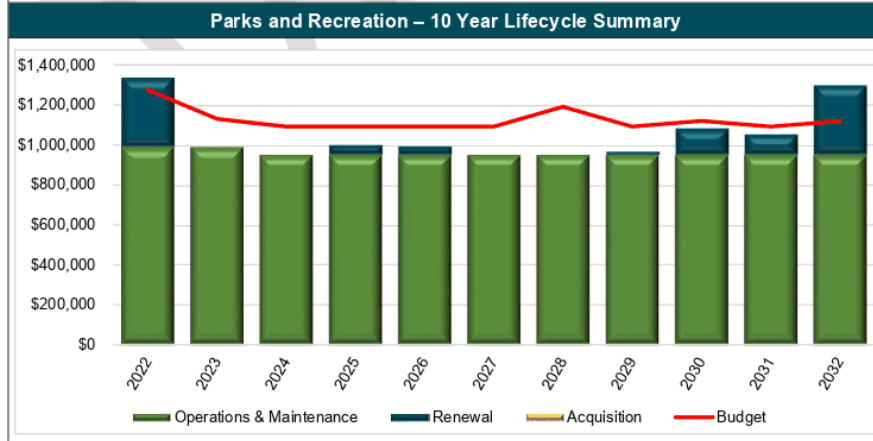
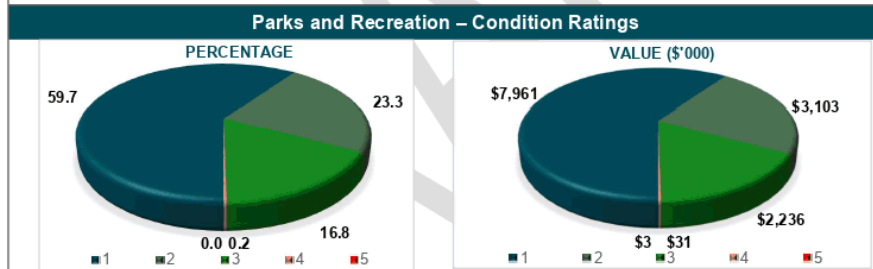
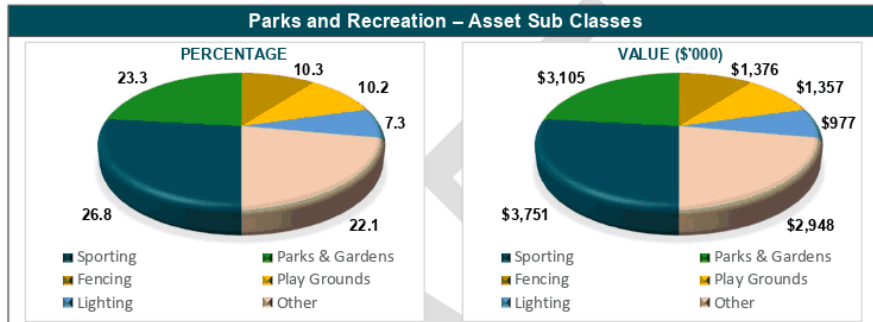


Parks and Recreation



* Expenditure in 2022 dollars

** A Funding Gap is a Negative number

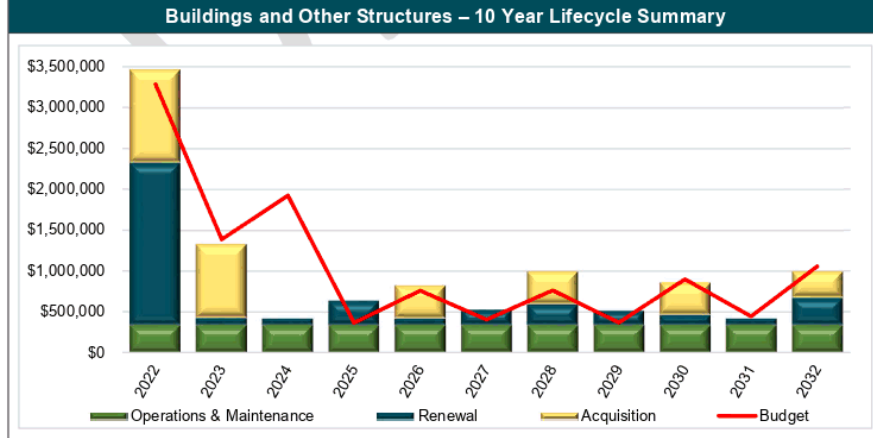
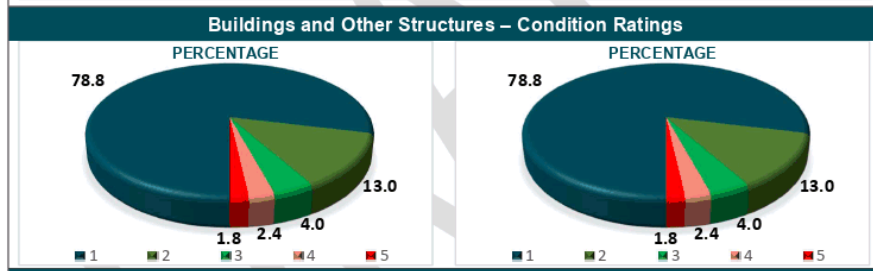
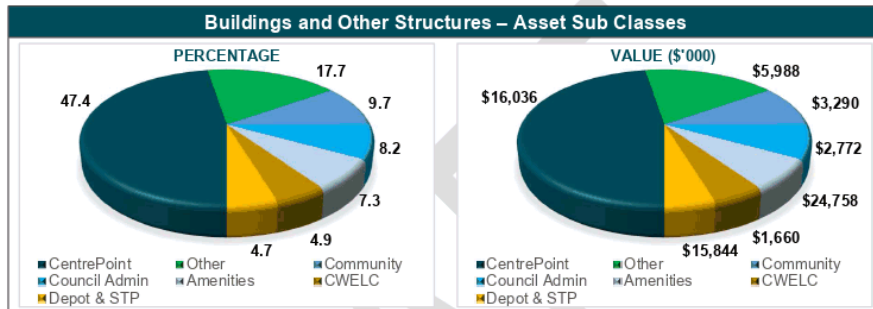


Buildings

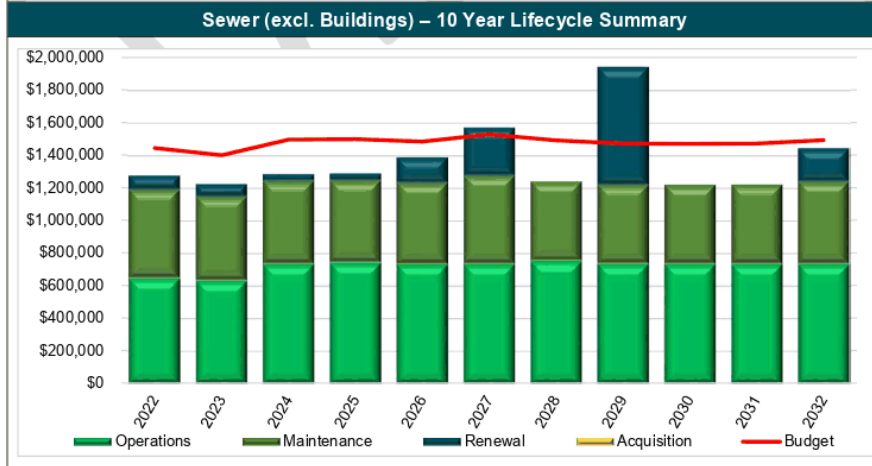
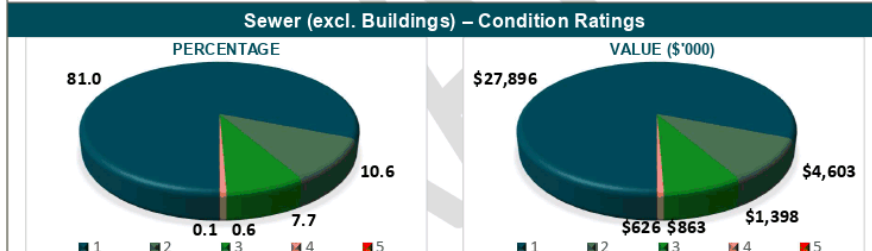
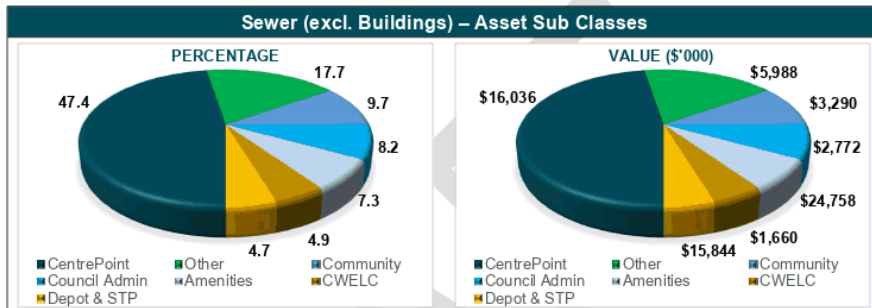


* Expenditure in 2022 dollars

** A Funding Gap is a Negative number



Sewer



HOW FUTURE DEMAND MAY IMPACT ON OUR ASSETS AND SERVICES?

Over time, the community's demand for Council services changes. The reasons for changes can be varied, but often include demographic and workforce trends, changes in community preferences, technological changes, economic factors, and changes in regulations (including COVID-19).



Demographic and workforce Trends

Blayney Shire's population was estimated to be 7,382 in 2020¹. The population is forecast to grow by up to 641 to around 8,000, by 2036. This will be largely concentrated in the towns of Blayney and Millthorpe², which in 2016, had estimated resident populations of 2,963, and 738 people, respectively. Overall, the villages (urban areas) account for approximately 70% of the Shire population.

The rate of population growth may be influenced by recent broader trends, accelerated by the COVID-19 pandemic. These include tree changers, the affordability of Sydney housing, and workplace changes enabling work from home.

A key shift in Blayney's population profile is the aging of the population, with 40% of the population aged 50 years or over, compared to 34% for NSW. Further, the percentage of the population aged over 65 years, is forecast to grow from 19% (2016) to 24% by 2036.

Blayney Shire is predominately rural in nature, supporting primary industries such as dairying, beef, lamb, wool, viticulture, orchards, potatoes, canola, and other grains. Mining is also a key industry and the area supports other industrial activities such as manufacturing, transportation, and food processing.

The key employment sectors within the Shire and their trends between 2011 and 2016 are summarised in Table 7 below:

Table 7 - Employment by Industry sector (Percent of Total Employed – 2011 to 2016)

Industry Sector	2011 (%)	2016 (%)	Change 2011 – 2016 (%)	No. Employed
Agriculture, Forestry, and Fishing	14.4	12.3	-2.1	367
Mining	19.3	22.6	3.3	661
Manufacturing	11.9	11.9	0.0	356
Construction	9.1	7.3	-1.8	218
Education and Training	6.3	6.1	-0.2	182
Health care and Social assistance	5.3	6.0	0.7	180
Other	33.7	33.8	0.1	1,027
Total	100.0	100.0	100.0	2,991

¹ Australian Bureau of Statistics, *Regional population by age and sex, 2020*, Aug 2021.

² Elton Consulting, *Blayney Shire Settlement Strategy*, February 2021.

The most significant change in the Blayney employment profile has been a shift from the agricultural and construction sectors toward the mining sector. The impact of this is expected to be a continuation of the drift in population focus from rural areas toward the urban and semi-urban areas.

There are several major employment generating projects within the shire, including:

- Cadia Valley Gold Mine (Newcrest),
- Proposed McPhillamys Gold Mine, and
- The Flyers Creek wind farm (short term employment opportunities).

Other demand drivers considered in the development of Councils demand management plan, include changes in community preferences, technology, regulatory environment, and economic factors. The key demand drivers considered in this plan are summarised in Table 8 below and included in the individual AMPs.

Table 8 –Demand Management Plan Summary

Demand Description	Projected Change	Impact on Services	Demand Management Plan
Population growth	Increased urban development. Increased rural / residential development.	Increased need for urban services. Increased desire for sealed roads.	Development and implementation of infrastructure strategies for key asset groups (e.g., Sewerage Business Plan, AMS, Master Plans). Blayney Shire Settlement Strategy, 2020.
Population change	Aging population and smaller household size.	Change in use of urban services	Development and implementation of infrastructure strategies for key asset groups (e.g., AMS, Master Plans).
Technological changes	Significant demand for larger and heavier vehicles.	Damage to road pavements. Risk to Bridge structures.	Development and implementation of Blayney Shire Transport Strategy.
Industrial developments	Growth in Logging operations in and around the Shire. Growth in the mining industry.	Damage to road pavements. Wider and sealed roads.	Development and implementation of Blayney Shire Transport Strategy.
Regulations	Accessibility standards	Requirement for upgrading facilities	Upgrades to contemporary standards during project scoping
Climate change	Increased number and severity of storms.	Overloading of urban stormwater systems. Increased inundation of bridge and culvert structures.	Inclusion of Climate change projections in future flood and drainage studies and bridge designs. Regular inspections of Bridge and Culvert structures.
Covid-19	Continuance of 'social distancing' rules.	Reduction in capacity of public halls etc	Monitor impacts on major facilities, including Blayney Shire Community Centre and CentrePoint Sport and Leisure Centre.

To understand and mitigate the risk of Council not being able to maintain current levels of service and provide new assets as demanded, Council considers these risks through its Enterprise Risk Management Policy and Plan (ERMP). Significant risks are elevated to the Corporate Risk Register, which is reviewed on a regular basis and oversighted by Councils Audit, Risk and Improvement Committee (ARIC).

Fun Fact: Freight volumes across NSW are projected to double by 2030 and triple by 2050.

WHERE TO FROM HERE?

Asset Management Maturity

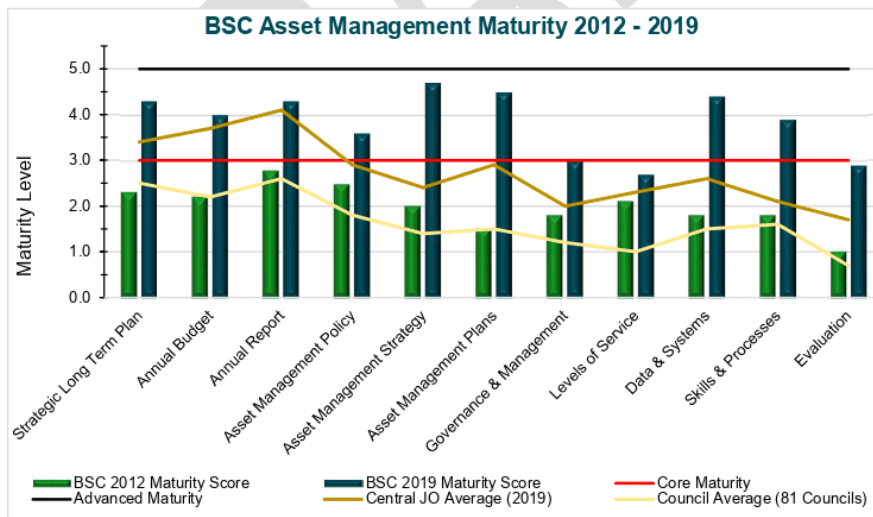
Council has undertaken assessments of its asset management maturity levels in 2012 and again in 2019. This involves the assessment of 11 key elements, to indicate the maturity of asset management data, systems, processes, and linkages to strategic planning, budgets, and governance. The assessments use the *National Asset Management Assessment Framework (NAMAF)*. The results of the assessments and the changes between 2012 and 2019 are shown in Figure 5, below.

Council has made considerable advances from 2012, achieving 'core' maturity in all but 2 of the elements. This round of IP&R is expected to see council achieve 'core' maturity across all 11 elements and move toward 'advanced maturity' in several elements.

The purpose of conducting these assessments is to understand how effectively Council manages its infrastructure assets, which underpins the dependability of information relating to its delivery of services to the community in a sustainable manner over the medium to long term. It is also a requirement of the IP&R process.

Another purpose for undertaking these assessments is to understand where Council needs to focus resources to further enhance its management of infrastructure assets. This informs a key aspect of this SAMP, which is the development of an asset management improvement plan.

Figure 6 - National Asset Management Assessment Framework



Fun Fact: Council's asset management system contains information on over 14,000 assets / components.

Asset management Improvement Plan

Asset management is a journey, requiring continual improvement to enable Council to manage its assets and provide services to the community in the most financially sustainable and cost-effective way.

Key to Council progressing to full 'core', then 'advanced' asset management maturity, is an asset management improvement plan. The development and implementation of this plan assists council to achieve its asset management vision, which underpins the delivery of the community's vision within the CSP.

The improvement plan is compiled from key improvements identified within the individual AMPs, and to ensure a clear focus has been structured in two parts. These parts are the 'general' improvement plan, focussed on planning, systems, processes, levels of service and governance; and the second part relates to improving the collation, validation, and confidence levels in asset data to support sound decision making by Council.

Table 7 below summarises the improvement strategies relevant for the life of this plan. There are other improvement strategies that will be incorporated into the SAMP, as the current objectives are met. These could include triple bottom line reporting, developing regular reporting of Key Performance Indicators (KPIs) for service levels, and strategies to address climate change impacts.

Table 9 – BSC Asset Management Improvement Plan

Ref	Task	Resp. Officer	Target Date	Status
1	Undertake a NAMAFA assessment to determine asset management progress and identify focus areas.	MA	Dec 2024	Yet to commence
2	Review and update AM Policy and SAMP.	MA	Mar 2022	Drafts prepared
3	Undertake Community Satisfaction Survey for 2022 Integrated Planning and Reporting cycle.	GM	Dec 2021	Complete
4	Align strategic objectives from CSP with actions in individual AMPs	MA	Mar 2022	Draft prepared
5	Update AMS	MA	4 Yearly	Draft prepared
6	Develop Road Safety Strategic Plan	MA	Mar 2022	Commenced
7	Review and incorporate objectives from relevant Council Strategic Plans.	MA	Mar 2022	Draft prepared
8	Develop <i>Data Improvement Plan</i> (see Table 8 below).	MA	Mar 2022	Complete
9	Develop Priority Ranking Criteria for New and Renewal Projects.	MX MA	Jun 2024	To be developed
10	Continue development of operational, maintenance, and renewal standards policies for Transportation assets.	MA	Ongoing	Complete for roads & pathways
11	Review service levels for Parks and Gardens assets	MUS MA	Mar 2023	In progress
12	Review General Ledger structure to split operational and maintenance costs for Parks and Gardens.	CFO MUS	Jun 2023	Yet to commence
13	Review and update Strategic Business Plan and Integrated Water Cycle Management Plans for Sewer	MUS		

Ref	Task	Resp. Officer	Target Date	Status
14	Develop and incorporate Building renewal plans as part of 2022/23 Building's asset revaluation	MUS MA	Oct 2023	Yet to commence

Responsible Officers:

GM – General Manager DIS – Director Infrastructure Services CFO – Chief Financial Officer
 MX – Manex MUS – Manager Urban Services ASO – Asset Systems Officer
 MA – Manager Assets DPES – Director Planning & Environmental Services

Data Improvement Plan

A key step in ensuring asset management practices provide meaningful information to Council and the executive leadership team to enable informed decisions about managing assets is the quality of data. This ensures the data that is used to measure Council's financial sustainability is sound and provides a solid basis for decision making about the long-term financial sustainability of Council.

Individual AMPs include a rating of the data confidence levels for each aspect of the asset register. Table 8 below, summarises the steps required to improve the data confidence from each AMP. These steps are prioritised, based on the risk they potentially represent to Council's Works Programming and financial position. This represents a long-term / ongoing project that extends beyond the life of this SAMP.

In summary, the key data enhancements considered necessary for Council to improve the reliability of the data underpinning its asset systems are:

- Assigning age information to historic assets, where the age is unknown,
- Calculating the confidence levels of all data, including unit rate calculations, age, and inclusiveness of data (e.g., completeness of the urban stormwater network, and road base and subbase depths for existing roads), and
- Assessing and 'scoring' the Functionality and Capacity of assets to meet the required community and technical levels of service.

Table 10 – BSC Data Improvement Plan

Ref	Task	Resp. Officer	Target Date	Status
1	Calculation and disclosure of data input confidence levels for all assets classes (per AMPs).	MA ASO	Mar 2022	In progress
2	Develop Data improvement plans for all asset classes within individual AMPs.	MA	Mar 2022	In progress
3	Assess and include Functionality and Capacity scores (1 to 5) for all relevant assets, as per asset class revaluations.	MA ASO	Per asset Reval.	Yet to commence
4	Develop age data for assets, where construction date unknown, as per asset class revaluations.	ASO MA	Per asset Reval.	Yet to commence
4a	Transportation asset class age data (sealed road surfaces, road pavements, bridges, (some) pathways, and urban stormwater).	MA	Dec 2024	Yet to commence
4b	Building's asset class age data.	MA	Dec 2022	In progress

Ref	Task	Resp. Officer	Target Date	Status
4c	• Parks and Gardens asset class age data.	MA SPAG	Dec 2025	80% complete
5	Incorporate Geotechnical investigations from works program to improve confidence in road pavement depths	MO MA	Ongoing	Yet to commence

Responsible Officers:

MA – Manager Assets
SPAG – Supervisor Parks & Gardens

ASO – Asset Systems Officer
MO – Manager Operations

Completing the circle – Evaluation

For Council to continuously improve its asset management systems and processes to ensure that services are being provided in the most cost effective and financial sustainable manner, it is critical that this SAMP is evaluated and reviewed regularly.

Regular evaluation ensures that resources are focussed in the most effective manner and delivers a framework that provides the lowest financial and reputational risk to Council. The cyclical nature of the asset management processes is illustrated in Figure 6 below, which when viewed with the interactions highlighted in Figure 1 (at the beginning of this document) clearly demonstrates the iterative nature and need for continuous improvement of Council's asset management.

Figure 7 – BSC Asset Management Cycle



NSW Government IP&R framework

Recent updates to the NSW Government IP&R guidelines require that Council's ARIC advise the General Manager and governing body:

- of the adequacy and effectiveness of Council's IP&R processes,
- if appropriate reporting and monitoring mechanisms are in place to measure progress against objectives, and
- whether the council is successfully implementing and achieving its IP&R objectives and strategies.

This represents a positive step forward in terms of ensuring the continual evaluation and continuous improvement of the asset management framework

GLOSSARY

AMP – Asset Management Plan

- BOSAMP – Buildings and Other Structures AMP
- PRAMP – Parks and Recreation AMP
- SSAMP – Sewer Services AMP
- TAMP – Transportation AMP

AMS – Active Movement Strategy (Pathway program)

ARIC – Audit, Risk and Improvement Committee

BSC – Blayney Shire Council

CSP – Community Strategic Plan

ERMP – Enterprise Risk Management Policy and Plan

IP&R – Integrated Planning and Reporting (NSW Government framework)

LTFP – Long Term Financial Plan

NAMAF – National Asset Management Assessment Framework

SAMP – Strategic Asset Management Plan

REFERENCES

Blayney Shire Council, *Asset Management Plans* (various)

Blayney Shire Council, *Asset Management Policy*

Blayney Shire Council, *Community Strategic Plan, 2022*

Blayney Shire Council, *Enterprise Risk Management Policy and Plan*, March 2021

REMPAN.COM.AU

Blayney Shire Council, *Blayney Shire Settlement Strategy*, Elton consulting, February 2021.

Australian Bureau of Statistics, *Various publications*.

NSW TfNSW, Central West and Orana Regional Plan 2036